GATE 6

GATEWAY WORKBOOK

Benefits Realisation

How well has the project's purpose, benefits, transition to operations and lessons learnt been realised?

NSW INFRASTRUCTURE INVESTOR ASSURANCE

Version 5: November 2024

Infrastructure NSW

INTRODUCTION TO GATEWAY REVIEWS

The *NSW Gateway Policy* (TPG22-12) 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 and programs valued at or more than $20 million. The risk-based approach relies on an understanding of an agency's capability and capacity to develop and deliver capital projects and programs.
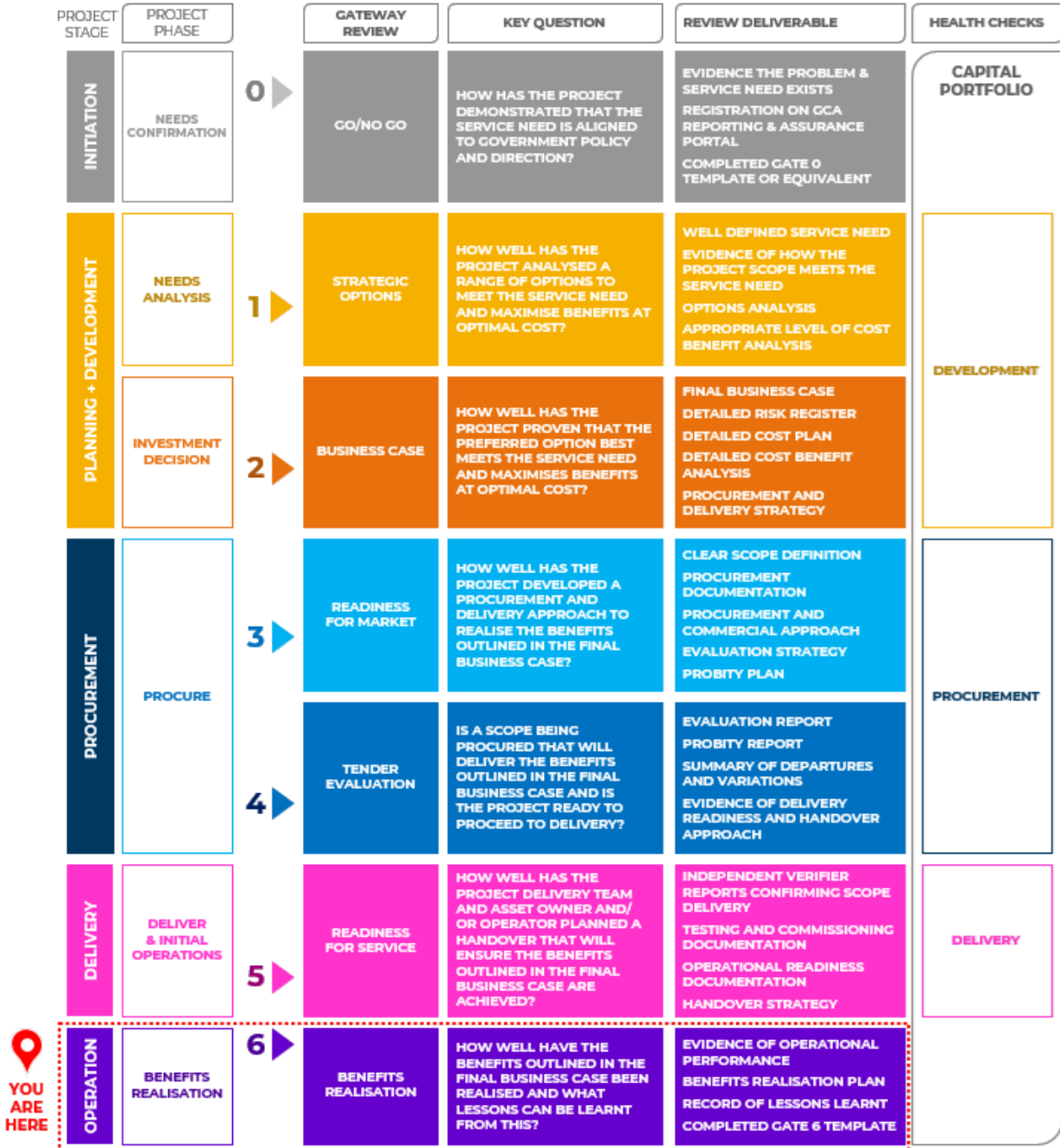
The outcome of each Gateway Review is a Review Report that includes commentary to inform the NSW Government. The Review Report also includes a series of recommendations aimed at assisting the Delivery (or Accountable) Agency to develop and deliver their projects and programs successfully.

