

Concept Symposium 2006 Principles of Governance for Major Investment Projects

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**United Kingdom: Experiences of
Implementing the OGC Gateway Process
for Governance of Large Projects**

GOVERNMENT CAN DELIVER: THE ENGLISH EXPERIENCE

HOW WE CAN HELP!



WHAT SUCCESS LOOKS LIKE

- 685 Projects at £100b+ subject to 1,700 OGC Gateway™ Reviews
- Ministers and senior officials very engaged
- 6.5% p.a. delivery improvement

WHAT SUCCESS LOOKS LIKE

- £900m p.a. value for money gains
- 30 PPM Centres of Excellence in place
- Over 3,600 staff trained in assessing projects
- Civil Service career structures modified

WHY DID IT SUCCEED?

- Clear case for action
- Early deliverables
- Made clients successful
- Right People
- Right Structures



A COMPELLING CASE FOR ACTION

- Too many failures to deliver
- Political will to move on
- Knowledge that the private sector performed better
- Willing to tackle the leadership of projects, not the project team (again)

THE RIGHT STRUCTURES

- Office of Government Commerce (OGC) formed 2000
- English procurement and PPM Centre of Excellence
- OGC Supervisory Board includes Permanent Secretaries and Chief Secretary of the Treasury

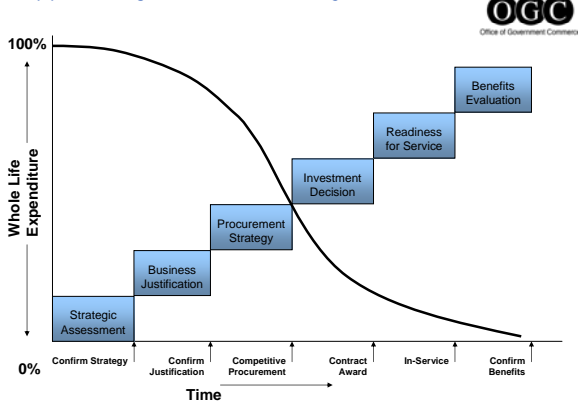
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THE RIGHT PEOPLE

- Cabinet Secretary supportive & engaged over 4 years
- Chief Secretary(s) of the treasury provided ongoing political support
- Delivery led by senior practitioners

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Opportunity to Influence Project Outcome



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ESTABLISHING A BRAND

- OGC Gateway™ is a recognised brand leader
- Clear strategy to promote a brand image
- World class documentation
- High class multimedia promotion
- Control of quality



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KEY ELEMENTS OF THE OGC GATEWAY BRAND

- Candid recommendations**
- Independent and Accredited Practitioner Team**
- Project Lifecycle assessed versus best Practice**
 - Short Focused Review
 - Open Plain English process
 - Access to All Stakeholders
- Confidential client – team partnership**
- Ownerships of follow through rests with client**

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- Project Lifecycle assessed versus best practice
- Independent and accredited practitioner team
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- Confidential client – team partnership



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Establishing a Brand



- Only trained and accredited reviewers
- Permanent Secretaries
- FTSE 250 Chairman
- All seasoned practitioners
- Balanced teams



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ESTABLISHING A BRAND



BASED ON REALITY!



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NAO & OGC GATEWAY™ REVIEW KEY LESSONS

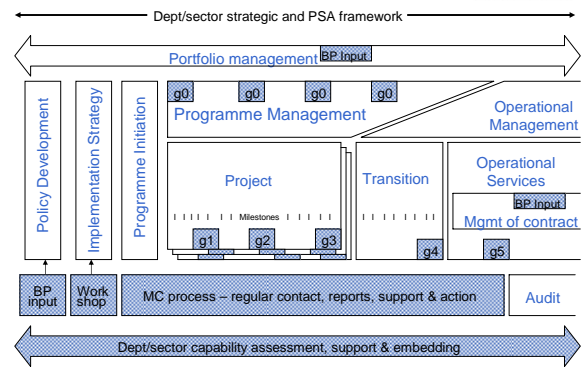


Essentials for Programme/Project Success include:

- Robust Business Case (with pre-agreed Critical Success Factors)
- Adequate skills and resources
- Ongoing risk management process
- Clearly defined roles & responsibilities
- Effective stakeholder communication
- Sound financial controls
- Market knowledge and procurement advice
- Contract Management and delivery skills
- Scheduling and Planning
- Benefits realisation process

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DELIVERY LIFECYCLE



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NEXT STEPS



- More attention to capability at senior levels
- Policy maker engagement in implementation
- Extend from current coverage to £90b p.a. across English government

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WHAT DID IT TAKE?



- Long term vision
- Political and senior official engagement
- Short-term deliverables
- Creating success for the client
- The right people

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*“One of those rare initiatives which
has permanently changed
government”*

-Sir Andrew Turnbull
Cabinet Office Secretary, 2002-2005