

GATEWAY REVIEW

Gateway Familiarisation

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GATEWAY REVIEW

Gateway

Provides an independent peer review of project preparedness.

Assists project sponsors decide to progress the project.

Confidential to the Sponsor.

Is not an audit, a detailed technical review or an inquiry, but a review by experienced 'peers' to provide a 'fresh' view of the project.



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GATEWAY REVIEW

Gateway Global

United Kingdom

- Implemented over 10 years ago - originated with an ICT focus now applied to all major procurement including policy development

Victoria

- Implemented 9 years ago

New South Wales

- Implemented 8 years ago

Australian Government

- Implemented 5 years ago

Queensland Government

- Implemented 2008

Western Australia

- Implemented 2008

New Zealand

- Implemented 2008



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GATEWAY REVIEW

The Review's Overall Purpose

To provide a Project Sponsor with a "snapshot" of project's readiness.

By independent peers who:

- review project documentation
- interview project participants
- report to Project Sponsor



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GATEWAY REVIEW

Procurement process



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What Gateway Does

Seeks better project performance

- Improved procurement discipline
- Improved alignment of service delivery with available funds
- More accurate project scoping and estimates
- Reduced time and cost overruns
- Improved risk management
- Better results for the community



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GATEWAY REVIEW

Treasury Policy

- **Strategic Gate Review** is required for all projects over \$10M
 - Scheduled in years 2 to 4 of the upcoming forward estimates period, or
 - Proposed for State Infrastructure Strategy publication or other public statement
- **Business Case Gate Review** is required for all projects over \$10M or under \$10M if assessed as high risk


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GATEWAY REVIEW

The 6 Gates

1. **Strategic** - Does the project suit the service needs identified?
2. **Business Case** - Is the project ready for funding?
3. **Pre-Tender** - Is the estimate robust? Has scope been managed? Is supplier market understood?
4. **Tender Evaluation** - Has the evaluation plan been followed? Has the best offer been identified?
5. **Pre-Commissioning** - Is the project ready for work?
6. **Post Implementation** - Has the project provided the services needed?


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GATEWAY REVIEW

Conducting the Review

Planning Meeting

- Agency briefs the review team on the project
- Discuss the project and review approach
- Confirm logistics

Review Interviews

- Consists of a series of interviews with stakeholders
- Interviews conducted in person, telephone or video conferencing.
- Debrief provided to Project Sponsor


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GATEWAY REVIEW

7 Key Success Factors

1. **Service Delivery:** Will proposed project achieve service objectives and fulfil identified needs? Are they consistent with Government policy and the Agency's strategic services plan?
2. **Affordability and value for money:** Are there sufficient resources to deliver the project? Will it provide value for money over the project's life?
3. **Sustainability:** Have social, economic and environmental impacts of the project been identified and dealt with?
4. **Governance:** Have all activities to ensure a successful project been addressed (ie resource allocation, time and process management)?


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GATEWAY REVIEW

7 Key Success Factors

5. **Risk Management:** Have major project/procurement risks been identified? Has an Outline Risk Management Plan been developed? Does it include risk if project is not being funded?
6. **Stakeholder Management:** Have stakeholders been identified and their views considered in the development of the project?
7. **Change Management:** Have necessary changes (to achieve project's service outcome) been identified? Has a plan been outlined to assure their realisation?


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GATEWAY REVIEW

Key Factor Rating

Each of the seven key factors are assessed and given a rating

- RED** It is the Gateway Review Team's opinion that this aspect poses a significant risk to the project and must be clarified or addressed before further consideration of the project is made.
- AMBER** It is the Gateway Review Team's opinion that this aspect indicates a minor risk to the project and must be clarified or addressed as part of proceeding to the next stage of the project.
- GREEN** It is the Gateway Review Team's opinion that this aspect has been given adequate consideration as not to jeopardise the success of progressing to the next stage of the project.


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NSW Gateway Experience

- 339 reviews conducted covering 505 projects.
- \$40B of projects reviewed covering construction, ICT, property and accommodation and goods and services.

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Ingredients for a Good Review

- The right reviewers
- Allocating time for preparation
- Project & Gateway team working in partnership
- Interview appropriate people.

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