Gateway Reviews can consider an individual project or a program consisting of a number of projects (including sector specific and place-based). For the purposes of this workbook, the use of the term 'project' also covers the grouping of projects into a program.

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PROJECT LIFECYCLE AND GATEWAY REVIEWS

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

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

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 project's purpose, functionality, benefits and transition to operations are complete or appropriately on track for completion. There should be evidence of a lessons learnt process.

Gateway Review workbooks support a consistent, structured approach to Reviews. The workbooks define roles and responsibilities during reviews and assist Accountable Agencies and the Lead Reviewer to properly prepare.

PART A	**FOR AGENCIES AND THE LEAD REVIEWER:** • Background information on the Gateway Review process. • Information on how the Gateway Review process applies to projects.	**PAGE:** **7**
PART B	**FOR ACCOUNTABLE AGENCIES:** • Guidance on how to initiate a Gate 6 Review. • Documentation required.	**PAGE:** **14**
PART C	**FOR THE LEAD REVIEWER:** • Guidance on how to conduct a Gateway Review.	**PAGE:** **18**
PART D	**GATE 6 REPORT PURPOSE AND PROCESS** • A summary overview of the Gate 6 Report purpose and process. • Where to find applicable templates.	**PAGE:** **21**

GATEWAY REVIEWS AND AGENCY ASSURANCE PROCESSES

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

A Gateway Review provides an independent snapshot of project status at a point in time. Gateway Reviews are **not an audit or replacement for an Accountable Agency's internal governance.**

Every NSW Government agency should have its own governance structures and resources in place to undertake internal reviews and regularly track and 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 the community and stakeholder outcomes.

GATEWAY REVIEW PROCESS PRINCIPLES

- The Lead Reviewer is selected for their skillset and as far as practicable match to the project's type, needs, stage, scale and complexity.
- The Review Report structure is followed by the agency and Lead Reviewer in undertaking the Review.
- All parties focus on value-adding to the project.
- Review Report commentary and recommendations are focused on practical issues and outcomes.

CONDUCTING A GATE 6 GATEWAY REVIEW

Gateway Reviews for Gate 6 follow the steps and timeframes shown in the table below:

STEP	ACTIVITY	
1	Four to 8 months post first operations commencement date, the Accountable Agency checks readiness for the Gate 6 Review and contacts the Gateway Coordination Agency (GCA).	Planning
2	GCA Review Manager and Accountable Agency confirm the Review Dates.	
3	GCA Review Manager appoints an independent reviewer (Lead Reviewer) to the review.	
4	GCA Review Manager conducts a project briefing with the Accountable Agencies and Lead Reviewer to gain a common understanding of the project's status, identify any supporting documentation required and provide guidance on how to complete the Gate 6 Report template.	Week 1
5	The Accountable Agencies complete the Gate 6 Report template with input from the asset operator, delivery agency or other appropriate NSW government stakeholders.	Week 2-4
6	The Accountable Agencies provide the Lead Reviewer with the draft Gate 6 Report and supporting documentation.	Week 5
7	Lead Reviewer meets with the Accountable Agencies to jointly review the draft Report, any supporting documentation and to seek any clarification required (including interviews if necessary).	Week 6
8	Lead Reviewer determines the final content of the report, review rating and recommendations prior to submission of the final draft Report to the GCA Review Manager.	
9	GCA Review Manager reviews the final draft Report, seeks any clarification required from the agencies or Lead Reviewer, clarifies recommendations and finalises the Report.	Week 7
10	If deemed required, at GCA Review Manager's discretion, appoint a full independent review team and conduct a Deep Dive Review of the project.	
11	Post Review survey sent out to Accountable Agency, Lead Reviewer and GCA Review Manager.	Post Review
12	Close-out Plan issued and managed by Infrastructure NSW Asset Management Assurance.	

