cidb

Construction Industry Development Board

DEVELOPMENT THROUGH PARTNERSHIP

Inform Practice Note #22c

cidb Infrastructure Gateway System - Reviews

cidb's Inform Practice notes provide guidance and clarity in achieving client objectives in construction procurement and delivery. Practice notes inform clients and practitioners on how to embrace best practice and how to deal with issues that may arise. They are aligned with, but do not replace regulation.

Content

Inform practice note 22 – cidb Infrastructure Gateway System comprises three parts:
a) An overview
b) Stages
c) Reviews

Synopsis:

The cidb Infrastructure Gateway System requires decisions to be made on information developed during a stage before proceeding from one stage to the next. This enables independent reviews to be undertaken on the information upon which decisions are to be taken.

The gateway review process outlined in this practice note is designed to provide independent guidance on how best to ensure that projects and packages are successfully delivered. It provides project owners with the confidence that an appropriate level of discipline is being applied in the delivery process and the best options to meet needs are being selected.

Every public sector body has its own structures and resources for carrying out internal reviews, health checks and audits of its activities An IGS gateway review simply provides a snapshot view of the quality of information upon which decisions are made at a key decision point and, therefore, should be seen as complementary to these internal processes, and not a replacement for them.

1. Introduction

A gate is a control point in the infrastructure life cycle where a decision is required before proceeding from one stage to another. Such decisions need to be based on information that is provided and is pertinent to the project (see cidb Inform Practice Notes 22a and 22b). If correctly done, the Infrastructure Gateway System (IGS) provides assurance that a project:

- Remains within agreed mandates;
- Aligns with the purpose for which it was conceived; and
- Can progress successfully from one stage to the next.

Gateway reviews deliver a team review in which independent practitioners, preferably from outside of a programme, but certainly outside of the project, examine the likelihood of the successful delivery of and the soundness of a project, through a series of interviews and documentation reviews. Review teams can also provide valuable additional perspectives on issues facing the project team and are able to challenge the robustness of the package information (brief, design documentation, programme and cost plan) at any stage of the IGS after stage 2.

The gateway review process is designed to provide independent guidance on how best to ensure that projects and packages are successfully delivered. They provide project owners with the confidence that an appropriate level of discipline is being applied in the delivery process and the best options to meet needs are being selected.

2. Gateway reviews

An IGS review team, typically comprises three or four experienced professionals. The team is issued with the information that is provided for a decision to be made at an IGS gate. Such documentation needs to be reviewed in the first instance for compliance with the requirements of the Standard for the implementation of the cidb Infrastructure Gateway System. Thereafter the quality of the documentation needs to be established through the interviewing of key staff members and stakeholders.

The IGS review team establishes its findings primarily on the basis of:

- The information supplied where a decision is made at a gate;
- Supplementary documentation, if any, provided by key staff obtained during the interview process; and
- Interviews with key staff and stakeholders.

Gate		Stage	
No	Information provided for a decision to be made at a gate	No	Description
1	Infrastructure plan	1	Infrastructure planning
2	Procurement strategy	2	Procurement planning
3	Strategic brief	3	Package planning
4	Concept report	4	Package definition
5	Design development report	5	Design development
6A	Production information	6	Design documentation
6B	Manufacture, fabrication and documentation construction information		
7	Completed works	7	Works
8	Works handed over to user	8	Hand over
9A	Updated asset register	9	Close out
9B	Completed contract or package order		
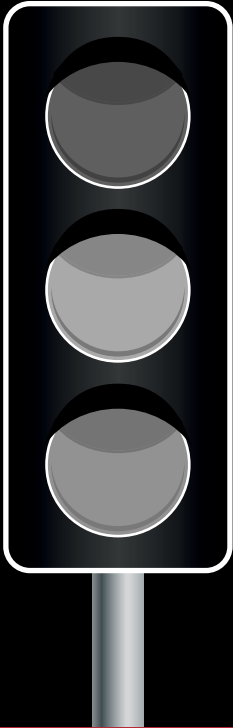
Aspects covered in the usually flagged as follows:

Code red: Team considers the aspect to poses a significant risk to the project/ package and needs to be clarified and addressed before proceeding

Code amber: Team considers the aspect to indicates a minor risk to the project/ package and needs to be clarified or addressed as part of proceeding to the next stage

Code green: Team considers the aspect to have been given adequate consideration to the extent that it is unlikely to jeopardise the success of progressing to the next stage.

Sections 38 and 51 of the Finance Management Act 1999) requires accounting officers to put in place and maintain a system for properly evaluating all major capital projects prior to making a final decision on the project.

At the conclusion of a gateway review, a report is issued which indicates the IGS team's assessment of the information at the end of a stage and provides findings or recommendations on areas where further work may be undertaken to improve information.

The level of detailed content in such reports needs to be in line with the importance and impact of the recommendations. Such a report should aim to produce candid and practical recommendations, based on best practice. spirit of openness and a willingness to work together is essential to the achievement of a useful IGS review report.

3. Review on major projects

On major projects, the key focus of the IGS review to be on:

- **Deliverability:** The extent to which a project is deemed likely to delivery the expected benefits within the declared cost/time/ performance envelope.
- **Affordability:** The extent to which the level of expenditure and financial risk involved in a project can be taken up on, given the organisation's overall financial position, light of its other commitments.
- **Value for money:** The optimum combination of whole life costs and quality (or fitness of purpose) to meet the user's requirements.

