Infrastructure NSW

**Gate 6 – Benefits Realisation**

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| PROJECT:  NSW INFRASTRUCTURE  INVESTOR ASSURANCE  Version 2: December 2018 | **[Project Name]** |
| PROJECT ID:  NSW INFRASTRUCTURE  INVESTOR ASSURANCE  Version 2: December 2018 | [ID Number] |
| SPONSOR AGENCY: | [Sponsor Agency Name] |
| AGENCY HEAD: | [Sponsor Agency Secretary Name] |

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| PROGRAM: | [Program Name or N/A] |
| DELIVERY AGENCY: | [Delivery Agency Name] |
| DELIVERY AGENCY HEAD: | [Delivery Agency Secretary or CEO Name] |
| ASSET OWNER/ OPERATOR AGENCY: | [Asset Owner/Operator Agency Name] |
| OPERATOR AGENCY HEAD: | [Asset Owner/Operator Agency Secretary or CEO Name] |

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| STATUS OF REPORT:  NSW INFRASTRUCTURE  INVESTOR ASSURANCE  Version 2: December 2018 | [DRAFT VERSION 0.1] |
| SENIOR RESPONSIBLE OFFICER:  NSW INFRASTRUCTURE  INVESTOR ASSURANCE  Version 2: December 2018 | [Senior Responsible Officer Name] |
| PROJECT DIRECTOR: | [Project Director Name, If Applicable] |

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| REPORT DATE:  NSW INFRASTRUCTURE  INVESTOR ASSURANCE  Version 2: December 2018 | Click or tap to enter a date. |

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| DRAFT BY: | [Delivery Agency Name & Asset Owner/Operator Agency Name] |
| LEAD REVIEWER: | [Lead Reviewer Name] |
| GCA REVIEW MANAGER: | [GCA Manager Name] |

Gate 6 Overview

About this review

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| **Gate 6 Benefits Realisation Purpose and Process** |
| The purpose of the Gate 6 Benefits Realisation Report is to support the close-out of the delivery stage into operations and to assess the successful delivery of the purpose and benefits of the government’s investment in the project.  The Gate 6 Report is to be finalised 4-8 months from the first operations commencement date. The focus is on the project’s purpose, functionality, benefits, residual risks from delivery, transition to operation and lessons learnt.  The Report content is to be initially jointly drafted by the delivery agency and asset owner/operator agency. The drafting is led by the most appropriate agency and must be completed within three weeks of the Gate 6 project briefing conducted with Infrastructure NSW and the Lead Reviewer.  Infrastructure NSW will appoint a Lead Reviewer to assess the draft Report and oversee the completion of the Gate 6 Report, including the Report’s recommendations and rating. Infrastructure NSW and the Lead Reviewer will participate in an alignment session (project briefing), which the agency will arrange along with any necessary further evidence (documentation), site tour or interviews required by the Lead Reviewer.  The Gate 6 Report is in four parts:   1. Project Context – a summary of the delivery outcomes of the project to time, cost, scope and benefits 2. Project Handover – a summary of the status of the handover of the project from delivery into operations 3. Lessons Learnt – the agency’s reflection on actions taken that impacted outcomes (good & bad) 4. Recommendations – actions the agency could take to improve any existing issues or for the future.   While Recommendations can be suggested by the agency, it is the Lead Reviewer that will determine both the final draft Report content, Review Rating and final Recommendations.  **The Report is to be completed in the template provided by Infrastructure NSW.**  The Report is submitted as Final Draft to Infrastructure NSW by the Lead Reviewer. It should be between 10 and 15 pages. On receipt of the Report, Infrastructure NSW will:   * Review the Report, seek any clarifications required from the Lead Reviewer, add or clarify recommendations and issue to the agency for fact checking and responses to recommendations. * If deemed required, and at Infrastructure NSW’s discretion, appoint an independent review panel to conduct a Deep Dive Review into the project.   In the instance where an independent review panel is convened by Infrastructure NSW, a Deep Dive Review Terms of Reference will be prepared and the agency will need to support the Review.  Recommendations from the Review are transferred to Infrastructure NSW Asset Management Assurance to be actioned or closed-out as appropriate.  Gate 6 does not substitute, negate or supersede any mandatory requirements, policies or guidelines set out by the relevant agencies, project sponsor or NSW Treasury in assessing project outcomes or benefits. |

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| **REVISION HISTORY** | | | |
| Revision Date | Version Status | Author | Version No. |
|  | submission DRAFT | LEAD REVIEWER | 0.1 |
|  | RESPONSE DRAFT | PROJECT TEAM | 0.2 |
|  | FINAL | INFRASTRUCTURE NSW | 1.0 |

Ratings and Critical Recommendations

Review Rating

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| **The OVERALL level of confidence thaT THE PROJECT HAS BEEN EFFECTIVELY DEVELOPED AND DELIVERED IN ACCORDANCE WITH THE GOVERNMENT’S OBJECTIVES:** | **Select a rating.** |

The Lead Reviewer will determine the rating for the Review. In instances where the agency disputes the determination of the Review Rating, an independent review panel may be appointed by Infrastructure NSW to conduct a Deep Dive in accordance with a Terms of Reference.

