

GATE 6

GATEWAY WORKBOOK

Benefits Realisation

How well have the benefits outlined in the Final Business Case been realised and what lessons can we learn from this?

INTRODUCTION TO GATEWAY REVIEWS

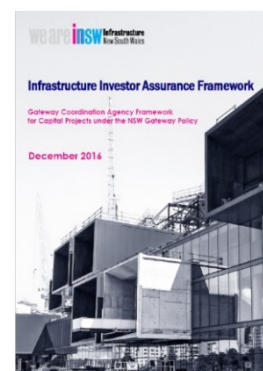
The **NSW Gateway Policy (TPP17-01)** sets out guidance and minimum requirements for the delivery and monitoring of Gateway Reviews in NSW. Gateway Reviews are independent Reviews conducted at key points, or Gates, along the lifecycle of a project and are important for providing confidence to the NSW 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 project and program successfully.

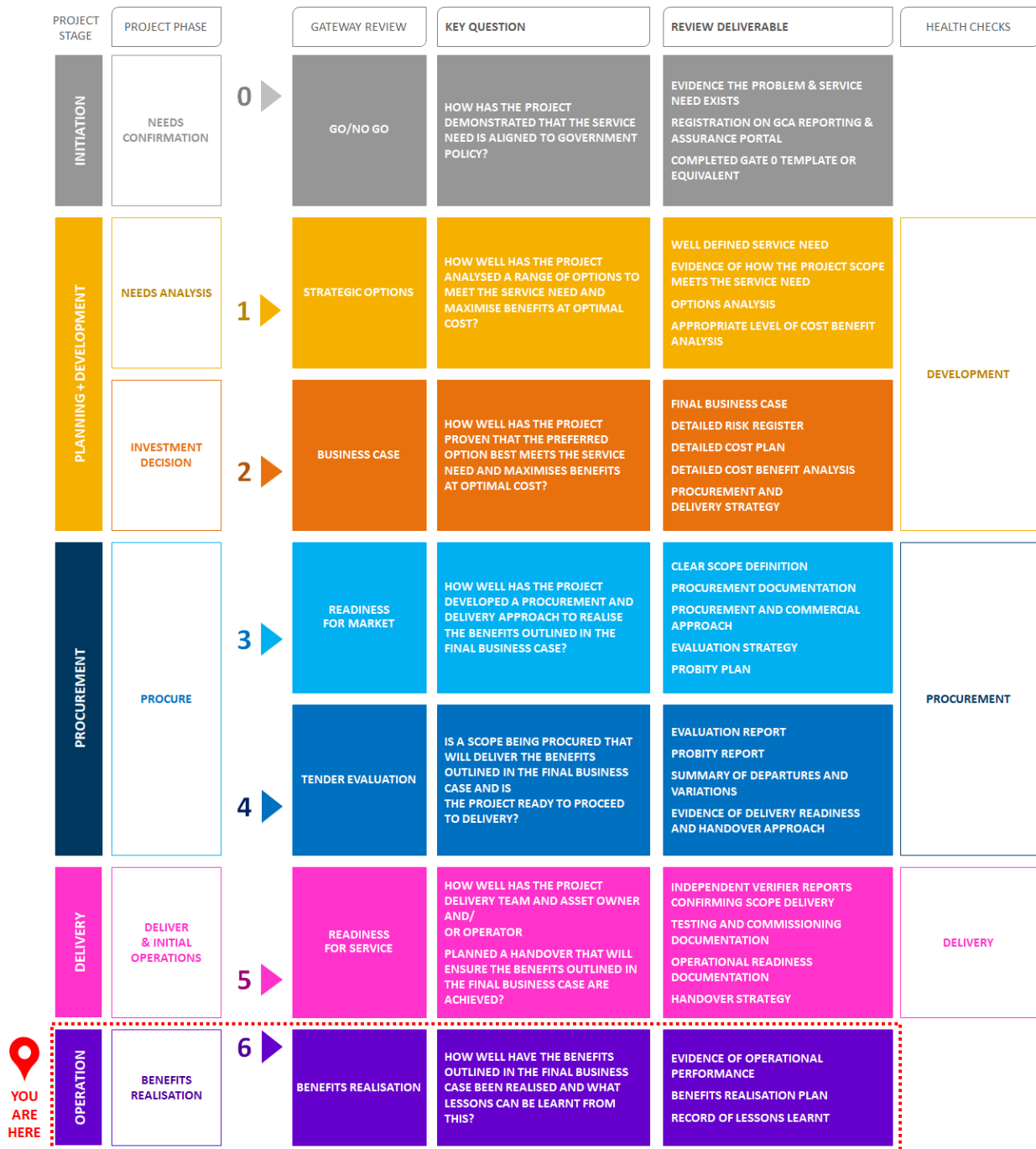
Gateway Reviews can consider an individual project or a program consisting of a number of projects. For the purposes of this workbook, the use of the term 'project' also covers the grouping of projects into a program.



The document has been developed by Infrastructure NSW, as the Gateway Coordination Agency (GCA) for capital infrastructure projects and programs. Copyright in this material and assurance methodology outlined resides with the New South Wales Government. Enquiries around reproduction of the material outside of the NSW Government should be directed to assurance@infrastructure.nsw.gov.au.

PROJECT LIFECYCLE AND GATEWAY REVIEWS

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



HOW TO USE THIS WORKBOOK

At Gate 6, the asset has been commissioned and is in operation. Delivery and/or operating agencies should be able to demonstrate that the benefits delivered are consistent with the Final Business Case and/or the Benefits Realisation Plan, and provide commentary on what lessons have been learnt from the project's development, delivery and operations.

