GATE 1

GATEWAY WORKBOOK

Strategic Options

How well has the project analysed a range of options to meet the service need and maximise benefits at optimal cost?

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INTRODUCTION TO GATEWAY REVIEWS

The *NSW Gateway Policy* (TPP17-01) sets out guidance and minimum requirements for the delivery and monitoring of Gateway Reviews in NSW. Gateway Reviews are independent Reviews conducted at key points, or Gates, along the lifecycle of a project and are important for providing confidence to the NSW Government (through Cabinet) that projects are being delivered on time, to cost and in line with government objectives.

Infrastructure NSW is the Gateway Coordination Agency (GCA) for the government's capital infrastructure projects and programs. As the GCA, Infrastructure NSW developed, implemented and administers the Infrastructure Investor Assurance Framework (IIAF). The roles and responsibilities of Infrastructure NSW as well as delivery agencies, in relation to assurance processes are set out in the IIAF. It is the responsibility of all delivery agencies to meet the requirements of the IIAF.

Gateway Reviews are one of the four elements of the Infrastructure NSW risk-based assurance approach for all capital infrastructure projects valued at or more than $10 million. The risk-based approach relies on an understanding of an agency's capability and capacity to develop and deliver capital projects and programs.

The outcome of each Gateway Review is a Review Report that includes commentary to inform the NSW Government of a project's progress against objectives. The Review Report also includes a series of recommendations aimed at assisting the delivery agency to develop and deliver their projects and programs successfully.
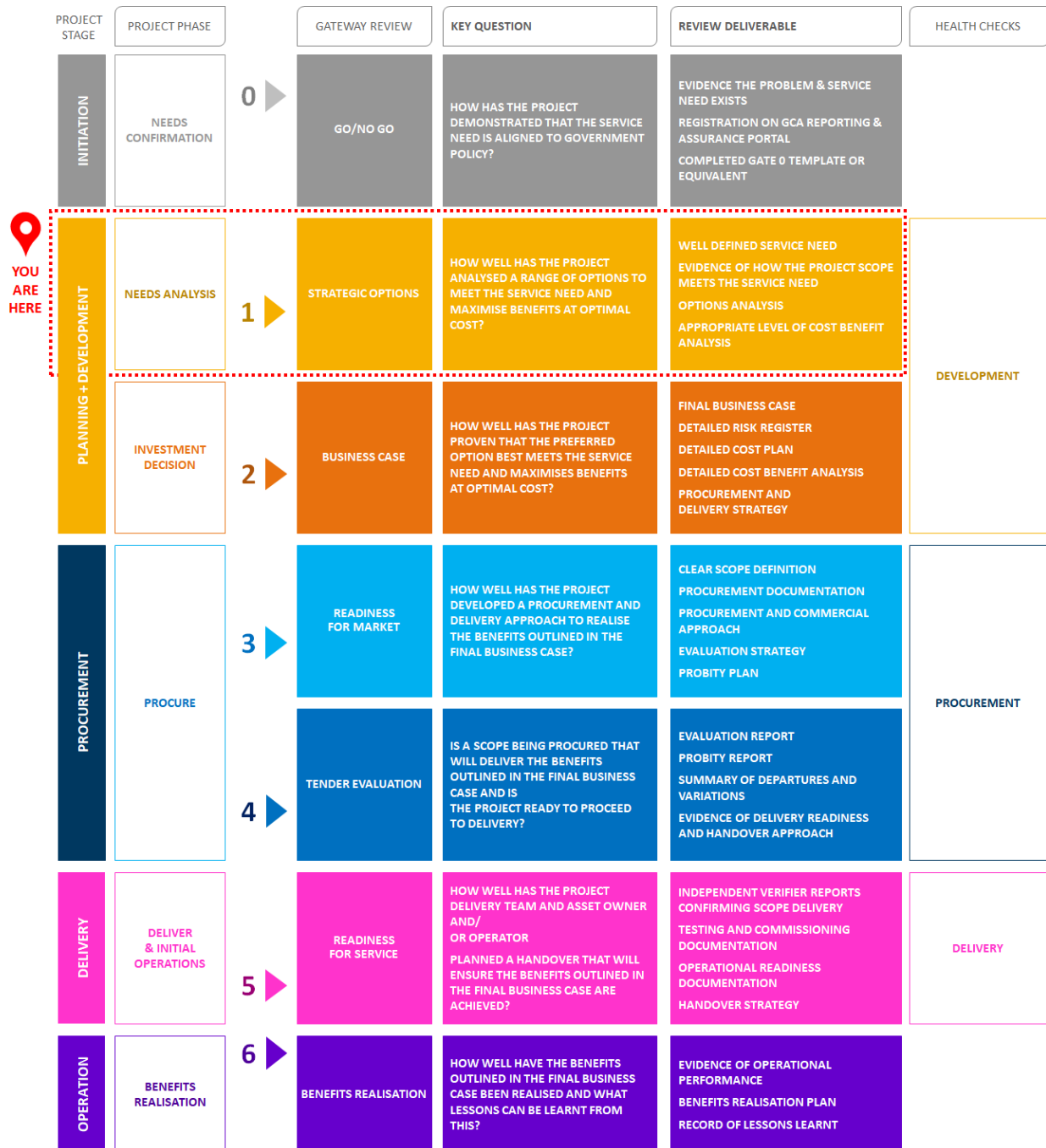
Gateway Reviews can consider an individual project or a program consisting of a number of projects. For the purposes of this workbook, the use of the term 'project' also covers the grouping of projects into a program.
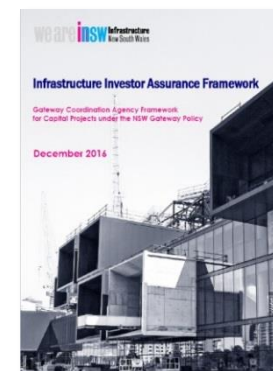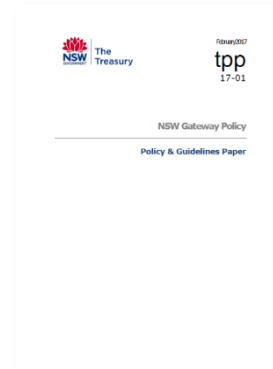
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PROJECT LIFECYCLE AND GATEWAY REVIEWS

The diagram below outlines the typical Gates, along a project lifecycle where Gateway Reviews can be conducted:

PROJECT STAGE	PROJECT PHASE		GATEWAY REVIEW	KEY QUESTION	REVIEW DELIVERABLE	HEALTH CHECKS
INITIATION	NEEDS CONFIRMATION	0	GO/NO GO	HOW HAS THE PROJECT DEMONSTRATED THAT THE SERVICE NEED IS ALIGNED TO GOVERNMENT POLICY?	EVIDENCE THE PROBLEM & SERVICE NEED EXISTS REGISTRATION ON GCA REPORTING & ASSURANCE PORTAL COMPLETED GATE 0 TEMPLATE OR EQUIVALENT	
PLANNING + DEVELOPMENT	NEEDS ANALYSIS	1	STRATEGIC OPTIONS	HOW WELL HAS THE PROJECT ANALYSED A RANGE OF OPTIONS TO MEET THE SERVICE NEED AND MAXIMISE BENEFITS AT OPTIMAL COST?	WELL DEFINED SERVICE NEED EVIDENCE OF HOW THE PROJECT SCOPE MEETS THE SERVICE NEED OPTIONS ANALYSIS APPROPRIATE LEVEL OF COST BENEFIT ANALYSIS	DEVELOPMENT
PLANNING + DEVELOPMENT	INVESTMENT DECISION	2	BUSINESS CASE	HOW WELL HAS THE PROJECT PROVEN THAT THE PREFERRED OPTION BEST MEETS THE SERVICE NEED AND MAXIMISES BENEFITS AT OPTIMAL COST?	FINAL BUSINESS CASE DETAILED RISK REGISTER DETAILED COST PLAN DETAILED COST BENEFIT ANALYSIS PROCUREMENT AND DELIVERY STRATEGY	DEVELOPMENT
PROCUREMENT	PROCURE	3	READINESS FOR MARKET	HOW WELL HAS THE PROJECT DEVELOPED A PROCUREMENT AND DELIVERY APPROACH TO REALISE THE BENEFITS OUTLINED IN THE FINAL BUSINESS CASE?	CLEAR SCOPE DEFINITION PROCUREMENT DOCUMENTATION PROCUREMENT AND COMMERCIAL APPROACH EVALUATION STRATEGY PROBITY PLAN	PROCUREMENT
PROCUREMENT	PROCURE	4	TENDER EVALUATION	IS A SCOPE BEING PROCURED THAT WILL DELIVER THE BENEFITS OUTLINED IN THE FINAL BUSINESS CASE AND IS THE PROJECT READY TO PROCEED TO DELIVERY?	EVALUATION REPORT PROBITY REPORT SUMMARY OF DEPARTURES AND VARIATIONS EVIDENCE OF DELIVERY READINESS AND HANDOVER APPROACH	PROCUREMENT
DELIVERY	DELIVER & INITIAL OPERATIONS	5	READINESS FOR SERVICE	HOW WELL HAS THE PROJECT DELIVERY TEAM AND ASSET OWNER AND/ OR OPERATOR PLANNED A HANDOVER THAT WILL ENSURE THE BENEFITS OUTLINED IN THE FINAL BUSINESS CASE ARE ACHIEVED?	INDEPENDENT VERIFIER REPORTS CONFIRMING SCOPE DELIVERY TESTING AND COMMISSIONING DOCUMENTATION OPERATIONAL READINESS DOCUMENTATION HANDOVER STRATEGY	DELIVERY
OPERATION	BENEFITS REALISATION	6	BENEFITS REALISATION	HOW WELL HAVE THE BENEFITS OUTLINED IN THE FINAL BUSINESS CASE BEEN REALISED AND WHAT LESSONS CAN BE LEARNT FROM THIS?	EVIDENCE OF OPERATIONAL PERFORMANCE BENEFITS REALISATION PLAN RECORD OF LESSONS LEARNT	

YOU ARE HERE

HOW TO USE THIS WORKBOOK

At Gate 1, delivery agencies are expected to demonstrate an options analysis for the project and that a robust solution can be developed through to Final Business Case.

Gateway Review workbooks support a consistent, structured approach to Reviews. The workbooks define roles and responsibilities during Reviews and assist delivery agencies and the Review Team to prepare.