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REVIEW RATINGS

Following a Gate 6 Review, a Review Report is produced using the Gate 6 Report template.

The Lead Reviewer will assign the project an overall confidence rating:

OVERALL RATING CONFIDENCE LEVEL THAT THE PROJECT HAS BEEN EFFECTIVELY DEVELOPED AND DELIVERED IN ACCORDANCE WITH THE GOVERNMENT'S OBJECTIVES	
HIGH	Successful delivery of the project to a clear purpose, scope, time, cost, functionality and benefits was achieved. There are no unmitigated risks.
MEDIUM	Successful delivery of the project to a clear purpose, approved time, cost, functionality and benefits was achieved but moderate risks to successful asset operations remain and require timely management attention. There is evidence that the project is able to address these risks and has appropriate support.
STRESSED	Successful delivery of the project to approved scope, time, cost, functionality or benefits was not fully achieved. Major risks remaining from delivery or risks exist that are placing significant stress on the operations of the asset. The project requires urgent senior executive support.
LOW	The project was not delivered to approved time and budget. Desired outcomes, functionality and objectives have not been achieved or likely to be achieved in a reasonable timeframe. The project requires urgent senior executive attention.

RECOMMENDATION RATINGS

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

RECOMMENDATION RATING EACH RECOMMENDATION OF THE LEAD REVIEWER IS RATED ACCORDING TO ITS URGENCY AND CRITICALITY	
RECOMMENDED (DO)	The recommendation should be assessed by the project for its potential to enhance the project and appropriate action should be taken.
ESSENTIAL (DO BY)	The recommendation is important but not urgent. The agency should take action to improve the outcomes of this or future projects.
CRITICAL (DO NOW)	This item is critical and urgent. The SRO/asset owner should take action immediately. It means "fix the key problems fast."

GATE 6

GATEWAY WORKBOOK

Part A

FOR ACCOUNTABLE AGENCIES AND LEAD REVIEWER

Background on NSW Gateway and the risk based approach to project assurance

Infrastructure NSW

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INFRASTRUCTURE INVESTOR ASSURANCE IN NSW

The NSW Government has adopted a formal Assurance Framework for capital infrastructure projects valued at or over $20 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 4 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. Deep Dives are conducted at any stage of a project's lifecycle but focus on a few major issues that have been identified and are based on the Terms of Reference prepared by the GCA. Health Checks and Deep Dives, when required, are carried out by an independent expert review team.

Capital Portfolio Health Checks are periodically conducted into Delivery Agency capability and capacity to prioritise and manage the agency's entire capital infrastructure program. The focus is on portfolio management, rather than individual projects or programs of works.

The results of each Gateway Review, Health Checks and Deep Dives are presented in a report that provides a snapshot of the project 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, and focus on progress against time, cost and other risks.

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 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.

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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 $20 million or greater. It is the Accountable 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 NSW Assurance Portal.

Projects are assigned one of 4 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 determined at project registration but may change overtime through discussions between the GCA and Accountable Agency. The assurance pathway 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.

Collectively the infrastructure projects that an agency is prioritising, developing, procuring or delivering make up its capital portfolio. Agencies are expected to have robust portfolio and program management practices in place to manage issues and risks for both individual projects and across their capital portfolios.
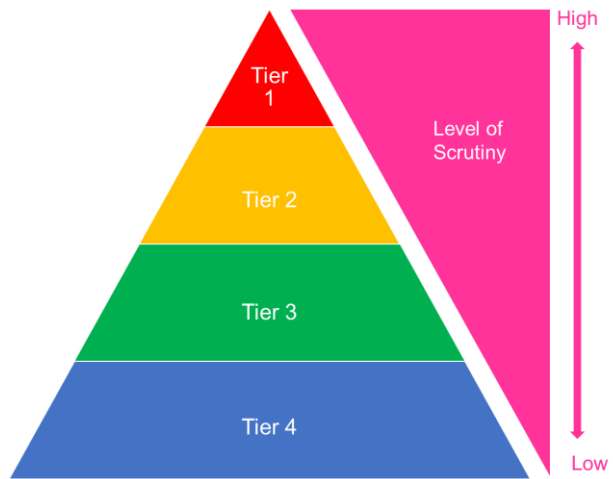
APPLICABLE NSW POLICY