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.

PART A	FOR DELIVERY AGENCIES AND REVIEW TEAMS: <ul style="list-style-type: none"> Background information on the Gateway Review process Information on how the Gateway Review process applies to projects 	PAGE: 8
PART B	FOR DELIVERY AGENCIES: <ul style="list-style-type: none"> Guidance on how to initiate a Gateway Review Mandatory information 	PAGE: 15
PART C	FOR REVIEW TEAMS: <ul style="list-style-type: none"> Guidance on how to conduct a Gateway Review 	PAGE: 21
PART D	FOR DELIVERY AGENCIES AND REVIEW TEAMS: <ul style="list-style-type: none"> Areas for investigation across the seven Key Focus Areas 	PAGE: 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.	Planning
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.	
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) <ul style="list-style-type: none"> • 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.	Week 4
11	Delivery agency debrief (usually attended by the GCA) to the SRO.	
12	Report and recommendations table goes to the delivery agency for fact check and responses to the recommendations.	Week 5
13	Fact checked report and responses to the recommendations sent to the GCA by the delivery agency.	
14	Report incorporating response to recommendations finalised by the GCA.	Post Review
15	Post Review survey sent out to delivery agency, Review Team members and GCA Review Manager.	
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 as:

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 of:

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)	<p>This item is critical and urgent. The SRO should take action immediately. It means "fix the key problems fast, not stop the project."</p> <p>'Clearance of Gateway' will not be provided by the GCA until this recommendation has been closed.</p>

GATE 6

GATEWAY WORKBOOK

Part A

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

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.

PART A

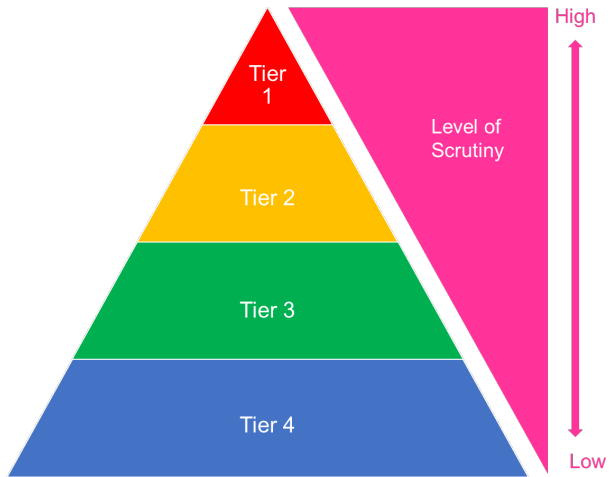
RISK BASED APPROACH TO INVESTOR ASSURANCE

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:

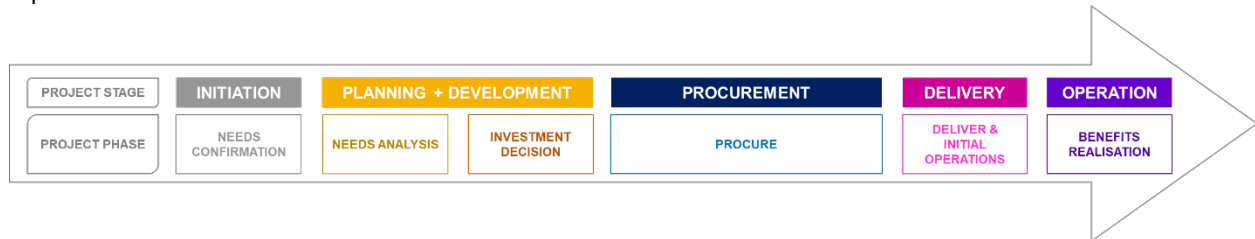
- NSW Gateway Policy (TPP17-01)
- Infrastructure Investor Assurance Framework (IIAF) (March 2021)
- Infrastructure NSW Framework for establishing effective Project Oversight (2021)
- NSW Government Sector Finance Act 2018
- NSW Government’s Capability Framework
- NSW Government Timely Information on 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)

PART A

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:



PART A

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 Check 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.

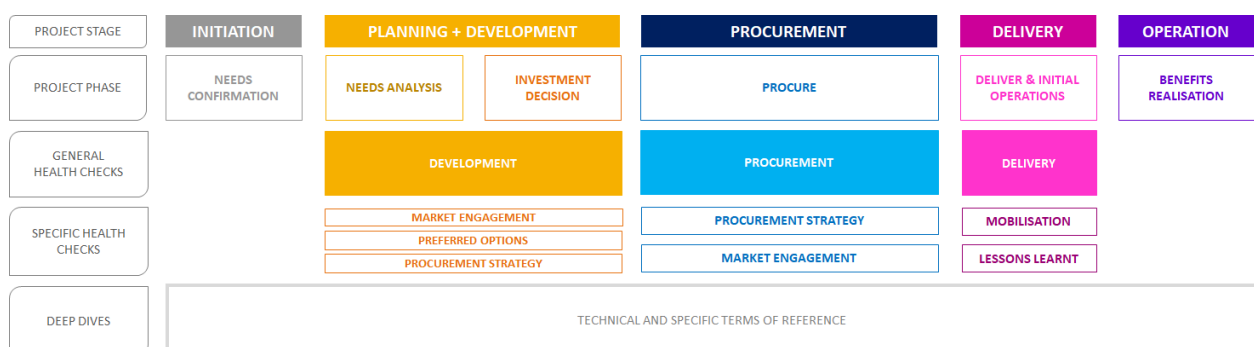
The seven Key Focus Areas support a consistent structure in undertaking Gateway Reviews and preparing Review Reports. Review Report commentary and recommendations are intended to be constructive and raise issues essential to the project's success.