		PAGE:
PART **A**	**FOR DELIVERY AGENCIES AND REVIEW TEAMS:** • Background information on the Gateway Review process • Information on how the Gateway Review process applies to projects	**8**
PART **B**	**FOR DELIVERY AGENCIES:** • Guidance on how to initiate a Gateway Review • Mandatory information	**15**
PART **C**	**FOR REVIEW TEAMS:** • Guidance on how to conduct a Gateway Review	**21**
PART **D**	**FOR DELIVERY AGENCIES AND REVIEW TEAMS:** • Areas for investigation across the seven Key Focus Areas	**26**

GATEWAY REVIEWS AND DELIVERY AGENCY ASSURANCE PROCESSES

The assurance process, including Gateway Review outcomes, informs the NSW Government (through Cabinet) on the development and delivery progress of capital projects. Recommendations and commentary emerging from Gateway Reviews also assist delivery agencies to improve projects, with a focus on adding value through the expertise and experience of the Review Team.

A Gateway Review provides an independent forward-looking snapshot of progress at a point in time. Gateway Reviews are **not a replacement for a delivery agency's internal governance.**

Every NSW Government agency should have its own governance structures and resources in place to undertake internal reviews and regularly report on its portfolio of projects.

WHY DO GATEWAY REVIEWS

The NSW Government requires visibility across the government's capital program and assurance that expected services and benefits will be delivered on time, to budget and in line with government policy. The Government also expects project issues and risks to be transparent, with delivery agencies acting on and mitigating problems before there is an impact on community and stakeholder outcomes.

Gateway Reviews provide the NSW Government with an appropriate level of project visibility based on each project's risk profile.

GATEWAY REVIEW PROCESS PRINCIPLES

- The Review Team members are selected for their skillset and as far as practicable match to the project's type, needs, stage, scale and complexity.
- The workbook structure is followed by the Review Team in undertaking the Review.
- Reviews are collaborative and constructive with all parties focused on value-adding to the project.
- Review Report commentary and recommendations are focused on practical improvements.

CONDUCTING A GATEWAY REVIEW

Gateway reviews for Gates 1 to 6 follow the same format; the indicative steps and timeframes are shown in the following table:

STEP	ACTIVITY	
1	Project approaches milestone, delivery agency checks readiness for Gateway Review and contacts the GCA.	
2	GCA Review Manager and the delivery agency confirm the Review dates.	
3	GCA Review Manager confirms and appoints Reviewers.	
4	GCA Review Manager prepares the Terms of Reference in discussion with the delivery agency.	
5	Delivery agency completes the required templates (see Part B) and provides them to the GCA Review Manager.	Planning
6	Delivery agency uploads Review documents to GCA data room.	
7	Review documents are released to the Review Team.	Week 1
8	Project briefing (Review planning day) including site visit hosted by the delivery agency.	Week 2
9	Review days (hosted by the delivery agency – up to 3 days if required) • Day 1 – Interviews • Day 2 & 3 – Interviews / report preparation The time required should be agreed in discussion between the GCA Review Manager, delivery agency and the Review Team Leader.	Week 3
10	Reviewer Team finalises the Review report for the GCA.	
11	Delivery agency debrief (usually attended by the GCA) to the SRO.	Week 4
12	Report and recommendations table goes to the delivery agency for fact check and responses to the recommendations.	
13	Fact checked report and responses to the recommendations sent to the GCA by the delivery agency.	Week 5
14	Report incorporating response to recommendations finalised by the GCA.	
15	Post Review survey sent out to delivery agency, Review Team members and GCA Review Manager.	Post Review
16	Close-out Plan issued to delivery agency by the GCA.	

KEY FOCUS AREAS

At the conclusion of the Review, the Review Team will rate the project against each of the seven Key Focus Areas:

KEY FOCUS AREA	DESCRIPTION APPLICABLE TO GATEWAY
SERVICE NEED	Identification of the problem or opportunity and the service need, along with the drivers for change. Demonstrated alignment to government policy or strategy and evidence of demand for the potential new services or enhancements.
VALUE FOR MONEY AND AFFORDABILITY	Ensure value is delivered by maximising benefits at optimal cost. Evidenced by a clearly defined scope, a cost benefit analysis and a robust cost plan to an appropriate level of detail for the lifecycle stage of the project. An assessment of potential or confirmed sources of funds. The whole-of-life, capital and operational cost impacts have been considered.
SOCIAL, ECONOMIC AND ENVIRONMENTAL SUSTAINABILITY	Understanding the long-term impacts, opportunities and obligations created by the project. These can be social, environmental and economic. Ensuring the project delivers a positive legacy for the community. Areas explored include: socio-economic equity; resilience to climate change; effective place making; integration with broader asset networks; asset adaptability (including technological change); interface with heritage; and the robustness of the project's planning approvals processes.
GOVERNANCE	The project governance is robust. Clear accountabilities, responsibilities and reporting lines are identified and decision-making and approvals are appropriate and understood. The Senior Responsible Officer and project team have the culture, capability and capacity required.
RISK MANAGEMENT	Ongoing identification and active management of risks and opportunities using a structured and formal methodology.
STAKEHOLDER MANAGEMENT	Ongoing identification and proactive management of stakeholders, both internal and external to government, using a structured and robust framework appropriate to the stage in the project lifecycle.
ASSET OWNER'S NEEDS AND CHANGE MANAGEMENT	Demonstration of how change will be managed in the areas of people, organisation, network and systems as the asset enters operations. Proactive management of the handover impacts through the lifecycle of the project. Demonstrated consideration of issues and risks pertaining to the asset manager, operator and end users.

REVIEW RATINGS

The Review Team will rate each of the Key Focus Areas:

KEY FOCUS AREAS RATING HOW THE KEY FOCUS AREA HAS BEEN ADDRESSED AND WHAT RISK DOES IT POSE TO PROJECT DEVELOPMENT AND DELIVERY CONFIDENCE	
STRONG	There are no major outstanding issues that appear to threaten benefit realisation, risk management and project scope definition.
SATISFACTORY	There are issues that require timely management attention.
WEAK	There are significant issues that may jeopardise the successful delivery of the project.

The Review Team will also assign the project an overall confidence rating:

OVERALL RATING CONFIDENCE LEVEL THAT THE PROJECT IS BEING EFFECTIVELY DEVELOPED AND DELIVERED IN ACCORDANCE WITH THE GOVERNMENT'S OBJECTIVES	
HIGH	Successful delivery of the project to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten successful delivery.
MEDIUM	Successful delivery is feasible but significant issues exist which require timely management and attention.
LOW	Successful delivery of the project is in doubt, with major risks or issues apparent in a number of key areas. Urgent additional action is needed.

Each of the recommendations made by the Review Team will also receive a rating, indicating level of urgency for the project:

RECOMMENDATION RATING EACH RECOMMENDATION OF THE REVIEW TEAM IS RATED ACCORDING TO ITS URGENCY AND CRITICALITY	
SUGGESTED	The recommendation is not considered critical or urgent but the development of the project may benefit.
ESSENTIAL (DO BY)	The recommendation is important but not urgent. The SRO should take action before further key decisions are taken.
CRITICAL (DO NOW)	This item is critical and urgent. The SRO should take action immediately. It means "fix the key problems fast, not stop the project." 'Clearance of Gateway' will not be provided by the GCA until this recommendation has been closed.

GATE 1

GATEWAY WORKBOOK

Part A

FOR DELIVERY AGENCIES AND REVIEW TEAMS
Background on NSW Gateway and risk based approach to project assurance

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PART A

INFRASTRUCTURE INVESTOR ASSURANCE IN NSW

The NSW Government has adopted a formal Assurance Framework for capital infrastructure projects valued at or over $10 million. The Framework is detailed in the Infrastructure Investor Assurance Framework (IIAF), as endorsed by NSW Cabinet in June 2016.

The Assurance Framework takes a risk-based approach to investor assurance. Each project is assigned one of four risk-based Project Tiers (considering risk criteria as well as the value and profile of the project), and this determines the potential assurance pathway for the project. For projects assessed to have higher risk/profile/value, the assurance pathway prescribes progressively greater levels of scrutiny.

There are three components of the assurance pathway for every project or program. These components are complemented by a fourth 'Improving Outcomes' initiative that seeks to enhance overall delivery of capital infrastructure programs and projects across government by sharing good practice and lessons learnt.

GATEWAY REVIEWS, HEALTH CHECKS AND DEEP DIVE REVIEWS

Gateway Reviews are short, focused and independent expert Reviews held at key points in a project's lifecycle. They are appraisals of infrastructure projects that highlight risks and issues which if not addressed, may threaten successful delivery. Gateway Reviews are supported by periodic Health Checks which assist in identifying issues which may emerge between decision points. Health Checks will be carried out, when required, by an independent team of experienced practitioners.

All Gateway Reviews and Health Checks follow a dedicated workbook that provides structure and guidance for the Review.

The results of each Gateway Review and Health Check are presented in a report that provides a snapshot of the project's or program's progress for the purposes of reporting to Cabinet and with recommendations to strengthen program and project outcomes.

REGULAR PROJECT REPORTING

Regular project reports are submitted through the NSW Assurance Portal on either a monthly or quarterly basis, depending on the Project Tier.

These project reports focus on the progress of the project against time, cost, quality, risks and impediments to project development/delivery confidence.

PROJECT AND PROGRAM MONITORING

The GCA monitors projects and programs through regular reporting (including mitigation plans for projects at risk), close-out of the Gateway Review Report Recommendations, development and review of project issue mitigation plans and general day-to-day interactions with delivery agencies.

IMPROVING OUTCOMES

Infrastructure NSW seeks to share lessons learnt and good practice across delivery agencies. A number of forums have been established to bring together practitioners to share their insight of the development, procurement and delivery of capital infrastructure projects and programs.

CAPITAL PORTFOLIO

In August 2020, Infrastructure NSW initiated, and NSW Cabinet endorsed the addition of Capital Portfolio Health Check Reviews. This is one of the initiatives in response to the Infrastructure NSW Root Cause Analysis conducted in 2019, which investigated improvement opportunities across government in the delivery of the capital infrastructure portfolio. Nominated delivery agencies will be required to undertake Capital Portfolio Health Check Reviews.

RISK BASED APPROACH TO INVESTOR ASSURANCE

The IIAF, in taking a risk based approach, means that Gateway Reviews are not applied as a 'one-size fits all' requirement to all projects.

Registration is mandatory for all capital infrastructure projects including programs, with an Estimated Total Cost (capital cost) of $10 million or greater. It is the delivery agency's responsibility to register projects.

Minimum mandatory requirements on projects to undertake Gateway Reviews are primarily based on the Project Tier determined when the project is registered through the GCA Reporting and Assurance Portal.

Projects are assigned one of four Project Tiers; 1 to 4, with Tier 1 being the highest profile and risk. Greater intensity/scrutiny is placed on those projects that need it most (i.e. Tier 1) through a greater frequency of Gateway Reviews, Health Checks, regular reporting and project monitoring.

The assurance pathway is outlined in a Project Assurance Plan for endorsement when registering. The Project Assurance Plan must meet the minimum requirement for Gateway Reviews outlined in the IIAF, unless specific authorisation is received through the GCA.