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| OVERALL RATING Confidence level that the project has been effectively developed and delivered in accordance WITH the Government’s objectives | |
| High | Successful delivery of the project to a clear purpose, scope, time, cost, functionality and benefits was achieved. There are no unmitigated risks. |
| Medium | Successful delivery of the project to a clear purpose, approved time, cost, functionality and benefits was achieved but moderate risks to successful asset operations remain and require timely management attention. There is evidence that the project is able to address these risks and has appropriate support. |
| STRESSED | Successful delivery of the project to approved scope, time, cost, functionality or benefits was not fully achieved. Major risks remaining from delivery or risks exist that are placing significant stress on the operations of the asset. The project requires urgent senior executive support. |
| Low | The project was not delivered to approved time and budget. Desired outcomes, functionality and objectives have not been achieved or likely to be achieved in a reasonable timeframe. The project requires urgent senior executive intervention. |

Recommendations

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| --- | --- | --- |
| NUMBER OF RECOMMENDATIONS | | |
| CRITICAL | ESSENTIAL | RECOMMENDED |
| - | - | - |

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| **CRITICAL RECOMMENDATIONS** |
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**Recommendation Ratings**

Recommendations made by the Lead Reviewer will receive a rating, indicating level of urgency for the project:

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| **RECOMMENDATION RATINGs** Each recommendation of the Lead Reviewer is rated according to its urgency and criticality | |
| **RECOMMENDED** | The recommendation should be assessed by the project for its potential to enhance the project and appropriate action should be taken. |
| **Essential  (Do By)** | The recommendation is important but not urgent. The agency should take action to improve the outcomes of this or future projects. |
| **Critical  (Do Now)** | This item is critical and urgent. The SRO/asset owner should take action immediately. It means “fix the key problems fast.” |

Part 1 – Project Context

Documentation Requirements

Agencies should provide the Lead Reviewer with a limited number of documents to provide overall context for the Review. Documents should include:

* Main body of the original Final Business Case
* Summary presentation of the project, including the scope, location and purpose
* Benefits Realisation Plan
* Any project evaluation documentation
* Final project reports from the completion of the project

Project Purpose

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| **PROJECT PURPOSE** |
| *[Briefly articulate the specific and measurable purpose (not FBC objectives) of the project (for example, why was the project built - link ‘x’ to ‘x’, reduce travel time by ‘y’ minutes, increase capacity of school by ‘##’ students).]* |

Project Objectives & Benefits

Outline the key Project Objectives and Benefits (and brief description if necessary) from the Final Business Case (please limit to the objectives and benefits that are specific and measurable to the outcomes of the project). Note, the ‘Owner’ is the role or agency responsible for monitoring, measuring and achieving the objective or benefit.

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| **OBJECTIVE** | **OWNER** | **TYPE** | **ACHIEVED** |
| *[FBC Objective/Benefit 1]* |  | Choose an item. | Choose an item. |
| *[FBC Objective/Benefit 2]* |  | Choose an item. | Choose an item. |
| *[FBC Objective/Benefit 3]* |  | Choose an item. | Choose an item. |
| *[FBC Objective/Benefit 4]* |  | Choose an item. | Choose an item. |
| *[FBC Objective/Benefit 5]* |  | Choose an item. | Choose an item. |
| *[FBC Objective/Benefit 6]* |  | Choose an item. | Choose an item. |

At Risk Objectives/Benefits

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| **ACTION BEING TAKEN ON OBJECTIVES/BENEFITS THAT ARE AT RISK AND/OR NOT ON TRACK TO BE ACHIEVED** |
| *[For objectives/benefits which are at risk or not on track to be achieved, briefly explain (in 1-2 sentences each) what mitigation measures are being taken to address the risks and achieve the benefit.]* |
| **ANY CONTEXT AS TO WHY PROJECT OBJECTIVES OR BENEFITS LISTED ABOVE WILL NOT BE OR ONLY PARTIALLY MET** |
| *[Context or issues that have resulted in unfulfilled Objectives or Benefits]* |

Project Scope

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| **PROJECT SCOPE** | |
| *[List physical project scope delivered as it was initially procured.]* | |
| **ANY MAJOR SCOPE CHANGES FOLLOWING AWARD OF THE CONTRACT:** | Choose an item. |
| *[List major scope changes (10% increase/decrease in base scope, schedule changes) – including cost and time impact if known (note if absorbed or unknown).]* | |

Functionality Issues

Outline any key issues with the functionality of the asset (or part of the asset) considering the asset’s purpose, operational needs, objectives and benefits.