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.



PART A

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)	<p>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.</p> <p>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.</p>
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 6

GATEWAY WORKBOOK

Part B

FOR DELIVERY AGENCIES

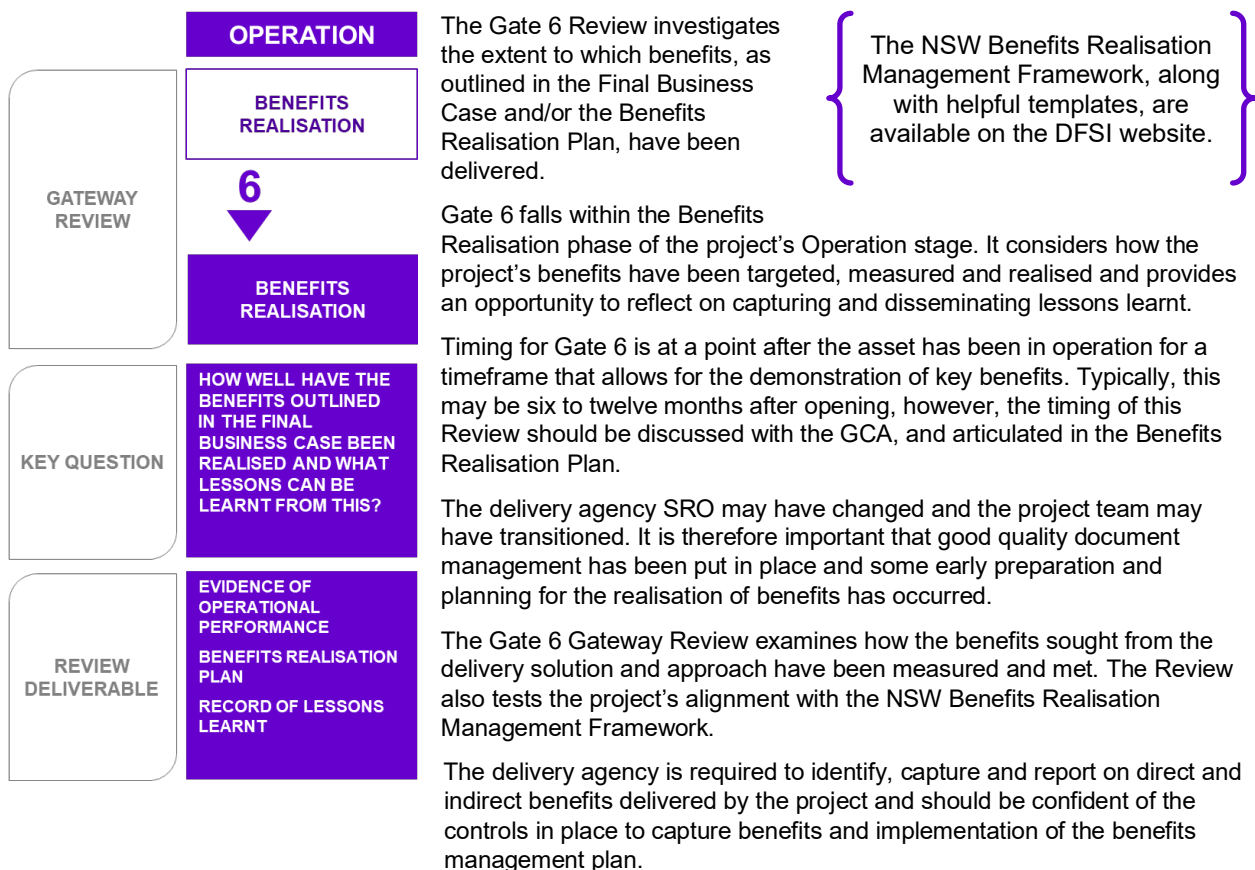
Initiating and preparing for a Gateway Review

PART B

HOW TO USE PART B

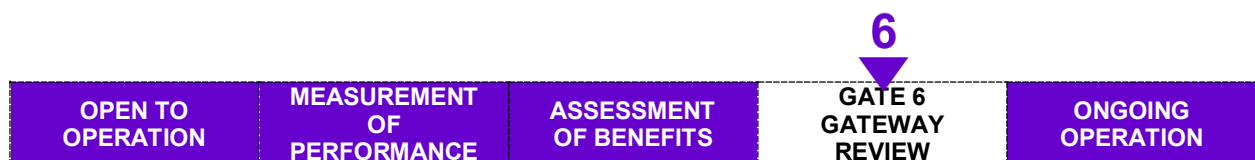
PART B assists delivery agencies prepare for the Gateway Review, including collating documentation and preparing for the project briefing and interviews.

GATE 6 – ASSESSING IF BENEFITS SOUGHT HAVE BEEN REALISED



Positive outcomes from this Review will be achieved if the delivery agency can demonstrate operational results and service outcomes, including benefits achieved beyond those in the original Final Business Case.

The Gate 6 Workbook focuses on the transition from the delivery stage into operations. This Review identifies if a project is on-track to meet its benefits, not that the benefits have been achieved. As such, the Review is held 6-12 months following delivery completion.



PART B

GATE 6 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
- Approved Final Business Case on which the investment decision was made
- Benefits Realisation Management Plan or Evaluation Plan

REQUIRED INFORMATION

At Gate 6, documents should exist that outline the benefits in the Final Business Case and how they are being monitored. A formal benefits realisation approach that broadly aligns with the NSW Benefits Realisation Management Framework should be documented. The lessons learnt from the project should be captured with planning in place to disseminate the findings.

