Prepared for [insert SRO]

[Insert project name]

[Insert date]

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# Introduction

**The Gateway Review Process (GRP)**

**The Gateway Review Process (GRP)**

The GRP was endorsed by the Victorian Government in March 2003, and aims to assist agencies across the Victorian budget sector achieve better capital investment outcomes and to enhance their procurement processes.

The objective of a Gateway Review is for a team of experienced people, independent of the project team, to review a major asset investment project at a key decision point.

The report of a Gateway Review contains opinion, advice and recommendations about the project it has examined. It will contain information about how a specific agency undertakes and conducts major projects in a competitive environment. It may also refer to the business information of third parties. As such the report is confidential and independent of a projects approval process.

Because a review is conducted in the course of a project, it will commonly contain sensitive commercial information relevant to that project as it proceeds. Equally, the report will form part of the continuing development and refinement of the Gateway Process and of asset investment across the Victorian public sector. Both the particular project to which the report relates and the Gateway Process as a whole relate to the functions and commercial interests of the relevant agency and the Government of Victoria.

A Gateway report will be prepared in consultation with an agency’s project team and stakeholders, and will accordingly form part of the ongoing deliberative process of Government in order to assist in the continuing formulation of Government investment and procurement policy.

The report of a Gateway Review Team is not intended for release, other than to the relevant agency, except where the report is sought by Cabinet or a Cabinet Committee. Wider circulation could jeopardise the agency’s competitive position in a tender process and hence participation of it and other agencies in the Gateway Review Process, thereby imperilling the quality and frankness of the information provided and therefore the core objective of the process.

Secretary

Department of Treasury and Finance

# Report information

## Review details

|  |
| --- |
| **Version number: [Insert Draft 0.1,0.2,0.3 or Final 1.0]**  **SRO Name: [Insert SRO name]**  **Date of issue to SRO: [Insert date]**  **Department: [Insert name]**  **Agency or PNFC: [Insert name]**  **Gateway Review dates: [Insert dates dd/mm/yyyy to dd/mm/yyyy]** |

## Review team

|  |
| --- |
| **Gateway Review Team Members:**  **[Insert name of team leader]**  **[Insert name of team member]**  **[Insert name of team member]**  **[Insert name of team member]** |

## The purpose of Gateway Review 3

|  |
| --- |
| **The primary purpose of Gateway Review 3 is to confirm the outline business case now that the project is fully defined and ensure that the procurement strategy is robust and appropriate.**  **Appendix A outlines the purpose statement of a Gateway Review 3.** |

## Conduct of the Gateway Review

|  |
| --- |
| **This Gateway Review 3 was carried out from [Insert: Date 1] to [Insert: Date 2] at [Insert: location of review].**  **The stakeholders interviewed are listed in Appendix B.**  **Delete where not applicable: Appendix C shows a list of documents received and reviewed by the review team.**    **[Insert a note of thanks to the SRO and the client team. e.g. The Review Team would like to thank the Client X Project Team for their support and openness, which contributed to the Review Team’s understanding of the Project and the outcome of this review]** |

# Assurance assessment summary as at [insert date]

## Project background

[Insert brief paragrph on the project background]

## Review team findings

The Review Team finds that [Insert a brief statement outlining the Review Team’s view of the status of the project].

## Observations of Good Practice

[Insert instances of significant good practice found, especially those that may be transferable to other programs and projects]

|  |
| --- |
| Good Practice Examples |
|  |
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## Overall delivery confidence assessment

|  |  |  |
| --- | --- | --- |
| **R** | **A** | **G** |

**Overall ‘delivery confidence assessment:**

## Red rated individual recommendations

All individual recommendations in a Gateway report with a red rating arising from Gateway reviews 1-4 for HVHR projects (‘red’ being defined as being critical), are to be reported to the Treasurer outlining the risk mitigation/s. The report will be submitted to the Treasurer utilising a Recommendation Action Plan (RAP). Click on the hyperlink to download a [Recommendation Action Plan](http://www.gatewayreview.dtf.vic.gov.au/CA256EF40083ACBF/WebObj/RAPTemplate/$File/RAP%20Template.DOC).

|  |  |
| --- | --- |
| Reccomendation # | Recommendation |
|  |  |
|  |  |
|  |  |

## Recommendations from the previous Gateway review (Gate 2) and the Recommendation Action Plan (RAP)

|  |  |
| --- | --- |
|  | Yes / No / NA |
| The previous Gateway review report (Gate 2) was provided to the review team. |  |
| The Review Team considered the previous report during the conduct of the review. |  |
| The Recommendations from the last review were appropriately actioned? |  |
| A Recommendation Action Plan (RAP) was prepared as a result of the previous review. |  |
| The RAP was provided to the review team for consideration. |  |
| The RAP has been implemented (where applicable)? |  |

The Review Team finds that [Insert a brief statement commenting on the adequacy of the actions taken in regard to all of the individual recommendations (Red and Amber) from the previous review, and specifically the mitigation responses to and implementation of any Red recommendations as identified within a RAP].