The overarching objective of applying Gateway Reviews in this way is to ensure that the appropriate level of attention is given to projects as they are developed and delivered so that government can optimise the community benefits.
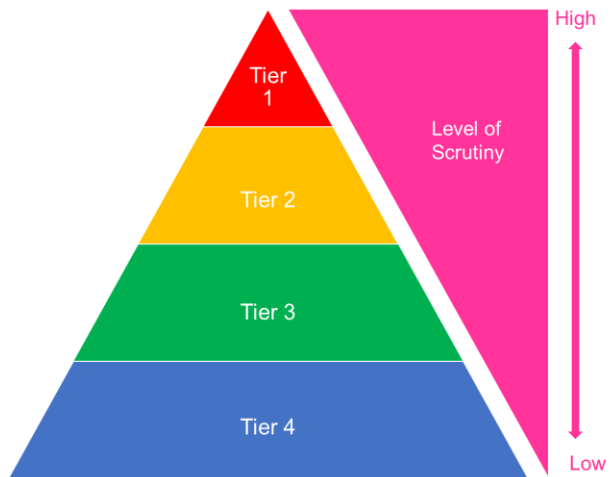
APPLICABLE NSW POLICY

The Gateway Review process aligns with current NSW Government policy and strategies. Projects should ensure they meet latest NSW Government policy and guidelines. Examples of these policies and guidelines include the current versions of:

- NSW Gateway Policy (TPP17-01)
- Infrastructure Investor Assurance Framework (IIAF) (March 2021)
- Infrastructure NSW Framework for establishing effective Project Oversight (2021)
- NSW Government Sector Finance Act 2018
- NSW Government's Capability Framework
- NSW Government Timely Information on Infrastructure Projects (C-2020-22)
- NSW Government Business Case Guidelines (TPP18-06)
- NSW Government Program Evaluation Guidelines (January 2016)
- NSW Government Benefits Realisation Management Framework (2018)
- NSW Government Guide to Cost Benefit Analysis (TPP 17-03)
- NSW Public Private Partnerships Guidelines (TPP17-07)
- NSW Government Procurement Policy Framework (October 2020)
- Public Works and Procurement Amendment (Enforcement) Act 1918
- NSW Procurement Board Directions Enforceable Procurement Divisions
- Australian Government Assurance Reviews and Risk Assessment (Department of Finance)

OVERVIEW OF GATEWAY REVIEW

Gateway Reviews are short, focused and independent expert Reviews into the progress and direction of a project at key points in its lifecycle.
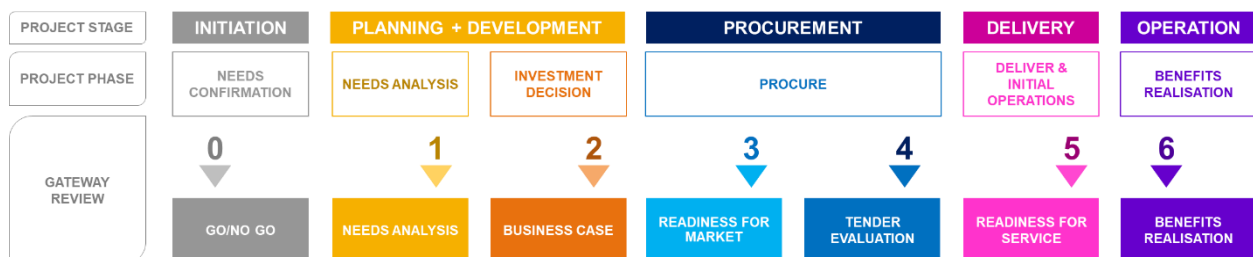
The Gateway Review process identifies the project phases within each lifecycle stage, and these project phases guide the timing of Gateway Reviews. The project phases and the relationship to the lifecycle stages can be represented as:
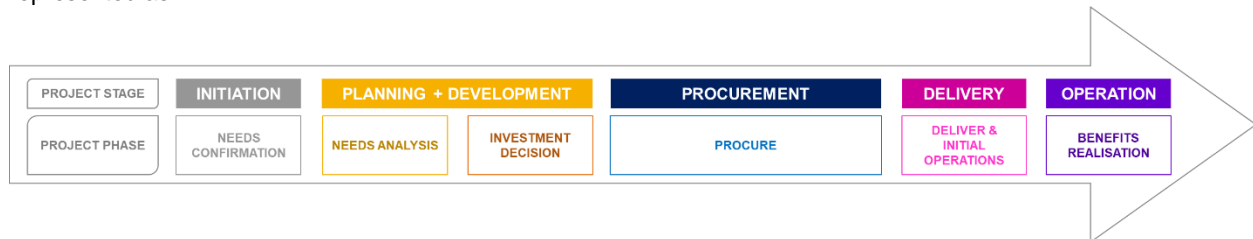
Each of the seven Gates in the IIAF occur at a point within a project phase, timed to inform government decision-making and project progression.

GATE	NAME OF GATE	LIFECYCLE STAGE	PROJECT PHASE	INFORMS
GATE 0	GO/NO GO	INITIATION	NEEDS CONFIRMATION	Proceeding to develop the options analysis
GATE 1	STRATEGIC OPTIONS	PLANNING & DEVELOPMENT	NEEDS ANALYSIS	Proceeding to develop the final business case
GATE 2	BUSINESS CASE	PLANNING & DEVELOPMENT	INVESTMENT DECISION	The investment decision
GATE 3	READINESS FOR MARKET	PROCUREMENT	PROCURE	Readiness to release procurement documentation
GATE 4	TENDER EVALUATION	PROCUREMENT	PROCURE	Robustness of the evaluation process and readiness to mobilise
GATE 5	READINESS FOR SERVICE	DELIVERY	DELIVERY & INITIAL OPERATIONS	Readiness of the asset to enter service/operations
GATE 6	BENEFITS REALISATION	OPERATION	BENEFITS REALISATION	Benefits promised have been delivered

Bringing it all together, the relationship of the Gates to the project lifecycle stages and phases can be represented as:

GATEWAY REVIEW PROCESS

The Gateway Review process also includes 'Health Checks' and 'Deep Dives', which are Reviews conducted at any point through the project lifecycle. Health Checks follow the same format as Gate 1 to Gate 6 Reviews. Health Checks are general reviews on the progress of the project relevant to its stage of development or delivery but may have an increased focus on a particular set of issues. Deep Dives are specialist technical Reviews on a specific issue or issues.

The Gateway Review process integrates project development and delivery processes with informed decision-making. Each Gate has a clear purpose reflecting the increasing requirement for certainty as a project moves through its lifecycle.

GATE 0 – PROJECT DEVELOPMENT AND DELIVERY

As project development is at an early stage in the project lifecycle, Gate 0 Gateway Reviews follow a different process to that for Gates 1 to 6, Health Checks and Deep Dive Reviews.

Gate 0 Go/No Go Gateway Reviews are guided by the Gate 0 Go/No Go Gateway Review Workbook and have a relatively narrow focus compared to later Gateway Reviews and Health Checks. The Gate 0 Review is not structured around the seven Key Focus Areas but rather focuses on the definition of the problem to be solved, the proposed project's alignment to government policy/strategy and the delivery agency's plan to take the project forward.

Delivery agencies are informed of the Gate 0 Gateway Review outcome and recommendations by the GCA Review Manager.

GATES 1 TO 6 – PROJECT DEVELOPMENT AND DELIVERY

Gateway Reviews (Gates 1 to 6) are independent expert Reviews conducted over a short period. The structure of each of these Reviews is similar and focused on project development and delivery, and high value areas that have greatest impact on successful outcomes.

The seven Key Focus Areas support a consistent structure in undertaking Gateway Reviews and preparing Review Reports. Review Report commentary and recommendations are intended to be constructive and raise issues essential to the project's success.

HEALTH CHECKS AND DEEP DIVE REVIEWS

Health Check Reviews are similar to the Gateway Reviews (Gates 1 to 6) and follow the same format to address and rate overall delivery confidence as well as each of the seven Key Focus Areas. They may also cover additional areas of concern. The customisation of the Health Check is achieved using the appropriate Health Check Workbook and Terms of Reference.

For some projects, Health Checks are conducted at regular intervals (every six to nine months) during the Delivery stage of the project lifecycle. Health Checks during other lifecycle stages are less common and generally only conducted upon request by Government, the GCA, NSW Treasury or the delivery agency.

Deep Dive Reviews have a limited Terms of Reference and do not cover the seven Key Focus Areas, instead they examine and report on a specific or detailed technical issue/s.

PROJECT STAGE	INITIATION	PLANNING + DEVELOPMENT		PROCUREMENT	DELIVERY	OPERATION
PROJECT PHASE	NEEDS CONFIRMATION	NEEDS ANALYSIS	INVESTMENT DECISION	PROCURE	DELIVER & INITIAL OPERATIONS	BENEFITS REALISATION
GENERAL HEALTH CHECKS		DEVELOPMENT		PROCUREMENT	DELIVERY	
SPECIFIC HEALTH CHECKS		MARKET ENGAGEMENT		PROCUREMENT STRATEGY	MOBILISATION	
		PREFERRED OPTIONS		MARKET ENGAGEMENT	LESSONS LEARNT	
		PROCUREMENT STRATEGY				
DEEP DIVES		TECHNICAL AND SPECIFIC TERMS OF REFERENCE				

GATEWAY REVIEW REPORTS

The primary output of each Review is a high quality written report which follows the appropriate Gateway Review Report template and incorporates an Executive Summary, commentary on each of the seven Key Focus Areas, Gateway Review Ratings, the Recommendations Table, and observations of good practice or areas for opportunity. The Review Report may also cover other matters identified in the Terms of Reference. Review Recommendations are grouped by Key Focus Area.

The Review Team provides a rating of how well the project team has addressed each Key Focus Area and an overall rating of the level of confidence in the project's development and delivery. The primary purpose of the Review Report is to inform the NSW Government of project progress and key issues impacting decision-making. The Review Report, once finalised by the GCA, is provided to the NSW Cabinet. The delivery agency is expected to act on the recommendations documented in the Review Report.

The Review Report templates are specific to the Gate or Health Check and reflect the focus of the appropriate workbook. Deep Dive Review Reports are shorter given the more limited focus.

CLEARANCE OF GATE

Following the conclusion of the Gateway Review and the finalisation of the Review Report, the delivery agency can request a 'Clearance of Gate' Certificate from the GCA. 'Clearance of Gate' will be determined by the GCA.