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| **FUNCTIONALITY ISSUE** | **OWNER** | **REASON** |
| *[Issue 1]* |  | Choose an Item. |
| *[Issue 2]* |  | Choose an Item. |
| *[Issue 3]* |  | Choose an Item. |
| *[Issue 4]* |  | Choose an Item. |

Project Dashboard

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| **MILESTONE** | **PLANNED**  **(Approved at Investment Decision)** | **ACTUAL (end-Project)** |
| Delivery Commencement Date | Click or tap to enter a date. | Click or tap to enter a date. |
| Delivery Completion Date | Click or tap to enter a date. | Click or tap to enter a date. |
| Operations Commencement Date | Click or tap to enter a date. | Click or tap to enter a date. |
| Total Delivery/ Outturn Cost | $ | $ |

Part 2 – Project Handover

Project Handover and Operation

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| **ITEM** | **ASSESSMENT** |
| Is the full procured project scope operational? | Choose an item. |
| Has the delivery team handed over the project to the asset owner/operator, inclusive of complete project information and documentation (As-built drawings, manuals, warranties, Close Out Report)? | Choose an item. |
| Is the asset owner/operator adequately prepared to operate the asset (including maintenance strategies and standard operating procedures)? | Choose an item. |
| Has the agency’s asset register and plans been updated to capture new or altered assets with all relevant asset data? | Choose an item. |
| If there are any decommissioned assets as a result of the project, has the relevant asset owner/operator accepted ongoing responsibility? | Choose an item. |

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| **ANY ADDITIONAL WORKS REQUIRED FOR THE ASSET OWNER/OPERATOR TO OPTIMALLY MANAGE THE ASSET (such as additional scope to be procured, fit-out or technology upgrades)** |
| *[List additional works and brief reasons the works are required for operations but not procured in the delivery phase.]*  *[Provide any context if the project is subject to a staged handover]* |

Project Risks

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| **ITEM** | **ASSESSMENT** |
| Have the retained risks from the delivery stage been recorded in the operational stage risk register? | Choose an item. |
| Is there clear accountability assigned for the resolution of each risk? | Choose an item. |

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| **COMMENTS ON OUTSTANDING RISKS (IF ANY):** |
| *[Agency or asset owner comments on outstanding risk, timeframe and responsibility for resolution.]*  *[Provide any context if the project is subject to a staged handover]* |

Assessment of Whole-of-Life

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| **ITEM** | **ASSESSMENT** |
| Was the maintainability of the asset properly contemplated in the design and delivery? | Choose an item. |
| Have the incremental lifecycle costs of the project been included in the agency's Asset Management Plan or equivalent document? | Choose an item. |

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| **COMMENTS ON ASSET LIFE-CYCLE COSTS (IF ANY):** |
| *[Agency or asset owner comments on consideration of life-cycle costs in delivery. Has the Operational Cost (OPEX) been justified and optimised considering the incurred Capital Cost (CAPEX)?]* |

Part 3 – Lessons Learnt

Lessons Learnt

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| **ITEM** | **ASSESSMENT** |
| Have lessons learnt from project delivery been documented and disseminated? | Choose an item. |
| Was the planning pathway during project development, procurement and delivery clear, efficient and optimised? | Choose an item. |

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| **RECORD OF TOP LESSONS LEARNT** | |
| ***Brief description of lessons learnt in the Development and Procurement Stage  (up to 5)*** | **CATEGORY** |
| *(Comment on Planning Pathway)* | Choose an item. |
| *(other development and procurement stage lessons learnt)* | Choose an item. |
|  | Choose an item. |
|  | Choose an item. |
|  | Choose an item. |
| ***Brief description of lessons learnt in the Delivery Stage (up to 5)*** | **CATEGORY** |
|  | Choose an item. |
|  | Choose an item. |
|  | Choose an item. |
|  | Choose an item. |
|  | Choose an item. |
| ***Brief description of lessons learnt in Initial Operations Stage (up to 5)*** | **CATEGORY** |
|  | Choose an item. |
|  | Choose an item. |
|  | Choose an item. |
|  | Choose an item. |
|  | Choose an item. |

Part 4 - Recommendations

The following recommendations are made relating to the Gate 6 Benefits Realisation Review of the project.

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| **RECOMMENDATION** | **RATING** | **ACCOUNTABILITY** | **TARGET DATE** | **AGENCY RESPONSE** |
|  | Choose an item. | Choose an item. | Click or tap to enter a date. |  |
|  | Choose an item. | Choose an item. | Click or tap to enter a date. |  |
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|  | Choose an item. | Choose an item. | Click or tap to enter a date. |  |
|  | Choose an item. | Choose an item. | Click or tap to enter a date. |  |

Appendix A – List of Interviewees

The following individuals were interviewed by the Lead Reviewer for the purposes of the Gate 6 Benefits Realisation Review.

Appendix B – List of Documents

The following list of documents were reviewed by the Lead Reviewer for the purposes of the Gate 6 Benefits Realisation Review.