Before any decision is taken to proceed with a major project, reviews of stages 1 to 4 should be undertaken.

4. Examples of questions asked in a review in the planning stages of IGS

Infrastructure provision needs to be focused where it is most needed or where it will have the greatest social and economic impact. There accordingly needs to be a purpose maintenance of infrastructure. ISO/IEC Guide 2:2004 defines for purpose product, process or service to serve a defined purpose under specific conditions. Simply put, the product, service or process is good do the job for which it is designed to do. It is essential that whatever infrastructure is constructed is designed and constructed is fit for intended purpose.

IGS gateway reviews ensure a fitness of purpose the earlier stages of the IGS i.e. the planning stages purpose reviews can

ARP 070 ISO GUIDE 73
Risk management
Vocabulary defines risk as the effect of uncertainty on objectives

NOTE 1 An effect is a deviation from the expected — positive and/or negative

NOTE 2 Objectives can have different aspects (such as financial, health and safety, and environmental goals) and can apply at different levels (such as strategic, organisation-wide, project, product and process).

NOTE 3 Risk is often characterised by reference to potential events and consequences, or a combination of these.

NOTE 4 Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated likelihood of occurrence.

NOTE 5 Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of, an event, its consequence, or likelihood.

take place during the design development stage and during some of the design documentation stages.

Examples of questions which may be asked by IGS reviewers in the early stage of the IGS are as follows:

Stage 1: Infrastructure planning
- What service needs will the projects address and why are these projects needed?
- Will the projects contribute to strategic objectives?
- Do the proposed outcomes align with government priorities and organisational plans?
- How do the projects contribute to wider organisational and public sector strategies, within and outside the organisation?
- Is there a clear understanding of what constitutes success at a portfolio level?
- Was a systematic and transparent process used to identify and prioritise projects?
- What are the objective criteria for prioritising projects?
- Are the estimates for cost and time to achieve the projects optimistic?
- Are relevant stakeholders who have a significant influence over the projects involved?
- Is there internal/external authority and stakeholder support for the projects?
- Have the best options/solutions been selected to meet the needs?
- Have a sufficiently wide range of options been explored to meet needs and has a preferred way forward been identified?
- Has the major risks been identified and if so are there measure in place to mitigate risk?
- Does the proposed investment consider whole life value?
- Can the cost be justified by the anticipated improvement in services?
- Is the project expected to have social, economic and environmental benefits and if so what are they?
- Are the priority projects ready for funding?

Stage 2: Procurement planning
- Have all relevant options for delivery management been explored in the light of government priorities?
- Have the factors that inform choices been addressed?
- Do the choices take into account of key factors such as "intelligent client" skills, proposed relationships, and demands on procuring, managing and administering the proposed packages?
- Does the organisation have clear procurement objectives?
- Have the most appropriate delivery options been selected?
- Will the selected options be attractive to the market?
- Is the strategy likely to realise value for money, deliver quality outcomes or satisfy procurement objectives?
- Is the organisation being realistic about its ability to achieve a successful outcome?

Stage 3: Package preparation
- Who are the main stakeholders and are they supportive of the aspects in the strategic brief that impact on them?
- Is the Strategic Business case complete and robust – does it meet needs, is it achievable, will it deliver value for money?
- Is there an understanding of the depth and breadth of scope and what will constitute success?
- Are the scope, scale and requirements realistic, clear and unambiguous?
- Is the strategic brief clear and unambiguous? Are the project outcomes/outputs clearly reflected in the brief?

Stage 4: Package definition
- Does the identified service need still exist?
- Is the concept clear and unambiguous? Have a wide enough range of options that will satisfy the brief been examined?
- Is there a clear "best option" or would several options satisfy the brief?
- Have the risks for each of the options been fully assessed?
- Does the programme take into account any lead times associated with statutory permissions and critical dependencies that are required?
- Does the proposed solution satisfy the strategic brief?
- Have all the major risks that arose during this stage been resolved?
- If there are unresolved issues, what are the risks of implementing rather than delaying?
- Have all the stakeholder issues been addressed?
- Is there continuing stakeholder support for the project?
- Is the decision on the construction procurement strategy likely to deliver what is need on time and within budget, and will it provide value for money?
- Has whole life costs been adequately considered? Is the package ready for implementation/detailed design?
- Will the proposed works, on completion, achieve the service objectives and fulfill the Identified need(s), which are consistent with government policy and the organisation's strategic objectives?
- Have the social, economic and environmental impacts of the project been identified and dealt with?

Stage 5: Design development
- Have all the technical implications, such as "buildability" for construction been addressed?
- Does the design present whole-life value?
- Does the design adequately deal with health, safety, environmental and maintenance issues?
- Is the end product clear and unambiguous?
- Is the proposed design an expansion of the concept report and if not, why not?
- Have all the major risks that arose during this stage been resolved?
- If there are unresolved issues, what are the risks of implementing rather than delaying?
- Have all the stakeholder issues been addressed?
- Has whole life costs been adequately considered?
- Is the package ready for implementation?
- Have the social, economic and environmental impacts of the project been dealt with?