The Certificate confirms the Gateway Review has been completed for a particular stage and that an appropriate Close-out Plan is in place to assist with project development or delivery. To achieve a 'Clearance of Gate' the delivery agency must:

- Respond appropriately to the Review Recommendations (to the satisfaction of the GCA)
- Address all CRITICAL Review Recommendations (to the satisfaction of the GCA)

Delivery agencies do not have to request a 'Clearance of Gate' Certificate but its absence does not negate the mandatory requirement on a delivery agency to respond to and act upon the Review recommendations.

The Certificate is not a Gateway Review approval or an endorsement of the project.

WHAT GATEWAY REVIEWS DO NOT DO

A Gateway Review is not an audit.

The Reviews are intended to be confidential and constructive, providing an expert assessment of a project's development and delivery confidence at a point in time.

Delivery agencies should note that Gateway Reviews will not:

- Represent a government decision in relation to funding, planning, approvals or policy
- Make an enforceable recommendation to halt a project
- Quality check or provide direct detailed assessment of management plans and project team deliverables
- Provide a forum for stakeholders or other parties to inappropriately disrupt the direction or nature of a project.

Review Teams require evidence that work has been completed, but documentation should not be created solely for a Gateway Review. If a project has genuinely reached the milestone that triggers a Gateway Review, little additional work should be needed other than collating and bringing together evidence to meet the Review requirements.

The Review Team should also note Gateway Reviews are not adversarial or a detailed assessment of management plans and project team deliverables.

PART A

ROLES WITHIN A GATEWAY REVIEW

The typical roles within a Gateway Review are outlined below:

ROLE	DESCRIPTION
GATEWAY COORDINATION AGENCY (GCA)	The Gateway Coordination Agency (GCA) administers the Gateway Review process for the nominated asset type (capital infrastructure, ICT or recurrent). The Head of Investor Assurance within the GCA ensures systems, processes and resources are in place to facilitate successful Gateway Review processes and outcomes. The GCA is responsible for providing reports, briefings and commentary to the NSW Cabinet on the outcomes of Gateway Reviews.
GCA REVIEW MANAGER	The GCA representative responsible for guiding the implementation of the Gateway Review. The GCA Review Manager has Cabinet level reporting responsibilities for project assurance. The GCA Review Manager directs and manages the process of the Review, but does not participate in the Review itself.
DELIVERY AGENCY HEAD	The Secretary or CEO of the delivery agency responsible for the project.
SENIOR RESPONSIBLE OFFICER (SRO)	The delivery agency's nominated senior executive with strategic responsibility and the single point of overall accountability for a project. The SRO receives the Review Report from GCA for action, is debriefed by the Review Team Leader and the GCA Review Manager following the Review. The SRO may also be referred to as the Project Sponsor.
DELIVERY AGENCY'S PROJECT DIRECTOR	The delivery agency's nominated Project Director arranges access to the relevant project documentation and drafts the interview schedule for the Review Team. The Project Director takes an active part in the Gateway Review interviews and assists in responding to the GCA Review Manager and Review Team requests.
REVIEW TEAM LEADER (RTL)	The RTL is appointed by the GCA Review Manager and leads the independent Review Team for the Review. The RTL acts as Chair for the Project Briefing and interview days and has primary responsibility for delivering a high quality, consolidated Review Report using the appropriate template. The RTL acts as the point of contact between the Review Team and the GCA Review Manager. If agreed by the GCA Review Manager, the RTL may act as the liaison between the Review Team and the delivery agency's SRO and/or Project Director. The RTL provides the Review debrief to the GCA and the delivery agency's SRO on behalf of the Review Team.
REVIEW TEAM MEMBER	Provides the benefit of their independent and specialist expertise and advice in the Review of the project, focusing on issues appropriate to the project's lifecycle stage and the level of development and delivery confidence. Each Review Team member participates in the project briefing and interviews, and contributes to the Review Report and recommendations.
STAKEHOLDER	Organisations, groups or individuals, either internal or external to government, that are impacted by the project.

GATE 1

GATEWAY WORKBOOK

Part B

FOR DELIVERY AGENCIES
Initiating and preparing for a Gateway Review

HOW TO USE PART B

PART B assists delivery agencies prepare for the Gateway Review, including collating documentation and preparing for the project briefing and interviews.

GATE 1 – ROBUST OPTIONS ANALYSIS

	PLANNING + DEVELOPMENT
GATEWAY REVIEW	NEEDS ANALYSIS — **1** — STRATEGIC OPTIONS
KEY QUESTION	HOW WELL HAS THE PROJECT ANALYSED A RANGE OF OPTIONS TO MEET THE SERVICE NEED AND MAXIMISE BENEFITS AT OPTIMAL COST?
REVIEW DELIVERABLE	WELL DEFINED SERVICE NEED / EVIDENCE OF HOW THE PROJECT SCOPE MEETS THE SERVICE NEED / OPTIONS ANALYSIS / APPROPRIATE LEVEL OF COST BENEFIT ANALYSIS

The Gate 1 Review investigates the delivery agency's readiness to proceed to preparing the Final Business Case. At the Gate 1 Review there should be clear evidence to support the service need and demonstrate that a robust options analysis has been undertaken to address the service need on a value for money basis.

Gate 1 falls within the Needs Analysis phase of a project's Planning and Development stage. This includes detailed identification of impacts, stakeholder engagement, definition of the benefits sought and generation of possible solutions.

Gate 1 Gateway Reviews require documentation to demonstrate an evidence based approach, supported by options analysis, addressing project risk and consideration of best value options.

There should be a significant knowledge base regarding project impacts and needs.

The Business Case Guidelines (TPP18-06) and the NSW Guide to Cost-Benefit Analysis (TPP17-03) should guide the options analysis to define the benefits sought, risk management, impacts and affordability assessment.

GUIDE TO COST-BENEFIT ANALYSIS

The most current NSW Treasury Guide includes how to undertake a Rapid Cost-Benefit Analysis and should be followed in calculating a BCR and NPV for the options.

FOR FURTHER DETAILS

NSW Benefits Realisation Framework

NSW Treasury Business Case Guidelines

NSW Guide to Cost-Benefit Analysis

A Cost-Benefit Analysis is required for the options being considered, however the delivery agency's own economic evaluation tool may be used if it applies a similar level of rigour.

The Review Report will provide commentary on the approach taken to develop the preferred option(s), and recommendations on any further analysis required before progressing to Final Business Case development.

1

PROJECT SCOPING AND INVESTIGATIONS	OPTIONS ANALYSIS	GATE 1 GATEWAY REVIEW	PREFERRED OPTION(S) TO TAKE TO FINAL BUSINESS CASE
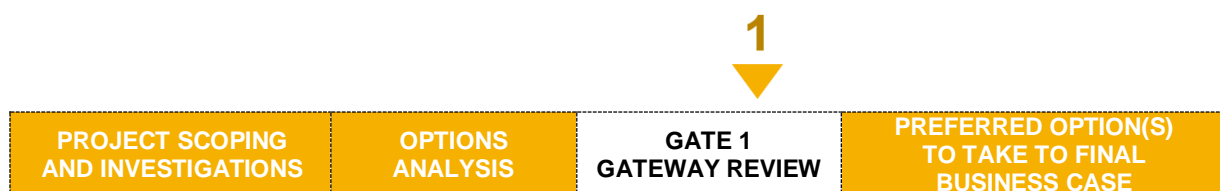
GATE 1 GATEWAY REVIEW AND DOCUMENTS

The delivery agency is responsible for initiating a Gateway Review at the appropriate time. Delivery agencies should seek authorisation from the delivery agency's governance structure and the Gateway Review should be led by the delivery agency's SRO.

It is intended that delivery agencies **use existing project documentation** and not create or customise documents for the Review.

MANDATORY DOCUMENTS

- Project presentation providing an executive overview of the project
- Document outlining the completed options analysis
- Document presenting the option(s) that are to be taken through to Final Business Case
- Cost-Benefit Analysis with Benefit-Cost Ratio (BCR) and Net Present Value (NPV)

REQUIRED INFORMATION

At Gate 1 documents should exist that include information relating to strategic options development and analysis. The table below highlights the information required to assess the project against the seven Key Focus Areas. In collating documents it may also be useful to refer to Part D of this workbook.

The delivery agency must complete a document register for the Review Team and for inclusion in the Review Report. The Document Register template is included in the Gate 1 suite of documents. Typically, no more than 30 documents that are most relevant to the project, should be loaded into the data room.

REQUIRED INFORMATION DOCUMENTED TO SUPPORT GATE 1
Description and analysis of the service need, problem and future demand relevant to the project.
Evidence of development and confirmation of project objectives in line with government policy.
Description of options identification, selection and assessment process supporting a clear rationale for selecting the preferred option(s).
Demonstrated understanding of project benefits and impacts including evaluation of social, economic and environmental impacts and potential recurrent and whole-of-life costs.
Demonstration of appropriate Cost-Benefit Analysis (including Benefit-Cost Ratio (BCR) and Net Present Value (NPV) analysis).
Evidence of project development resourcing and funding plans, including to support project progression to Final Business Case.
Evidence that place making requirements have been considered as part of the options development and assessment.
Structure of the current and proposed project team including roles and responsibilities and a description of the outline resourcing strategy to meet future needs (governance structure).
Description of identification and engagement of stakeholders demonstrating management of issues, impacts and concerns.
Evidence risks are being identified, considered and actively managed (live risk register or matrix).
Evidence that interdependencies with other projects and impacts on existing services and networks that may occur as a result of the project (including through delivery/construction) are being identified and investigated.

TEMPLATES TO BE COMPLETED

Prior to the commencement of the Review the delivery agency will need to complete the following templates and supply them to the GCA Review Manager.

Each of these templates is available with other Review documentation on the Infrastructure NSW website.

- Project briefing agenda
- Interview schedule
- Oversight Framework self-assessment checklist

- Interviewee list
- Document register

GUIDANCE FOR THE NUMBER OF OPTIONS PRESENTED

The presentation of a robust options analysis is a critical element at Gate 1.

The methodology and process for the identification and investigation of a wide range of options and subsequent selection of a smaller number of options should be robust. Non-infrastructure solutions must form part of the options analysis.

The number of options presented at Gate 1 and proposed for investigation in the Final Business Case is at the delivery agency's discretion. At Gate 1, each option presented must be accompanied by an appropriate level of Cost-Benefit Analysis (including Benefit-Cost Ratio (BCR) and Net Present Value (NPV) analysis).

All options should be compared to a base case, and usually this is a do-nothing scenario. Guidance on the appropriate base case can be found in the NSW Guide to Cost-Benefit Analysis.

INITIATING THE GATEWAY REVIEW

The delivery agency contacts the relevant GCA Review Manager to initiate the Review.