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

- NSW Gateway Policy (TPG22-12)
- Infrastructure Investor Assurance Framework (IIAF)
- NSW Government Sector Finance Act 2018
- NSW Government Capability Framework
- NSW Government Cost Control Framework (CCF)
- NSW Government Business Case Guidelines (TPG24-29)
- NSW Treasury Guidelines for Fast Track for Business Case and Assurance (TPG24-30)
- First Nations Investment Framework (TPG24-28)
- Asset Management Policy for the NSW Public Sector (TPP19-07)
- NSW Government Guide to Cost Benefit Analysis (TPG23-08)
- NSW Government Program Evaluation Guidelines (January 2016)
- NSW Government Benefits Realisation Management Framework (2018)
- NSW Public Private Partnership Policy and Guidelines (TPG22-21)
- NSW Government Procurement Policy Framework (April 2022)
- Public Works and Procurement Amendment (Enforcement) Act 2018
- NSW Procurement Board Directions Enforceable Procurement Divisions
- Australian Government Assurance Reviews and Risk Assessment (Department of Finance).

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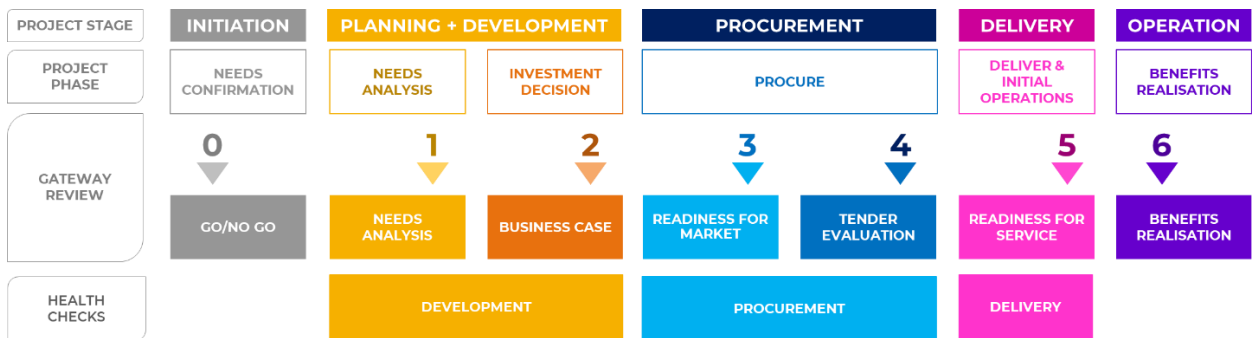# PART A

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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.

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/ FEASIBILITY	NEEDS CONFIRMATION	Proceeding to develop the options analysis.
GATE 1	STRATEGIC OPTIONS	PLANNING & DEVELOPMENT	NEEDS ANALYSIS	Proceeding to develop the Full 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:

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GATEWAY REVIEW PROCESS

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.

The Gateway Review process also includes 'Health Checks' and 'Deep Dives', which are Reviews conducted at any point through the project lifecycle.

All Gates, Health Checks and Deep Dives include the involvement of an Independent Expert Reviewer, Review Team Lead and/or Review Team. These individuals are appointed by the GCA based on their independence from the project, experience and expertise.

GATE 0 – PROJECT INITIATION

As project development is at an early stage in the project lifecycle, Gate 0 Go/No-Go Gateway Reviews have a relatively narrow focus compared to later Gateway Reviews and Health Checks. The Gate 0 Review is undertaken by the GCA's Gate 0 Committee shortly following the registration of the project. The Gate 0 Review focuses on how well the project fits with government priorities, the criticality of its service need and how well it is aligned to the Accountable Agency's Asset Management Plan or framework.