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 6 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 6

Final Business Case with any updates made post funding approval.
Close out documentation, including a close out report confirming financial completion.
Benefits realisation plan and register/matrix in line with the NSW Benefits Realisation Management Framework,
Evidence of a post completion review, and monitoring of key performance indicators
Review of final project cost and schedule (including variations) against approved budget and schedule.
Evidence of a lessons learnt review identifying areas of best practice and potential improvements for the future and an agency plan for dissemination of the key findings.
Evidence to show all project risks have been closed out or handed over to the asset owner with appropriate mitigation actions.
Data showing post-operational demand, stakeholder and customer satisfaction, and workforce and organisational impacts.
Review of recurrent and whole-of-life costs against assumptions in the Final Business Case.
Identification of any outstanding obligations on the asset owner / operator, including scope elements and planning approval conditions with a plan to resolve / meet any requirements.
Evidence showing sustainability indicators were met through delivery and continue to be met through operations.

PART B

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
- Interviewee list
- Document register

GATEWAY REVIEW
Gate 6 Benefits Realisation

we are insw Infrastructure
New South Wales

[project]
(date and location)

PROJECT BRIEFING AGENDA

Review Team Members: [names of Review Team members]
Review Manager: [name of GCA Review Manager]

TIME	FOCUS	REPRESENTATIVE
9:00 – 9:10	Introduction	GCA Review Manager
9:10 – 9:30	Introduction of the Project or Program Problem identification Fit with NSW Government Policy or Program Planned benefits	Senior Responsible Officer (SRO)
9:30 – 10:30	Overview of the location and asset form	Project Director
10:30 – 11:15	Site visit (if requested by GCA)	ALL
11:15 – 11:30	BREAK	ALL
11:30 – 13:00	Summary overview of how each of the 7 Key Focus Areas have been addressed: • Service need • Value for money and affordability • Social, environmental and economic sustainability • Governance • Risk Management • Stakeholder management • Asset owner's needs and change management	Project Team
13:00 – 13:30	WORKING LUNCH - Discussion of interview schedule	Project Director
13:30 – 14:00	Review Team discussion	Review Team Only

CONTACT DETAILS:
[name of delivery agency contact for day]
[mobile number of delivery agency contact]

NSW INFRASTRUCTURE INVESTOR ASSURANCE SENSITIVE: NSW GOVERNMENT Version 2: December 2019

GATEWAY REVIEW
Gate 6 Benefits Realisation

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New South Wales

[project]
(date and location)

INTERVIEWEE LIST

PERSON	ORGANISATION	ROLE	EMAIL / PHONE

NSW INFRASTRUCTURE INVESTOR ASSURANCE SENSITIVE: NSW GOVERNMENT Version 2: December 2019

GATEWAY REVIEW
Gate 6 Benefits Realisation

we are insw Infrastructure
New South Wales

[project]
(date and location)

INTERVIEW SCHEDULE

TIME	NAME AND POSITION OF PRESENTER	DETAILS	KEY FOCUS AREA
9:00 – 10:00	Asset Owner representative Operator representative	• Governance • Operations team structure and capability • Responsibilities and authorities in operations • Benefits reporting	Governance
10:00 – 10:45	Deputy Secretary / GM Planning Deputy Secretary / GM Operations Network representative	• Benefits outlined in Final Business Case • Benefits delivered against Final Business Case • Benefits of the project for the delivery agency and stakeholders	Service Need
10:45 – 11:45	Asset Management representative Operations manager Commercial Manager	• Delivery to budget • Delivery in program • Outstanding delivery issues • Operations contract management approach • Whole-of-life cost performance • Lessons learnt in the area of extracting value	Value for Money and Affordability
11:45 – 12:45	Network representative Operations manager	• Outstanding planning/regulatory issues • Impact on other assets or network • Extracting additional benefits • Environmental performance • Place making outcomes	Social, Economic and Environmental Sustainability
12:45 – 13:30	LUNCH BREAK		
13:30 – 14:30	Risk Manager Commercial Manager	• Risk and opportunities matrix • Commercial risk allocation • Key mitigations for major operational risks that impact on benefits • Key project/program milestones	Risk Management
14:30 – 15:30	Stakeholder / Communications Stakeholder representative	• How benefits have been communicated • Fulfilment of stakeholder expectations • User group interface	Stakeholder Management
15:30 – 16:30	Project Director End user stakeholder Operations stakeholder	• Ongoing operations plan • Resourcing for operations • Performance of the handover from delivery • Release to the operator • Workforce change	Asset Owner's Needs and Change Management
16:30 – 17:30	Review Team Discussion and Report Planning		

NSW INFRASTRUCTURE INVESTOR ASSURANCE SENSITIVE: NSW GOVERNMENT Version 2: December 2019

GATEWAY REVIEW
Gate 6 Benefits Realisation

we are insw Infrastructure
New South Wales

[project]
(date and location)

DOCUMENT REGISTER

DOCUMENT NAME	DATE	CONTEXT / PURPOSE

NSW INFRASTRUCTURE INVESTOR ASSURANCE SENSITIVE: NSW GOVERNMENT Version 2: December 2019

PART B

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 of the project documents to the Review Team. This is followed by the project briefing and site visit, and interviews.