On initiation of the Review, the GCA will draft the Terms of Reference and appoint the Review Team. The delivery agency uses this time to collate project documentation and coordinate interviewees. The Review commences with the release the project documents to the Review Team. This is followed by the project briefing and site visit, and interviews.
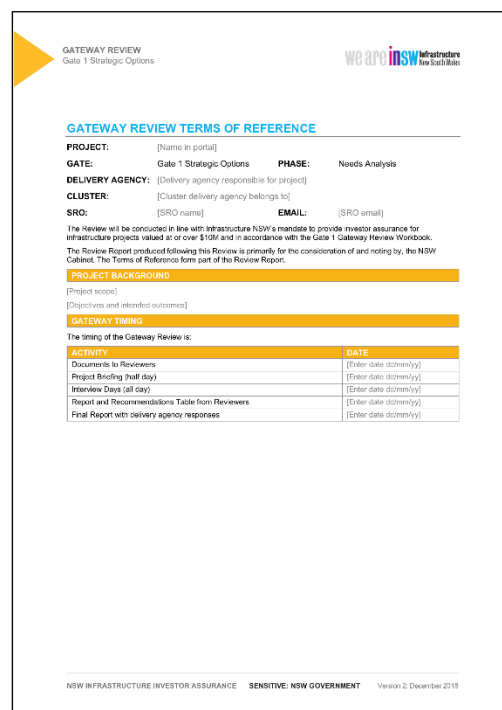
The delivery agency and GCA Review Manager will discuss and agree:

- Dates for the project briefing and interview day(s)
- Any urgency in the completion of the Gateway Review Report
- Any issues to be covered in the Terms of Reference
- Any nominations for Review Team Members (which may or may not be agreed by the GCA).

TERMS OF REFERENCE FOR THE REVIEW

The GCA will determine the Terms of Reference for the Gateway Review in consultation with the delivery agency and provide them to the Review Team prior to the commencement of the Review. The Terms of Reference provide the Review Team with important project-specific information and identify aspects of the project that the GCA and/or delivery agency see as issues. The Terms of Reference should be used in conjunction with the appropriate Gateway Review Workbook.

Delivery agencies should collate sufficient evidence and schedule appropriate interviewees to address the Terms of Reference.

OVERSIGHT FRAMEWORK REQUIREMENTS

Delivery agencies are expected to demonstrate that the minimum requirements detailed in the Oversight Framework are met through the Gateway assurance processes. Prior to the commencement of the Review for Gates 1 to 5 the delivery agency will complete the Oversight Framework Self-Assessment Checklist.

The Checklist should be used in conjunction with the Oversight Framework Guide. The Checklist is applicable for all HPHR projects and selected non-HPHR projects at request of the GCA Manager. The Review Team will review the completed checklist for inclusion in the Review Report.

PROJECT BRIEFING AGENDA

The project briefing is held approximately one week after the release of the Review documentation and one week prior to the interviews.

The delivery agency prepares the Project Briefing Agenda and provides it to the GCA. The delivery agency organises the venue and the GCA Review Manager issues diary invitations. The project briefing should include a site visit.

A Project Briefing Agenda template is included in the Gate 1 suite of documents. This template is only provided as guidance and the delivery agency may change the agenda as appropriate.
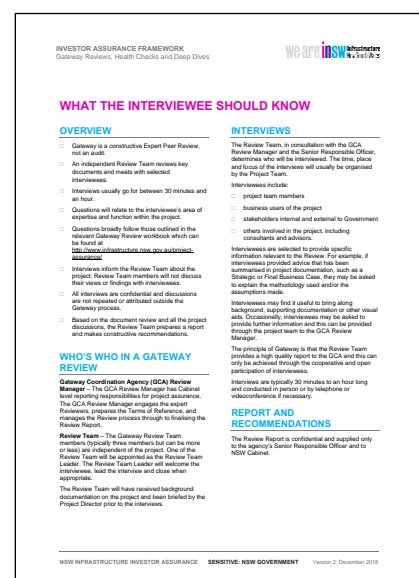
PARTICIPATION AND INTERVIEWS

The delivery agency prepares an interview schedule and provides it to the GCA Review Manager and the Review Team for comment. The Review Team has discretion over the final list of interviewees and, if they deem necessary, can request additional interviewees, which the delivery agency must then arrange. The interviewees nominated should be appropriate to cover each of the seven Key Focus Areas and the Terms of Reference.

The delivery agency must complete an interviewee list for the Review Team and for inclusion in the Review Report. The interviewee list and schedule templates are included in the Gate 1 suite of documents. Typically, interviewees for Gate 1 will include:

- Senior Responsible Officer
- Senior delivery agency representatives responsible for capital planning and prioritisation
- Project Manager/Director
- Project team members (Design / Cost Planning / Scheduling / Planning Approvals / Communication)
- Representatives of the intended operator and operations team
- NSW Treasury representatives familiar with the project
- Stakeholders from other agencies or user groups

An interviewee information sheet is available with the Gate 1 suite of documents and it may be useful for the delivery agency to provide this to interviewees unfamiliar with the Gateway Review process.

GATE 1

GATEWAY WORKBOOK

Part C

FOR REVIEW TEAMS
Conducting a Gate 1 Review

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GATE 1 APPROACH

The Gate 1 Review is conducted **prior to commencing** the development of the Final Business Case for a project.

The Review Team should use this workbook to guide an assessment of the options analysis undertaken and provide a robust commentary against each of the seven Key Focus Areas. The Review Team should be persuaded the options analysis supports the selection of the preferred project option(s) to be taken through to Final Business Case.

The outcome of the Gate 1 Review will inform government's decision as to whether the project option(s) identified should be progressed to Final Business Case.

GATEWAY REVIEW

The Gateway Review is conducted through an examination of the project documentation provided and interviews with project team members and stakeholders. The Gateway Review is structured around the seven Key Focus Areas and is informed by the Terms of Reference.

Typically, a Gateway Review includes:

- Project documentation released to the Review Team
- A project briefing and site visit hosted by the delivery agency and attended by the SRO and the GCA Review Manager
- Interview day(s) hosted by the delivery agency
- Review Report drafted by the Review Team for the GCA
- Review debrief with the SRO organised by the delivery agency and attended by the Review Team Leader and the GCA Review Manager
- Finalisation of the Review Report by the GCA and issue to the delivery agency.

GATEWAY REVIEW TEAM

For each Gateway Review the GCA Review Manager selects the Gateway Review Team members (typically three members but can be more or less depending on the Review requirements), from the GCA's established Expert Review Panel. One of the Review Team members will be assigned by the GCA as the Review Team Leader.

Each member of a Review Team must be independent of the project. Reviewers must immediately inform the GCA of any potential or current conflict of interest that arises prior to or during Review. The Reviewer's participation in the Review may preclude them, and their organisation, from participating in the project in any other capacity. For all Tier 1 projects, members must be high profile industry experts and independent of the NSW Government (i.e. not currently employed by the NSW Government).

The GCA seeks to appoint a Review Team with the mix of skills and expertise to allow the Team to expertly address each of the seven Key Focus Areas, as relevant to the project stage and the nature of the project. Each member is expected to contribute within their area of expertise, work collaboratively with their Review Team colleagues and take responsibility for producing a high quality, well written Review Report using the appropriate template.

REVIEW TEAM PRINCIPLES AND BEHAVIOURS

Throughout the Review, the Review Team is expected to add real value to the development and delivery of the project by:

- Being helpful and constructive in conducting the Review and developing the Review Report
- Being independent, with the Review Report's recommendations not directed or influenced from outside the Review Team
- Adhering to the Terms of Reference provided by the GCA
- Providing a Review Report that clearly highlights substantive issues, their causes and consequences
- Providing specific and actionable recommendations.

Delivery agencies should immediately inform the GCA if they believe the Review Team is in breach of these principles or displays any inappropriate or disrespectful behaviour at any time.

REVIEW COMMUNICATION PROTOCOLS

TOPIC	DETAILS
REPORT CONFIDENTIALITY	• Review Reports are primarily for the consideration and noting of the NSW Cabinet to assist them in making key decisions about the project or to take action as required. • All Review Reports are marked "SENSITIVE - NSW CABINET" and are submitted to Cabinet. • All participants must keep all information, including documentation, confidential at all times. • Review Team members must not directly contact the delivery agency without the permission of the CGA Review Manager.
REPORT DISTRIBUTION	• Review Team Members must not distribute copies of any versions of Review Reports directly to delivery agencies, project teams or any other party. • The Review Team Leader sends the draft Review Report to the GCA for distribution. • There is no '*informal*' element to a Gateway Review or the Review Report, and action will be taken if a Review Report is distributed without permission of the GCA. • The Review Report must not be distributed outside of the responsible delivery agency until the report is finalised, including a delivery agency response to the Review Recommendations. • Copies of final Review Reports (including delivery agency responses) are only distributed by the GCA in accordance with the protocols outlined in the IIAF. • The final Review Report must not be distributed to any other parties unless directed by the Delivery Agency Head or delegate of the GCA. • The Delivery Agency Head or delegate may distribute the final Review Report at their discretion, having regard to the confidential nature of the Report.
REVIEW DEBRIEF	• The GCA Review Manager and the Review Team Leader will agree on the process and timing to conduct a Review debrief with the delivery agency following the development of the Review Report. The GCA Review Manager will approve the delivery agency representative at the debrief and may attend the debrief at their discretion. • There is no '*informal*' element to Gateway Reviews. A debrief to SROs or a delivery agency's executive must not occur without the approval of the GCA representative.
REPORT FORMAT	• All Review Reports must include a document control table. • All Review Reports must include a list of people interviewed by the Review Team. • All versions of reports issued by the Review Team to the GCA are to be in MS WORD format. • The final Review Report issued to the delivery agency SRO is to be watermarked as 'FINAL' and issued in PDF.
REPORT TRANSMITTAL	• The GCA is required to keep a record of all parties, noting the Review Report version, to whom reports are issued. • All participants should minimise the use of hard copies of delivery agency documents and must not keep documents in any form following the Review.

GATEWAY REVIEW REPORT

The primary output of a Gateway Review is a high quality written report that is candid and clear, absent of errors and without contradiction and inconsistencies.

The primary purpose of the Review Report is to inform the NSW Cabinet of project progress and issues with recommendations so appropriate action can be taken.

The Review Report should utilise the appropriate Review Report template incorporating the Gateway Review Ratings and the Review Recommendations Table. The Terms of Reference form part of the Review Report.

Review Reports must include:

- Executive Summary that addresses the Review Team's key findings and includes the recommendations rated as critical and the overall Review Rating with a succinct justification
- Commentary, including a Rating, on the project's response to each of the seven Key Focus Areas
- Relevant recommendations under each Key Focus Area, listed, justified and rated (consistent with the Ratings Guide)
- Commentary under 'Other Matters' for issues that do not fit within the seven Key Focus Areas (including issues identified in the Terms of Reference)
- Recommendations Table in the format provided by the GCA and including each recommendation with its rating and categorisation by theme (see below).