# Findings and recommendations

**A summary of all the individual recommendations can be found in Appendix B**

## Assessment of procurement approach

[Insert findings – brief paragraphs setting out key findings. **Where appropriate, include recommendations (in bold text) relating to individual findings including the RA assessment].**

|  |  |  |
| --- | --- | --- |
| Recommendation # | Recommendation | RA status |
|  |  |  |
|  |  |  |

## Business case and stakeholders

[Insert findings – brief paragraphs setting out key findings. **Where appropriate, include recommendations (in bold text) relating to individual findings including the RA assessment]**

|  |  |  |
| --- | --- | --- |
| Recommendation # | Recommendation | RA status |
|  |  |  |
|  |  |  |

## Risk management

[Insert findings – brief paragraphs setting out key findings. **Where appropriate, include recommendations (in bold text) relating to individual findings including the RA assessment]**

|  |  |  |
| --- | --- | --- |
| Recommendation # | Recommendation | RA status |
|  |  |  |
|  |  |  |

## Review of current phase

[Insert findings – brief paragraphs setting out key findings. **Where appropriate, include recommendations (in bold text) relating to individual findings including the RA assessment]**

|  |  |  |
| --- | --- | --- |
| Recommendation # | Recommendation | RA status |
|  |  |  |
|  |  |  |

## Readiness for next phase (Tender decision)

[Insert findings – brief paragraphs setting out key findings. **Where appropriate, include recommendations (in bold text) relating to individual findings including the RA assessment]**

|  |  |  |
| --- | --- | --- |
| Recommendation # | Recommendation | RA status |
|  |  |  |
|  |  |  |

# Planning for the next Review

According to the project’s current schedule, the next Gateway review, Gate 4 Tender decision should occur [Insert appropriate month and year and rationale].

The Department should confirm the requirement and timing for the next Review approximately 8-10 weeks prior to the above date.

Should there be any significant changes to the project schedule that would alter the date above, please notify the Gateway Unit.

# Appendix A

## Purpose of Gateway Review 3: Readiness for Market

* Confirm the business case now the project is fully defined.
* Confirm that the objectives and desired outputs of the project are still aligned with the program to which it contributes.
* Ensure that the procurement approach is robust and appropriate.
* Ensure that the project’s plan through is appropriately detailed and realistic, through to completion, including contract management strategy.
* Ensure that the project controls and organisation are defined, financial controls are in place and the resources are available.
* Confirm funding availability for the whole project.
* Confirm that the development and delivery approach and mechanisms are still appropriate and manageable.
* Check that the supplier market capability and track record (or existing supplier’s capability and performance) is fully understood.
* Confirm that the procurement (or acquisition approach) will facilitate good client/supplier relationships.
* For a procurement project, confirm that there is an appropriate procurement plan in place that will ensure compliance with legal requirements and all applicable VGPB rules, while meeting the project’s objectives and keeping procurement timescales to a minimum.
* Confirm that appropriate project performance measures and tools are being used.
* Confirm that there are plans for risk management, issue management (business and technical) and that these plans will be shared with suppliers and/or procurement partners.
* Confirm that quality procedures have been applied consistently since the previous Review.
* For IT-enabled projects, confirm compliance with IT and information security requirements, and IT standards.
* For construction projects, confirm compliance with health and safety and sustainability requirements.
* Confirm that internal organisational resources and capabilities will be available as required for future phases of the project.
* Confirm that the stakeholders support the project and are committed to its success.

# Appendix B

## Summary of individual recommendations

|  |  |  |
| --- | --- | --- |
| Recommendation # | Recommendation | RA Status |
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# Appendix C

## Interviewees

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| Name | Role |
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# Appendix D

## Documents reviewed

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# Appendix E

## Red Amber Green (RAG) definition

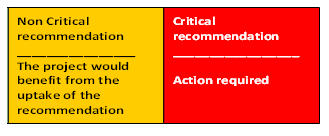
There are two levels of RAG Status for a project that must be given, using the colour-coded indicators Red, Amber or Green[[1]](#footnote-1) described below. These include:

* Red (Critical) and Amber (Non Critical) for individual recommendations;
* Red, Amber or Green Delivery Confidence assessment for the overall project

## Individual recommendations (criticality)

The introduction of the RAP has resulted in a change to how individual recommendations are assessed. In the past individual RAG assessments have taken criticality and urgency into consideration. For example if a project had very little time to address a critical recommendation, the recommendation was classed as red. If there was time to address the critical recommendation, then the recommendations was classed as Amber. This was even though the issue and its criticality was still identical to the red rating.

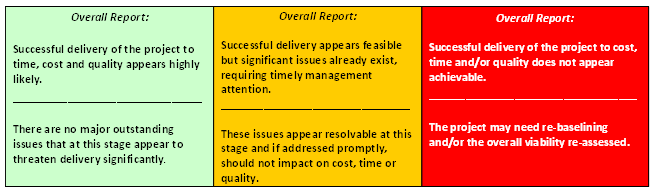
Individual recommendations are now classified as either **Critical (Red)** or **Non Critical (Amber)** as per the diagram below. Green is no longer used for individual recommendations.



**Criticality – Individual Recommendations****\***

## Overall assessment (delivery confidence)

An Overall Assessment (Delivery Confidence) is also required for each review based on the definitions below. When determining the Overall Assessment the Review Team should refer to their own judgement/expertise to determine the most suitable Delivery Confidence rating.



**Delivery Confidence**

1. \*Green is no longer used for individual recommendations [↑](#footnote-ref-1)