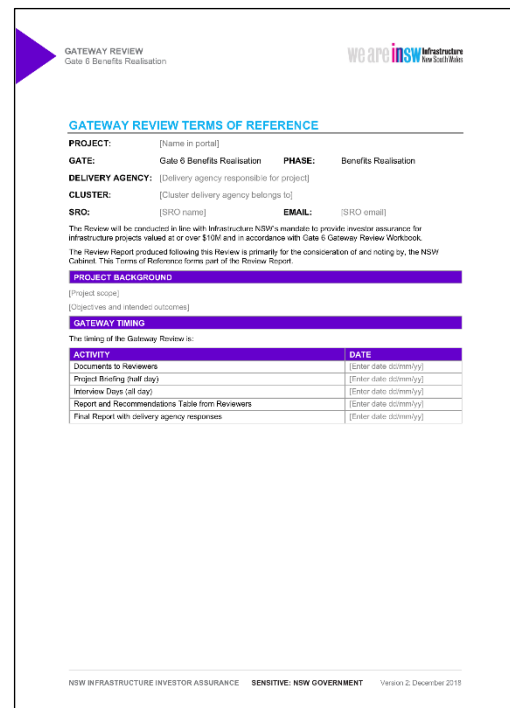
The delivery agency and GCA Review Manager will discuss and agree:

- 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.



The screenshot shows a form titled "GATEWAY REVIEW Gate 6 Benefits Realisation" with the "insw Infrastructure New South Wales" logo. The form is titled "GATEWAY REVIEW TERMS OF REFERENCE". It includes fields for PROJECT (Name in portal), GATE (Gate 6 Benefits Realisation), PHASE (Benefits Realisation), DELIVERY AGENCY (Delivery agency responsible for project), CLUSTER (Cluster delivery agency belongs to), SRO (SRO name), and EMAIL (SRO email). Below these fields is a paragraph explaining the review process and the purpose of the Terms of Reference. The form then has sections for "PROJECT BACKGROUND" (Project scope, Objectives and intended outcomes) and "GATEWAY TIMING". The "GATEWAY TIMING" section includes a table with columns for "ACTIVITY" and "DATE". The table lists the following activities and their corresponding dates: Documents to Reviewers, Project Briefing (half day), Interview Days (all day), Report and Recommendations Table from Reviewers, and Final Report with delivery agency responses. At the bottom of the form, it states "NSW INFRASTRUCTURE INVESTOR ASSURANCE SENSITIVE: NSW GOVERNMENT Version 2: December 2019".

PART B

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.

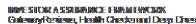

A Project Briefing Agenda template is included in the Gate 6 suite of documents. This template is only provided as guidance and the delivery agency may change the agenda as appropriate.

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 6 suite of documents. Typically, interviewees for Gate 6 will include:

- The Senior Responsible Officer
- Senior delivery agency representatives responsible for capital planning and prioritisation
- Project Manager/Director
- Representatives of the asset owner
- Representatives of the operator
- Representatives of the network manager
- Communications Manager
- Manager responsible for benefits
- NSW Treasury representatives familiar with the project
- Stakeholders from other agencies or user groups

WHAT THE INTERVIEWEE SHOULD KNOW

OVERVIEW

- Gateway is a construction Project Review, and is held
- An independent Review Team reviews key documents and assets with selected interviewees
- Interviews usually go for between 30 minutes and an hour
- Questions will relate to the interviewee's area of expertise and function within the project
- Questions broadly follow those outlined in the relevant Gateway Review worksheet which can be found at [http://www.infrastructure.nsw.gov.au/gateway-review](#)
- Interviews follow the Review Team's agenda. Review Team members will not discuss their views or findings with interviewees
- All interviews are confidential and discussions are not repeated or attributed outside the Gateway process
- Based on the document review and all the project documents, the Review Team prepares a report and issues construction recommendations

WHO'S WHO IN A GATEWAY REVIEW

Gateway Construction Agency (GCA) Review Manager – The GCA Review Manager has overall responsibility for the project review. The GCA Review Manager manages the review process, prepares the Terms of Reference, and manages the Review process through to finalising the Review Report.

Review Team – The Gateway Review Team members typically Review members but can be any or all of the project. One of the Review Team will be appointed as the Review Team Leader. The Review Team Leader will moderate the interviews, lead the interview and ensure the appropriate

The Review Team will have received background documentation on the project and been briefed by the Project Director prior to the interviews.

INTERVIEWS

The Review Team, in consultation with the GCA Review Manager and the Review Team's Office, determines the interview schedule. The time, place and format of the interview will usually be negotiated by the Project Team.

Interviews include:

- 1) project team members
- 2) business units of the project
- 3) stakeholders external and internal to Construction
- 4) others involved in the project, including consultants and advisors

Interviewees are selected to provide specific information relevant to the Review. For example, if interviewees provided advice that has been incorporated in project documentation, such as a Strategic or Final Business Case, they may be asked to explain the methodology used within the documentation.

Interviews may lead to being being background, supporting documentation or other visual aids. Occasionally, interviewees may be asked to provide further information and the case to be provided through the project team to the GCA Review Manager.

The principle of Gateway is that the Review Team provides a high quality report to the GCA and that can only be achieved through the cooperation and open participation of interviewees.

Interviews are typically 30 minutes to an hour long and conducted in person or by telephone or videoconference if necessary.

REPORT AND RECOMMENDATIONS

The Review Report is confidential and supplied only to the agency's Senior Responsible Officer and to NSW Cabinet.

An interviewee information sheet is available with the Gate 6 suite of documents and it may be useful for the delivery agency to provide this to interviewees unfamiliar with the Gateway Review process.

GATE 6

GATEWAY WORKBOOK

Part C

FOR REVIEW TEAMS
Conducting a Gate 6 Review

PART C

GATE 6 APPROACH

The Gate 6 Review is conducted **post project completion** to capture the approach to benefits realisation and lessons learnt.