KEY THEME ASSESSMENT

Infrastructure NSW is required to prepare a report each year on key themes emerging across all reviews. This relies on an analysis of the Review recommendations categorised according to 18 key themes.

Review Teams are requested to assign one of the 18 key themes to each recommendation made.

THEME	DEFINITION
QUALITY OF THE BUSINESS CASE	• Case for change is not clearly articulated or sufficiently succinct and the justification for the investment is not substantiated. • Analysis, assumptions and/or documentation lack rigour, clear articulation and/or is inadequate.
GOVERNANCE	• Governance frameworks are not fit for purpose or understood by team members and/or there is a lack of definition around roles, understanding of responsibilities, decision-making frameworks and single-point accountability. • There is a lack of active senior level support.
DISCIPLINE IN RISK MANAGEMENT	• Key project risks overlooked, missed or not adequately considered, risk management strategy / plan requires strengthening, mitigation measures and contingency management has not been developed or is not up to date.
STAKEHOLDER ENGAGEMENT	• Stakeholder strategy / management plan is missing or is not up to date. • Lack of adequate stakeholder consultation and/or stakeholder views / concerns have not been considered and addressed appropriately.
BENEFITS REALISATION	• Lack of a benefits realisation framework strategy/plan, or does not adequately identify, quantify or assign responsibility for benefits.
PROJECT RESOURCING	• The resource plan, including for the next stage in the project lifecycle, has not been developed or resources identified are not adequate, key roles lack appropriate capability and expertise.
PROJECT MANAGEMENT AND REPORTING	• Lack of, or inadequate, project management, scheduling discipline or project controls. • The schedule (program) has not been appropriately developed and is not reflective of the project risks and timing.
PROCUREMENT	• Inadequate procurement strategy, inadequate procurement planning, documentation does not ensure transparency in the decision-making process. • Delivery strategy not appropriately detailed and project staging not addressed.

THEME	DEFINITION
OPTIONS ANALYSIS	• Identification and/or assessment of options to meet service need is inadequate / incomplete. • Alternative options, including a realistic base case, are poorly explained / justified. • Lack of a clear justification for the preferred option.
COMMERCIAL CAPABILITY	• Insufficient rigour, process and accuracy around cost estimates and contingency estimating, planning and management. • Funding for the next phase not confirmed or allocated, gaps in project funding, lack of suitable funding strategy.
APPROACH TO PLANNING AND APPROVALS	• Planning pathway to achieve planning consent in a timely manner not identified or articulated.
CHANGE MANAGEMENT	• Lack of an effective mechanism to identify the changes necessary to achieve project outcomes. • Lack of a change management plan / inadequate change management plan.
OPERATIONAL READINESS PLANNING	• Lack of, or inadequate mechanisms to ensure effective readiness planning, prioritisation, management and operation. • Operational governance and management structures not determined and/or established.
SHARING KNOWLEDGE ACROSS GOVERNMENT	• Lack of, or inadequate processes to capture and share lessons learnt (errors and successes).
INTEGRATION WITH PRECINCT AND ACROSS SERVICES	• Inadequate consideration of interfacing networks, precincts, projects and services.
UNDERSTANDING GOVERNMENT PROCESSES	• Relevant NSW Government guidelines, frameworks and processes not considered, employed and/or complied with during project development and delivery.
CLEAR PROJECT OBJECTIVES	• The project objectives do not align to Government priorities, are not clear and/or do not articulate the service need. • The scope, scale and requirements of the project have not been appropriately articulated. • The project scope does not align with the project objectives and KPIs have not been developed.
SUSTAINABILITY	• Lack of or inadequate consideration, documentation and assessment of the social, economic and environmental impacts of the project.

GATE 1

Infrastructure
New South Wales

GATEWAY WORKBOOK

Part D

FOR DELIVERY AGENCIES AND REVIEW TEAMS
Areas for investigation in a Gate 1 Review

PART D

WHAT TO LOOK FOR AT GATE 1

The Gate 1 Review seeks to answer the question: **How well has the project analysed a range of options to meet the service need and maximise benefits at optimal cost?**

KEY FOCUS AREA	GENERAL DESCRIPTION APPLICABLE TO GATEWAY	HOW APPLIED AT GATE 1
SERVICE NEED	Identification of the problem or opportunity and the service need, along with the drivers for change. Demonstrated alignment to government policy or strategy and evidence of demand for the potential new services or enhancements.	Service need defined based on evidence and supported by clearly articulated problem definition and project objectives. A rigorous process of option identification and evaluation has determined a preferred option(s).
VALUE FOR MONEY AND AFFORDABILITY	Ensure value is delivered by maximising benefits at optimal cost. Evidenced by a clearly defined scope, a cost benefit analysis and a robust cost plan to an appropriate level of detail for the lifecycle stage of the project. An assessment of potential or confirmed sources of funds. The whole-of-life, capital and operational cost impacts have been considered.	Options developed and selected to maximise benefits at optimal cost in meeting the service need. Strategic Cost-Benefit Analysis of options developed with evidence to support progression of the preferred option(s) to Final Business Case.
SOCIAL, ENVIRONMENTAL AND ECONOMIC SUSTAINABILITY	Understanding the long-term impacts, opportunities and obligations created by the project. These can be social, environmental and economic. Ensuring the project delivers a positive legacy for the community. Areas explored include: socio-economic equity; resilience to climate change; effective place making; integration with broader asset networks; asset adaptability (including technological change); interface with heritage; and the robustness of the project's planning approvals processes.	Assessment of how each option fits within its context, location and the compatibility within the broader service network. Planning pathways for each option considered in the analysis.
GOVERNANCE	The project governance is robust. Clear accountabilities, responsibilities and reporting lines are identified and decision-making and approvals are appropriate and understood. The Senior Responsible Officer and project team have the culture, capability and capacity required.	Robust project development governance structure with clearly articulated responsibilities and reporting lines and appropriate delegations in place with an emphasis on Final Business Case and project development.
RISK MANAGEMENT	Ongoing identification and active management of risks and opportunities using a structured and formal methodology.	Risks and opportunities identified, appropriately considered and documented within a structured methodology to enable the development of preferred option(s).
STAKEHOLDER MANAGEMENT	Ongoing identification and proactive management of stakeholders, both internal and external to government, using a structured and robust framework appropriate to the stage in the project lifecycle.	Identification of stakeholders, both internal and external to government. Stakeholders appropriately engaged to inform the Needs Analysis phase and strategic option identification
ASSET OWNER'S NEEDS AND CHANGE MANAGEMENT	Demonstration of how change will be managed in the areas of people, organisation, network and systems as the asset enters operations. Proactive management of the handover impacts through the lifecycle of the project. Demonstrated consideration of issues and risks pertaining to the asset manager, operator and end users.	Involvement of the asset owner/operator and early consideration and documentation of issues for each strategic option. Proactive identification of handover points and required change management processes to move effectively through to Final Business Case.

PART C

DEFINITION OF SCOPE

As projects progress through their lifecycle stages, there should be a strong convergence in the definition of scope, cost and time to deliver the desired outcome and objectives. Gateway Reviews support a project through this process, using the Key Focus Areas to ensure that economic and social impacts have been considered and stakeholder groups have been engaged in developing the optimum solution to address the service need or problem.

This can be illustrated as a funnel representing increasing development and delivery certainty in the project:
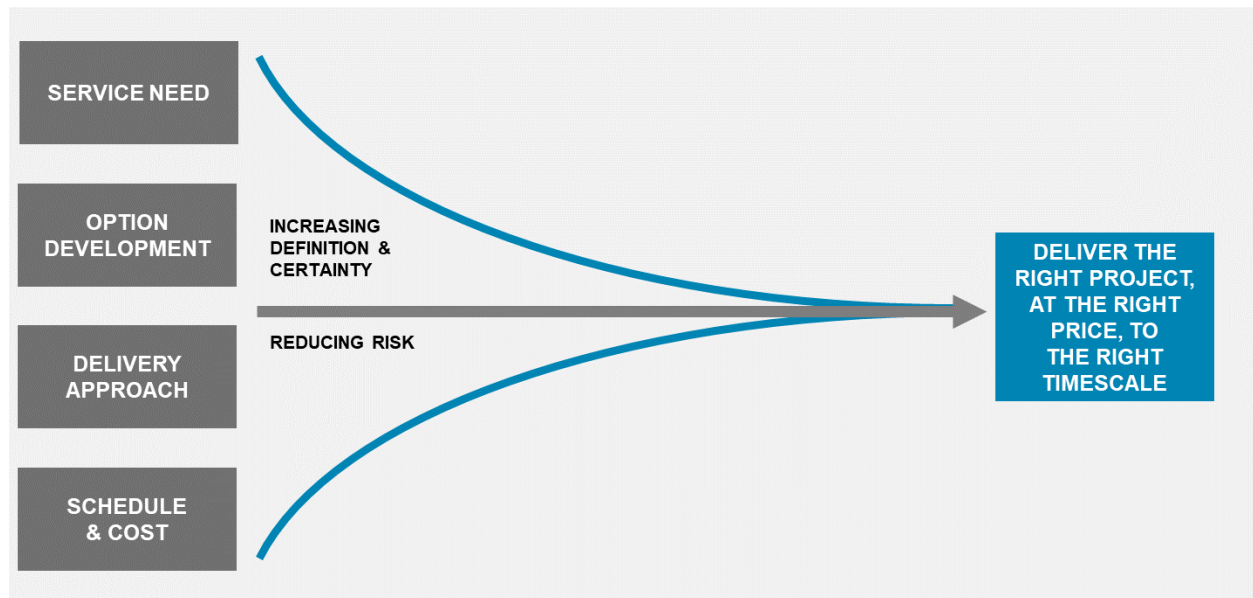
PROJECT DECISIONS

Gateway Reviews also recognise that scope changes have a greater impact on cost as the project progresses through its lifecycle. Robust decision-making and clarity of direction early in project development is important to successful project delivery. A lack of clarity and late decision-making will result in higher costs and greater uncertainty of outcomes.