GATES 1 TO 5 – PROJECT DEVELOPMENT AND DELIVERY

Gateway Reviews (Gates 1 to 5) are independent expert Reviews conducted over a short period. The structure of each of these Reviews is similar and focused on high value areas that have greatest impact on successful project development and delivery.

Seven Key Focus Areas support a consistent structure in undertaking Gateway Reviews and preparing Review Reports. Review Report commentary and recommendations are intended to address the Key Focus Areas, the Terms of Reference and be constructive in raising 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 5) and follow the same format to address and rate overall delivery confidence as well as each of the 7 Key Focus Areas. 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 generally only conducted upon request by Government, the GCA, NSW Treasury or the Accountable Agency.

Capital Portfolio Health Checks are periodically conducted into an Accountable Agency's capability and capacity to prioritise and manage the agency's entire capital infrastructure program. The Key Focus Areas are different to the other Gateway and Health Check workbooks to reflect the assessment of the program and portfolio management requirements.

Deep Dive Reviews have a limited Terms of Reference and do not cover the 7 Key Focus Areas, instead they examine and report on a specific or detailed technical issue(s).

GATE 6 – BENEFITS REALISATION

The purpose of the Gate 6 Benefits Realisation Report is to support the close-out of the delivery stage into operations and to assess the successful delivery of the purpose and benefits of the government's investment in the project. The Report is to be finalised four to eight months from the first operations commencement date.

Instead of a Review Team, the GCA appoints an independent expert Lead Reviewer to work with the responsible agencies to complete the Gate 6 Report. The Gate 6 Report follows a structured template. The most appropriate agency leads the preparation of the initial draft and then the Lead Reviewer finalises the draft content of the Report, including the overall rating and recommendations. The Lead Reviewer then provides the Gate 6 Report to the GCA for review and finalisation.

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GATEWAY REVIEW REPORTS

The primary output of the Review is a high-quality written report which follows the appropriate GCA issued Report template. For Gate 6, the final draft of the Report template, the recommendations and overall Review Rating are determined by the Lead Reviewer.

The primary purpose of the Review Report is to inform the NSW Government of initial operational status of the asset (following project completion) and key issues impacting functionality and benefits realisation. The Review Report, once finalised by the GCA, is provided to the NSW Cabinet. The Accountable Agency is expected to act on the recommendations documented in the Review Report. Close out of recommendations is undertaken by the GCA's Asset Management Assurance team.

REPORT DISTRIBUTION	- Gate 6 Reports are Cabinet documents. - The Lead Reviewer must not distribute copies of any versions of Review Reports directly to Accountable Agencies, project teams or any other party. - The Lead Reviewer sends the draft Review Report to the GCA for distribution. - The Review Report must not be distributed outside of the Accountable Agency until the report is finalised, including agency responses to the Review Recommendations. - Copies of final Review Reports (including agency responses to the Review Recommendations) 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 Accountable Agency Head or delegate of the GCA. No Report may be distributed outside the NSW Government by either the GCA or Accountable Agency Head, unless permission is explicitly granted by the Chief Executive of Infrastructure NSW. - The Accountable Agency Head or delegate may distribute the final Review Report at their discretion, having regard to the confidential nature of the Report – but this does not include outside the NSW Government.

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

To achieve a 'Clearance of Gate' the Accountable 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).

Accountable Agencies do not have to request a 'Clearance of Gate' Certificate, but its absence does not negate the mandatory requirement on an Accountable Agency to respond to and act upon the Review recommendations.

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 status.

Accountable Agencies should note that Gateway Reviews will not:

- represent a government decision in relation to funding, planning, approvals or policy
- 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
- provide a detailed mark-up of management plans and specific project team deliverables.