The Review Team should use this workbook to guide an assessment of the project delivery against the scope and objectives outlined in the Final Business Case and/or Benefits Realisation Plan and provide a robust commentary against each of the seven Key Focus Areas. The Review Team should focus on the approach to benefits realisation and lessons learnt.

The outcome of the Gate 6 Review provides the NSW Government with information to document project outcomes and enhance future projects.

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.

PART C

REVIEW COMMUNICATION PROTOCOLS

TOPIC	DETAILS
REPORT CONFIDENTIALITY	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 ‘<i>informal</i>’ 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	<ul style="list-style-type: none"> 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 ‘<i>informal</i>’ 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.

PART C

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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Lack of a benefits realisation strategy/plan, or does not adequately identify, quantify or assign responsibility for benefits.
PROJECT RESOURCING	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.

PART C

THEME	DEFINITION
PROCUREMENT	<ul style="list-style-type: none"> 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.
OPTIONS ANALYSIS	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Planning pathway to achieve planning consent in a timely manner not identified or articulated.
CHANGE MANAGEMENT	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Lack of, or inadequate processes to capture and share lessons learnt (errors and successes).
INTEGRATION WITH PRECINCT AND ACROSS SERVICES	<ul style="list-style-type: none"> Inadequate consideration of interfacing networks, precincts, projects and services.
UNDERSTANDING GOVERNMENT PROCESSES	<ul style="list-style-type: none"> Relevant NSW Government guidelines, frameworks and processes not considered, employed and/or complied with during project development and delivery.
CLEAR PROJECT OBJECTIVES	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Lack of or inadequate consideration, documentation and assessment of the social, economic and environmental impacts of the project.

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GATE 6

GATEWAY WORKBOOK


Part D

FOR DELIVERY AGENCIES AND REVIEW TEAMS
Areas for investigation in a Gate 6 Review

PART D

WHAT TO LOOK FOR AT GATE 6

The Gate 6 Review seeks to answer the questions: **How well have the benefits outlined in the Final Business Case been realised and what lessons can we learn from this?**

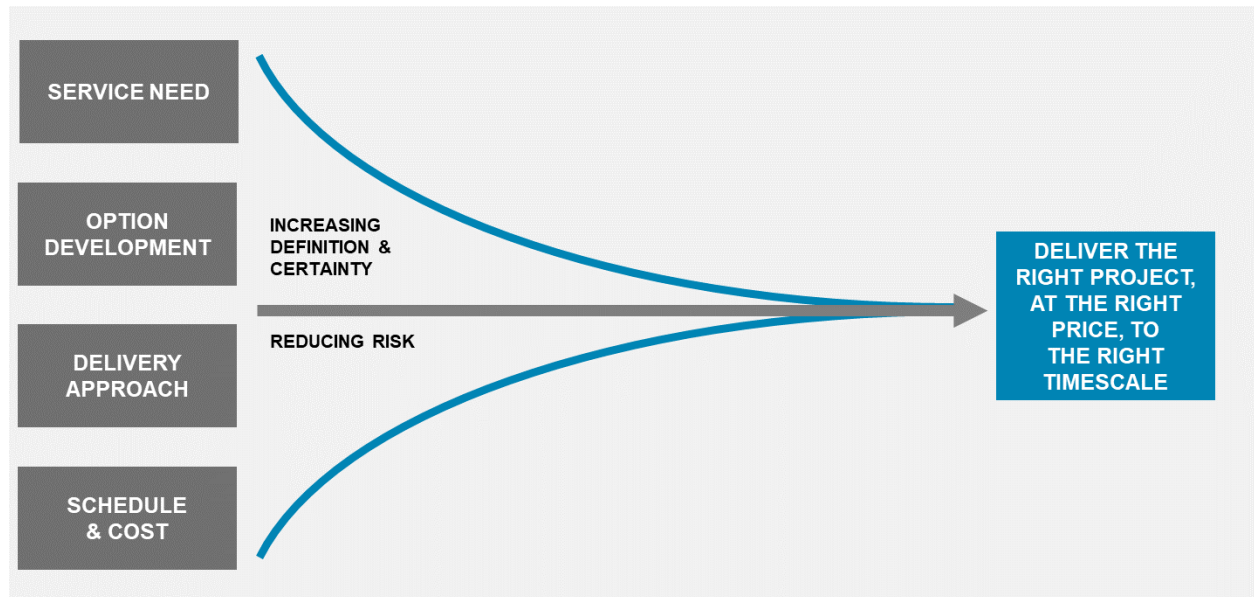
KEY FOCUS AREA	GENERAL DESCRIPTION APPLICABLE TO GATEWAY	HOW APPLIED AT GATE 6
SERVICE NEED 	Identification of the problem or opportunity and the service need, along with the drivers for change. Demonstrated alignment to government policy or strategy and evidence of demand for the potential new services or enhancements.	Achievement of service need is clearly demonstrated in operation. Performance is measured and reported.
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.	Capital elements of the project were delivered to cost. Project opened to operations on-time. Operational and whole-of-life costs are within expected parameters.
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.	Social, environmental and economic sustainability requirements have been delivered and measurement and management of the outcomes is in place. Operational integration with impacted asset networks has been achieved.
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.	Effective transition of governance from delivery to operations. Transfer of project ownership between agencies or divisions has been smooth. Lessons learnt from delivery governance experience is being pursued.
RISK MANAGEMENT 	Ongoing identification and active management of risks and opportunities using a structured and formal methodology.	Active risk management and mitigation approach. Robust approach to the resolution of asset defects, undelivered scope, unresolved variations or other delivery contractor commercial issues.
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.	The stakeholder engagement approach has been successfully transitioned to the operations stage. Ongoing and consistent stakeholder engagement has continuity with the key project messages around benefits and outcomes.
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.	Asset owner and operator satisfied with the asset as delivered. Asset performance is measured and as expected in the Final Business Case. Robust change management processes are employed and ongoing. The operations have benefited from a strong and well planned handover from the delivery team.