PROJECT AND SCOPE DECISIONS
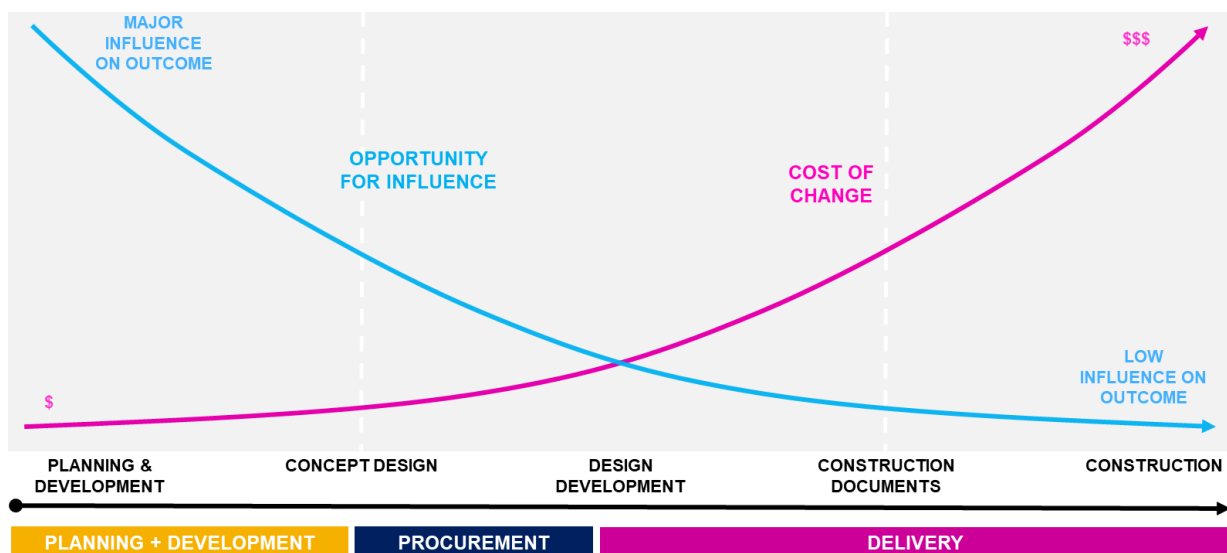
APPLICATION OF REVIEW SUCCESS FACTORS

In examining each of the Key Focus Areas the Review Team should be guided by project development and delivery fundamentals. These fundamentals are the Success Factors for projects underpinning delivery confidence.

The Success Factors provide an overarching context for each Key Focus Area and should assist in developing lines of enquiry. The Success Factors provide context to the commentary in the Review Report and are incorporated into the Review Report.

As a project progresses through its lifecycle there is an expectation that the detail and evidence will increase, providing confidence that the requirements of the seven Key Focus Areas are being met. This can be seen through the lens of three success factors within each Key Focus Area:

	INCREASING SCOPE CONFIDENCE	• Well defined service need • Value-for-money approach in developing an evidence-based solution • Increasing clarity and detail in defining the solution • Increasing understanding and clarity within the delivery agency of how to deliver the solution
	MANAGING RISK	• Increasingly granular and effective identification of risk • Assessment, prioritisation and planned mitigation of uncertain events that could adversely affect the achievement of the project objectives
	REALISING BENEFITS	• Increasing definition of the project objectives and benefits • Linking of those benefits to the service need • Embedding an end-to-end process to ensure that the benefits and objectives of the investment are realised

OPTIMISM BIAS

Optimism bias refers to the tendency to overestimate the likelihood of good events occurring and underestimating the likelihood of experiencing adverse events. Optimistic errors are considered to be an integral part of human nature, requiring conscious effort to manage and promote accuracy in project estimates and analysis. Practical steps for project teams to avoid optimism bias in project analysis include:

- Use independent peer reviewers to verify that cost, demand and benefit estimates are realistic

- Undertake risk workshops, with key stakeholders, and people with knowledge of the project and/or the potential risks, the operator and asset owner involved to review the assumptions made and the risks identified – including the likelihood of the risk occurring, and impact if the risk were to occur.

KEY FOCUS AREA 1 – SERVICE NEED

KEY FOCUS AREA	HOW APPLIED AT GATE 1		
SERVICE NEED	**Service need defined based on evidence and supported by clearly articulated problem definition and project objectives. A rigorous process of option identification and evaluation has determined a preferred option(s).**		
	Evidence based articulation of service need and rigorous process of option identification and evaluation against objectives.	Rigorous option evaluation framework including performance against government policies.	Identified options assessed to maximise community and non-monetary benefits across agency portfolios.

1. **How has the service need, problem definition and project objectives been evidenced and articulated?**
2. **How clearly have the benefits and beneficiaries of resolving the service need been articulated?**
3. **How has it been demonstrated that the existing means of delivering the service does not realise the desired benefits, nor meet future requirements (economic, environment and social)?**
4. **How have options been identified and analysed, and is this appropriate to the scale of the project?**
5. **How has the options analysis ensured technical and engineering outcomes have been balanced against end-user needs?**
6. **How well does each option outlined align with government policies and strategies?**
7. **How does the scope of each option clearly link to the resolution of the service need and realisation of the benefits?**
8. **How have the options been identified, assessed against objectives and then explored to maximise broader community and non-monetary benefits?**
9. **What are the potential negative impacts of resolving the service need or in pursuing the options identified?**
10. **How has the project identified interdependencies and evaluated the potential impacts in the options analysis?**

OPTIONAL AREAS TO EXPLORE

The Review Team may choose to explore the following questions based on the type of project being undertaken.

FOR PROGRAMS
How are the program's service need and benefits articulated and are there clear business rules for qualifying projects?
How have the program delivery options been prioritised, including appropriate tranches and dependencies between projects?
FOR CIVIL INFRASTRUCTURE AND ASSETS
How have the service needs of the network and potential intersecting networks been considered within the development of the options?
FOR BUILDINGS AND PLACES
How does the site masterplan, that each option sits within, demonstrate alignment to the current and future uses and requirements on the site?

KEY FOCUS AREA 2 – VALUE FOR MONEY AND AFFORDABILITY

KEY FOCUS AREA	HOW APPLIED AT GATE 1		
VALUE FOR MONEY AND AFFORDABILITY	**Options developed and selected to maximise benefits at optimal cost in meeting the service need. Strategic Cost-Benefit Analysis of options developed with evidence to support progression of the preferred option(s) to Final Business Case.**		
	Justification of scope against a robust Cost-Benefit Analysis of the options developed to meet the service need.	High level costing to inform cost benefit analysis, assess any funding risk and establish overall affordability of each option.	Interdependencies and the whole-of-life benefits are understood for each option.

1. **How has the delivery agency developed the capital funding envelope for the project and is it affordable?**
2. **How has the delivery agency considered and explored alternative sources of funding to Consolidated Revenue?**
3. **Has the project been included in the delivery agency's capital investment plan or equivalent submitted to NSW Treasury?**
4. **What is the evidence that the cost planning against the scope (including risk allowances) of each of the options is sufficiently robust and assumptions have been consistently applied?**
5. **How have the benefits of each option been maximised, assessed and compared?**
6. **What Cost-Benefit Analysis has been completed for each option and is it an appropriate level of detail with appropriate, realistic assumptions?**
7. **What are the key areas within each option's scope that could significantly impact funding requirements?**
8. **How have operational and whole-of-life costs been integrated into the option evaluation and assessment?**
9. **Are the resourcing, funding plans and broader delivery agency support to develop the Final Business Case in place and are they appropriate to the scale of the project?**

OPTIONAL AREAS TO EXPLORE

The Review Team may choose to explore the following questions based on the type of project being undertaken.

FOR PROGRAMS
How has an overall program affordability been established and is it robust?

FOR CIVIL INFRASTRUCTURE AND ASSETS
How have the broader network upgrades and costs, resulting from each option, been identified and considered?

FOR BUILDINGS AND PLACES
How does the masterplan drive maximum benefits while minimising costs and how has this impacted the options analysis?
How may the preliminary approach to concept architecture/design potentially drive cost?

PART C

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New South Wales

KEY FOCUS AREA 3 – SOCIAL, ENVIRONMENTAL AND ECONOMIC SUSTAINABILITY

KEY FOCUS AREA	HOW APPLIED AT GATE 1		
SOCIAL, ENVIRONMENTAL AND ECONOMIC SUSTAINABILITY	**Assessment of how each option fits within its context, location and the compatibility within the broader service network. Planning pathways for each option considered in the analysis.**		
	Scope of each option considers social and economic equity, environmental impacts, technological change and climate resilience in the context of its location and integration with its wider asset network.	Planning pathways assessed for each option. Environmental network and place integration are understood.	Clear consideration of the non-economic benefits of each option.

1. **How has the options analysis and evaluation process assessed planning pathways for each option and is the assessment sufficiently robust?**
2. **How have the potential heritage impacts been confirmed (through a local, state or federal instrument or heritage listing) and then assessed for each option?**
3. **How has the integration of the asset within the built environment and place making been considered in the development and assessment of each option?**
4. **What are the long-term broader asset network and service integration requirements, and have they been articulated and then appropriately captured through the option assessment process?**
5. **How has the options analysis considered the distribution and realisation of socio-economic impacts and benefits?**
6. **How has the options analysis and evaluation considered the sustainability impacts and criteria (e.g. emissions)?**
7. **How has the exploration of options captured future adaptability needs, including climate resilience, and future potential technological change?**

OPTIONAL AREAS TO EXPLORE

The Review Team may choose to explore the following questions based on the type of project being undertaken.

FOR PROGRAMS
Nil

FOR CIVIL INFRASTRUCTURE AND ASSETS
What consideration has been given to the enhancement of green space and the creation of recreational opportunities within the options analysis?
In developing the options, what consideration has been given to the achievement of a relevant sustainability/environmental rating (e.g. IS Rating) and is this appropriate for the project?

FOR BUILDINGS AND PLACES
In developing the options, what consideration has been given to the achievement of a relevant sustainability/environmental rating (e.g. GREENSTAR) and is this appropriate for the project?
How have community use sharing arrangements been considered within the options analysis?
How has the options analysis considered the integration with other community services that may be required to support the end-users of the project?

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KEY FOCUS AREA 4 – GOVERNANCE

KEY FOCUS AREA	HOW APPLIED AT GATE 1		
GOVERNANCE	**Robust project development governance structure with clearly articulated responsibilities and reporting lines and appropriate delegations in place with an emphasis on Final Business Case and project development.**		
	Governance framework developed and key roles are in place. The SRO is identified.	Risks around network and place integration are considered.	Baseline data is captured to support benefit / impact evaluation.

1. **What has been the formal project and delivery agency governance structure to support the options development and how will this change for the development of the Final Business Case?**
2. **Are there appropriate intra- and inter-agency governance arrangements in place?**
3. **How has the proposed delivery agency been agreed?**
4. **What evidence demonstrates the SRO has sufficient engagement, expertise, capacity and financial delegation at a level appropriate to the scale of the project?**
5. **What are the plans to establish the necessary skilled resourcing, project controls (program, milestones, change control), monitoring and reporting to support the development of the Final Business Case?**
6. **Does the governance framework include representation of the end user?**
7. **How have the preferred option(s) to take through to Final Business Case, been agreed within the established governance framework?**
8. **How are the governance and project team responsibilities, accountabilities and decision-making delegations documented, are they appropriate to the scale of the project and will they support the development of the Final Business Case?**
9. **How will the governance for the project and delivery agency ensure the right culture is developed and maintained within the project team through the development of the Final Business Case?**
10. **What is the evidence that there is a clear understanding through the governance structure of how the benefits will be measured and drive the development of the Final Business Case?**

OPTIONAL AREAS TO EXPLORE

The Review Team may choose to explore the following questions based on the type of project being undertaken.