PART D

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.

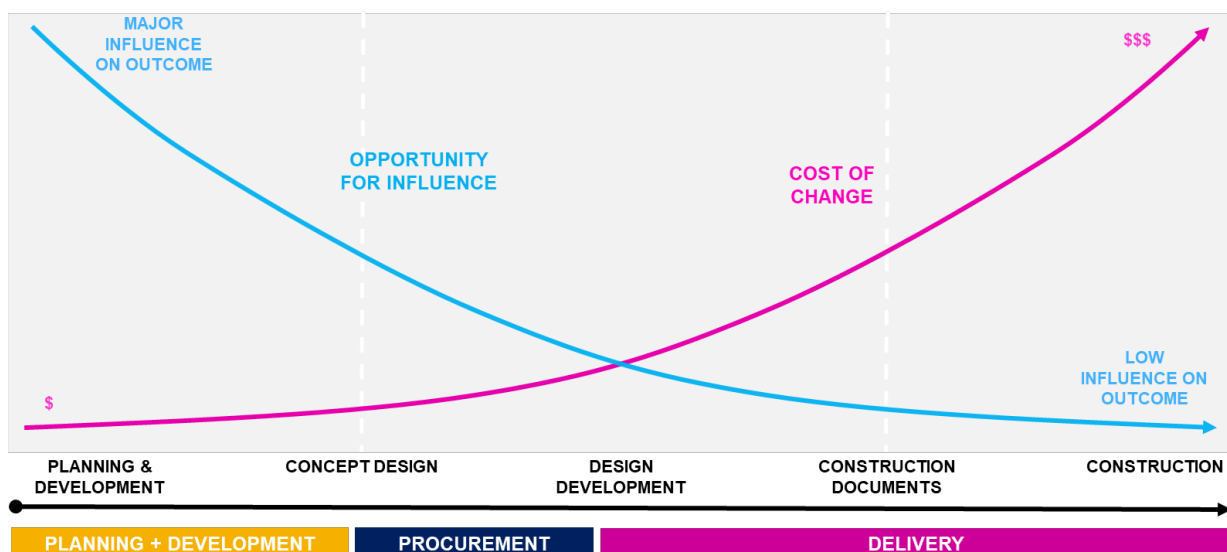
This can be illustrated as a funnel representing increasing development and delivery certainty in the project:



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






PART D

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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.

PART D

KEY FOCUS AREA 1 – SERVICE NEED

KEY FOCUS AREA	HOW APPLIED AT GATE 6		
 SERVICE NEED	Achievement of service need is clearly demonstrated in operation. Performance is measured and reported.		
	 Project in operation is delivering the service need as outlined in the Final Business Case.	 Risks to the ongoing delivery of the service need in operations are identified and mitigated.	 Comparison of anticipated benefits, including community outcomes, at Final Business Case against delivered benefits and community outcomes.

1. How has the service need as intended in the Final Business Case been met?
2. To what extent was the entirety of the intended scope delivered and is there any further scope required to support the achievement of the service need?
3. What were the outcomes of the post completion benefits realisation review?
4. What broader community outcomes that enhance the achievement of the service need have been realised?
5. What are the existing or high probability issues that could diminish the delivery of the service need over time and how will they be mitigated?
6. If a Building Information Management (BIM) or similar digital engineering system has been used, how is this contributing to the efficient delivery of the service need?





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 the contribution of all projects to achieving outcomes and realising benefits for the program been captured and recorded?
FOR CIVIL INFRASTRUCTURE AND ASSETS
Nil
FOR BUILDINGS AND PLACES
How has the facilities management approach been incorporated into the benefits realisation planning to support the delivery of the service need?

PART D

KEY FOCUS AREA 2 – VALUE FOR MONEY AND AFFORDABILITY

KEY FOCUS AREA	HOW APPLIED AT GATE 6		
 VALUE FOR MONEY AND AFFORDABILITY	Capital elements of the project were delivered to cost. Project opened to operations on-time. Operational and whole-of-life costs are within expected parameters.		
	 Scope delivered to time and cost. Operation and maintenance costs are consistent with assumptions.	 Anticipation of any future impacts to operational costs. Key lessons from the delivery of the project to time and budget are documented.	 Ongoing costs of monitoring and reporting on the benefits realisation within acceptable parameters and funded.

1. Was the project scope delivered within the approved budget (including agreed variations)?
2. To what extent is there confidence that the project has delivered the maximum benefits at optimal cost?
3. How accurate were the demand forecasts and usage assumptions that were used to justify and support the design and funding for the project?
4. Were the assumptions made in the development of the cost plan to establish the project budget proven to be valid?
5. What evidence confirms the project operating within expected operational and maintenance cost parameters?
6. What are the additional unforeseen asset costs, if any, post-handover into operations?





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 affordability position of the overall program?
FOR CIVIL INFRASTRUCTURE AND ASSETS
Nil
FOR BUILDINGS AND PLACES
Nil

PART D

KEY FOCUS AREA 3 – SOCIAL, ENVIRONMENTAL AND ECONOMIC SUSTAINABILITY

KEY FOCUS AREA	HOW APPLIED AT GATE 6		
 SOCIAL, ENVIRONMENTAL AND ECONOMIC SUSTAINABILITY	Social, environmental and economic sustainability requirements have been delivered and measurement and management of the outcomes is in place. Operational integration with impacted asset networks has been achieved.		
	 Sustainability scope delivered and measured. Initiatives have a clear link to operational efficiencies.	 Opportunities for enhancement of sustainability outcomes and other residual opportunities are in place.	 Sustainability benefits envisaged in the Final Business Case are being achieved.

1. What are the outstanding planning conditions, if any, impacting the project post-completion and how are these being managed?
2. How has the project been reviewed against the Final Business Case and design parameters to confirm achievement of climate resilience and environmental sustainability targets?
3. How has the opening of the project contributed to place making/activation of its neighbourhood?
4. How successfully has the project been integrated into its broader asset network?



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
Nil
FOR BUILDINGS AND PLACES
Nil

PART D

KEY FOCUS AREA 4 – GOVERNANCE

KEY FOCUS AREA	HOW APPLIED AT GATE 6		
 GOVERNANCE	Effective transition of governance from delivery to operations. Transfer of asset ownership between agencies or divisions has been smooth. Lessons learnt from delivery governance experience is being pursued.		
	 Governance appropriately skilled to manage the operations of the project.	 Governance leading the dissemination of lessons learnt from the delivery and initial operations of the project.	 Clear benefit owners, with appropriate representation in the operational governance of the project.

1. What has been the formal governance structure to commissioning and handover and has it remained effective into operations?
2. How successful and efficient was the de-mobilisation of the project and contractor teams?
3. How has the project documentation (including project close-out reporting, as-built plans, asset manuals etc) been kept up-to-date and accessible into operations?
4. How have lessons learnt from delivery, testing, commissioning and handover been recorded and disseminated?
5. What are the remaining commercial issues, if any, resulting from delivery and how will these be resolved?





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 governance hierarchy in place to ensure project operations and benefits reporting can be rolled up to the program level?
FOR CIVIL INFRASTRUCTURE AND ASSETS
Nil
FOR BUILDINGS AND PLACES
Nil

PART D

KEY FOCUS AREA 5 – RISK MANAGEMENT

KEY FOCUS AREA	HOW APPLIED AT GATE 6		
 RISK MANAGEMENT	Active risk management and mitigation approach. Robust approach to the resolution of asset defects, undelivered scope, unresolved variations or other delivery contractor commercial issues.		
	 No outstanding project delivery risks. Focus on operational risks.	 Appropriate risk management approach in place for operations.	 Operational risks not impacting benefits realisation.

1. How does the risk management approach reflect emerging operational efficiency and whole-of-life risks?
2. To what extent was the project delivered on-time and what were that major factors, if any, that impacted timely delivery?
3. How has the project demonstrated the financial contingency on the project was expended appropriately?





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
Nil
FOR BUILDINGS AND PLACES
Nil

PART D

KEY FOCUS AREA 6 – STAKEHOLDER MANAGEMENT

KEY FOCUS AREA	HOW APPLIED AT GATE 6
 STAKEHOLDER MANAGEMENT	<p>The stakeholder engagement approach has been successfully transitioned to the operations stage. Ongoing and consistent stakeholder engagement has continuity with the key project messages around benefits and outcomes.</p> <div>  Confirmation that stakeholders consider the scope to have been delivered, problem solved and the service need met.  Corporate knowledge of stakeholder risks and lessons learnt preserved.  Stakeholders, with a focus on end users, informed of benefit. </div>

1. How successful was the inter-agency and stakeholder engagement through the development, delivery, handover and initial operations?
2. What are the stakeholder issues that have been inherited by the asset owner and how are these being managed?
3. How well are project benefits been understood within the operations team and communicated to end users?
4. What stakeholder engagement approach remains in place, and is it documented and appropriately resourced?




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
Nil
FOR BUILDINGS AND PLACES
Nil

PART D

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

KEY FOCUS AREA	HOW APPLIED AT GATE 6
 ASSET OWNER'S NEEDS AND CHANGE MANAGEMENT	Asset owner and operator satisfied with the asset as delivered. Asset performance is measured and as expected in the Final Business Case. Robust change management processes are employed and ongoing. The operations have benefited from a strong and well planned handover from the delivery team.
	<div>  Asset delivered is aligned to operational requirements and functionally appropriate.  Robust change management and handover processes have enhanced successful asset operations.  Achievement of benefits realisation plan and continued tracking through operations. </div>

1. How has the design or form of the physical asset contributed to the change management task within the asset owner/operator or for end-users?
2. What is the whole-of-life approach being implemented in operations and does this include augmentation planning for the asset?
3. What are the outstanding workforce or human resources issues, if any, that emerged from the initial operations of the asset and could these have been avoided?
4. How well was workforce training (including manuals) addressed and was there appropriate support from the delivery team?
5. What evidence shows the required systems changes/transformation (technology, interoperability, processes or procedures) have been fully implemented and successfully contributed to the realisation of benefits?
6. To what extent have network interfaces been successfully integrated / resolved?
7. How has the realisation of benefits for end-users (customers) been assessed and measured?

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
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: <ul style="list-style-type: none"> • 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	<p>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.</p> <p>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.</p>
HEALTH CHECK	Independent Reviews carried out by a team of experienced practitioners seeking to identify issues in a project/program 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	<p>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.</p> <p>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.</p> <p>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.</p>
PROJECT	<p>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.</p> <p>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.</p> <p>A particular project may or may not be part of a program.</p> <p>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'.</p>
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.