FOR PROGRAMS
What assurance framework has been developed and is it consistent with the Strategic Options assessment outcomes and program plan?
How has the governance planned to ensure that each of the component projects within the program will combine to deliver the required outcomes and benefits?
What is the governance hierarchy established to ensure project reporting can be rolled up to the program level?
FOR CIVIL INFRASTRUCTURE AND ASSETS
Nil
FOR BUILDINGS AND PLACES
Nil

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KEY FOCUS AREA 5 – RISK MANAGEMENT

KEY FOCUS AREA	HOW APPLIED AT GATE 1
RISK MANAGEMENT	**Risks and opportunities identified, appropriately considered and documented within a structured methodology to enable the development of preferred option(s).**

	Scope of each option considers the project's key risks.		Robust and consistent risk assessment approach for each option.		Identification of risks to achieving benefits for each option.

1. **What has been the formal risk management approach in-place for the development of the options?**
2. **What formal risk management approach will be adopted for the development of the Final Business Case?**
3. **What evidence demonstrates the list of the project's key risks is appropriate to the stage of the project, complete and robust?**
4. **How have the key project risks influenced the options development, analysis and evaluation?**
5. **How have the specific risks for each option been developed and assessed within the context of selecting the preferred option(s) and realising the benefits of the project?**

OPTIONAL AREAS TO EXPLORE

The Review Team may choose to explore the following questions based on the type of project being undertaken.

FOR PROGRAMS
What is the risk escalation process to facilitate program level consideration of project risks?
FOR CIVIL INFRASTRUCTURE AND ASSETS
Nil
FOR BUILDINGS AND PLACES
Nil

KEY FOCUS AREA 6 – STAKEHOLDER MANAGEMENT

KEY FOCUS AREA	HOW APPLIED AT GATE 1		
STAKEHOLDER MANAGEMENT	Identification of stakeholders, both internal and external to government. Stakeholders appropriately engaged to inform the Needs Analysis phase and strategic option identification.		
	Stakeholder input to option identification, development and evaluation.	Potential risks resulting from the acceptability of options to key stakeholders and the engagement process with those stakeholders.	Stakeholder engagement informing project objectives and leading to enhanced benefits.

1. **How have stakeholders (including end users and the community) been identified and their likely areas of interest captured and addressed?**
2. **What engagement has been undertaken with key stakeholders in the development of the options and is this appropriate?**
3. **How has intra- and inter-agency consultation resulted in the identification of opportunities to enhance the outcomes of the options considered?**
4. **How have the views of stakeholders been incorporated into, and informed of, the selection of the preferred option(s) to take through to Final Business Case?**
5. **How will engagement with stakeholders be undertaken in the development of the Final Business Case?**
6. **How is the stakeholder engagement plan for the development of the Final Business Case resourced and reflected in the project's current or future governance structure?**
7. **What are the stakeholder issues that may prevent the project from maximising benefits and optimising cost, and how will these be addressed through the Final Business Case?**
8. **How has the market engagement and community stakeholder activity been coordinated with other relevant projects to mitigate communications/stakeholder fatigue as the project progresses?**

OPTIONAL AREAS TO EXPLORE

The Review Team may choose to explore the following questions based on the type of project being undertaken.

FOR PROGRAMS
What is the planned stakeholder engagement approach, especially with stakeholders external to government, and does it have the necessary level of sophistication for the scale of the program?

FOR CIVIL INFRASTRUCTURE AND ASSETS
Nil

FOR BUILDINGS AND PLACES
Nil

PART C

KEY FOCUS AREA 7 – ASSET OWNER'S NEEDS AND CHANGE MANAGEMENT

KEY FOCUS AREA	HOW APPLIED AT GATE 1		
ASSET OWNER'S NEEDS AND CHANGE MANAGEMENT	**Involvement of the asset owner/operator and early consideration and documentation of issues for each strategic option. Proactive identification of handover points and required change management processes to move effectively through to Final Business Case.**		
	Operational impacts /changes understood across options.	Understanding of affected organisations and likely response to change investigated and documented.	Potential benefit owners identified and opportunities to capture benefits explored for each option.

1. **What may be the workforce or human resources impacts caused in the delivery of the preferred option(s) and how has this been considered within the options analysis?**
2. **How has the options analysis and the selection of the preferred option(s) considered the broader network change resulting from the project?**
3. **How will systems changes (technology, processes or procedures) be identified through the development of the Final Business Case?**
4. **How has the options analysis and evaluation considered the asset owner and operational impacts across affected organisations?**
5. **How has the options analysis and selection of the preferred option(s) considered the end-user needs and impacts?**
6. **What is the plan in place to facilitate the handover of the project to the team responsible for developing the Final Business Case?**
7. **What is the plan to efficiently recruit and induct new staff into the project team for the Final Business Case stage of the project?**
8. **How has any potential network disruption, during delivery or in operations, been considered in the selection of the preferred option(s)?**

OPTIONAL AREAS TO EXPLORE

The Review Team may choose to explore the following questions based on the type of project being undertaken.

FOR PROGRAMS
How has an overarching, program level change management strategy been developed?

FOR CIVIL INFRASTRUCTURE AND ASSETS
Nil

FOR BUILDINGS AND PLACES
Nil

GLOSSARY

TERM	DEFINITION
BENEFIT OWNER	The person responsible for the realisation of the benefit.
CAPITAL PROJECT	A project primarily comprised of one or more of the following elements: • Infrastructure • Equipment • Property developments • Operational technology that forms a component of a capital project.
CEO	Chief Executive Officer.
CLOSE-OUT PLAN	Document outlining actions, responsibilities, accountabilities and timeframes that respond to recommendations identified in Gateway Review and Health Check Final Review Reports.
COMPLEX PROJECT	A project delivered in multiple stages and potentially across varying time periods. This could also be across a large (but connected) geography. Individual project stages may be identified during the development phase or during the procurement and delivery phases. This occurs when individual project stages are being procured and delivered under different contracts and potentially over different time periods. In some cases these individual project stages may have a different Project Tier to the overall complex project.
DECISION-MAKING	The Gateway, Health Check and Deep Dive Reviews inform decision-making by government. Government in this context refers to all parts of government including delivery agencies.
DEEP DIVE REVIEWS	Deep Dives Reviews are similar to a Health Check but focus on a particular technical issue informed by the Terms of Reference rather than the seven Key Focus Areas considered at a Health Check. These Reviews are generally undertaken in response to issues being raised by key stakeholders to the project or at the direction of the relevant Government Minister.
DELIVERY AGENCY	The Government agency tasked with developing and / or delivering a project applicable under this Framework and the NSW Gateway Policy.
EQUIPMENT	The necessary assets used on or to support an infrastructure system and can include fleet and rolling stock.
ECI	Early Contractor Involvement.
ETC	Estimated Total Cost.
EXPERT REVIEWER PANEL	Panel comprising independent highly qualified Expert Reviewers established to cover all aspects of Gateway Review needs.
FBC	Final Business Case.
GATE	Particular decision point(s) in a project/program's lifecycle when a Gateway Review may be undertaken.
GATEWAY COORDINATION AGENCY (GCA)	The agency responsible for the design and administration of an approved, risk-based model for the assessment of projects/programs, the coordination of the Gateway Reviews and the reporting of performance of the Gateway Review Process.
GCA REPORTING AND ASSURANCE PORTAL	Online portal administered by the GCA for the management of IIAF functions.
GATEWAY POLICY	The NSW Gateway Policy sets out the key points along the project lifecycle important for providing confidence to the NSW Government that projects are being delivered to time, cost and in-line with government objectives.

TERM	DEFINITION
GATEWAY REVIEW	A Review of a project/program by an independent team of experienced practitioners at a specific key decision point (Gate) in the project's lifecycle. A Gateway Review is a short, focused, independent expert appraisal of the project that highlights risks and issues, which if not addressed may threaten successful delivery. It provides a view of the current progress of a project and assurance that it can proceed successfully to the next stage if any critical recommendations are addressed.
HEALTH CHECK	Independent Reviews carried out by a team of experienced practitioners seeking to identify issues in a project which may arise between Gateway Reviews.
INFRASTRUCTURE	The basic services, facilities and installations to support society and can include water, wastewater, transport, sport and culture, power, policy, justice, health education and family and community services.
INFRASTRUCTURE INVESTOR	The NSW Government, representing the State of NSW.
IIAF	Infrastructure Investor Assurance Framework.
KEY FOCUS AREA	A specific area of investigation that factors in Gateway Review deliberations.
PROGRAM	A temporary, flexible organisation created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organisation's strategic objectives. A program is likely to be longer term and have a life that spans several years. Programs typically deal with outcomes; whereas projects deal with outputs. Projects that form part of a program may be grouped together for a variety of reasons including spatial co-location (e.g. Western Sydney Infrastructure Program), the similar nature of the projects (e.g. Bridges for the Bush) or projects collectively achieving an outcome (e.g. 2018 Rail Timetable). Programs provide an umbrella under which these projects can be coordinated. The component parts of a program are usually individual projects or smaller groups of projects (sub-programs). In some cases, these individual projects or sub-programs may have a different Project Tier to the overall program.
PROJECT	A temporary organisation, usually existing for a much shorter duration than a program, which will deliver one or more outputs in accordance with an agreed business case. Under the IIAF a capital project is defined as infrastructure, equipment, property developments or operational technology that forms a component of a capital project. Projects are typically delivered in a defined time period on a defined site. Projects have a clear start and finish. Projects may be restricted to one geographic site or cover a large geographical area, however, will be linked and not be geographically diverse. A particular project may or may not be part of a program. Where a project is delivered in multiple stages and potentially across varying time periods it is considered a 'complex project'. Refer to the definition for 'complex project'.
PROJECT TEAM	The delivery agency assigned group with responsibility for managing the project through the Gateway Review
PROJECT TIER	Tier-based classification of project profile and risk potential based on the project's estimated total cost and qualitative risk profile criteria (level of government priority, interface complexity, procurement complexity, agency capability and whether it is deemed as an essential service). The Project Tier classification is comprised of four Project Tiers, where Tier 1 encompasses projects deemed as being the highest risk and profile (Tier 1 – High Profile/High Risk projects), and Tier 4 with the lowest risk profile.
REVIEW TEAM	A team of expert independent practitioners, sourced from the Expert Reviewer Panel engaged by the GCA to undertake a Gateway Review, Health Check or Deep Dive Review.
SENIOR RESPONSIBLE OFFICER (SRO)	The delivery agency executive with strategic responsibility and the single point of overall accountability for a project.