GATEWAY WORKBOOK – Gate 6 Benefits Realisation
PART A

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ROLES WITHIN A GATEWAY REVIEW APPLICABLE TO GATE 6

The typical roles within a Gate 6 Review are outlined below:

ROLE	DESCRIPTION
GATEWAY COORDINATION AGENCY (GCA)	The agency identified in the NSW Gateway Policy as responsible for the Gateway Review processes, procedures, advice and reporting for either infrastructure, recurrent or ICT projects. 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 senior 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.
ACCOUNTABLE AGENCY HEAD	The Secretary or CEO of the Accountable (or Delivery) Agency responsible for the project.
SENIOR RESPONSIBLE OFFICER (SRO)	The Accountable 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 the GCA for action, is debriefed by the Lead Reviewer and the GCA Review Manager following the Review. The SRO may also be referred to as the Project Sponsor. SROs are not to contact the Lead Reviewer outside the protocols set by the GCA, including following the Review.
ACCOUNTABLE AGENCY'S PROJECT DIRECTOR	The Accountable Agency's nominated Project Director leads the drafting of the Gate 6 Report for submission to the Lead Reviewer. The Project Director takes an active part in the Gateway Review and assists in responding to the GCA Review Manager and Lead Reviewer's requests. The Project Director must ensure they and their team do not initiate contact with the Lead Reviewer outside the protocols of the Review. There is no '*informal*' communication permitted.
LEAD REVIEWER	The Lead Reviewer is appointed by the GCA Review Manager. The Lead Reviewer works with the agency to complete the Gate 6 Report. The Lead Reviewer reviews the draft Report provided by the Agency, undertakes any updates and determines the overall rating and recommendations. In Gates 1 to 5, Health Checks and Deep Dives, the Lead Reviewer would be referred to as the Review Team Lead (RTL). There is no '*informal*' aspect to Reviews and specifics of the Review Report commentary or recommendations are not to be discussed outside the protocols set by the GCA, including with Agency Heads or SROs. The Lead Reviewer has primary responsibility for delivering a high quality, consolidated Gate 6 Review Report using the appropriate template.
STAKEHOLDER	Organisations, groups or individuals, either internal or external to government, that are impacted by the project and may be interviewed at the discretion of the Lead Reviewer.

GATE 6

GATEWAY WORKBOOK

Part B

FOR ACCOUNTABLE AGENCIES
Initiating and preparing for a Gate 6 Review

PART B

Infrastructure NSW

GATE 6 – ASSESSING IF BENEFITS SOUGHT HAVE BEEN REALISED

OPERATION

BENEFITS REALISATION

6

GATEWAY REVIEW

BENEFITS REALISATION

KEY QUESTION

HOW WELL HAVE THE BENEFITS OUTLINED IN THE FINAL BUSINESS CASE BEEN REALISED AND WHAT LESSONS CAN BE LEARNT FROM THIS?

REVIEW DELIVERABLE

EVIDENCE OF OPERATIONAL PERFORMANCE

BENEFITS REALISATION PLAN

RECORD OF LESSONS LEARNT

The Gate 6 assesses the project's purpose, benefits, residual risks from delivery, transition to operation and lessons learnt.

Gate 6 falls within the Benefits Realisation phase of the project's Operation stage. It considers how the project's benefits have been targeted, measured and realised and provides an opportunity to reflect on risks and opportunities, in addition to capturing and disseminating lessons learnt.

Timing for Gate 6 is at a point after the asset has been in operation for a timeframe that allows for the demonstration of key benefits and functionality has been tested. Typically, this may be 4-8 months after initial operational commencement, however, the timing of this Review should be discussed with the GCA and articulated in the Benefits Realisation Plan.

The Accountable Agency's SRO may have changed and the project team may have transitioned. It is therefore important that good quality document management has been put in place and some early preparation and planning for the project's Gate 6 has occurred.

The Gate 6 Review examines how the benefits sought from the delivery solution and approach have been measured, the effectiveness of project handover to operations, any ongoing risks, opportunities and lessons learnt.

The Accountable Agency is required to identify, capture and report on key benefits delivered by the project and should be confident of the controls in place to capture benefits through the implementation of the benefits management plan.

> The NSW Benefits Realisation Management Framework, along with helpful templates, are available on the NSW Government website.

Positive outcomes from this Review will be achieved if the Accountable Agency can demonstrate operational results, good functionality and service outcomes, including benefits achieved beyond those in the original Full Business Case.

The Gate 6 Review focuses on the transition from the delivery stage into operations. This Review focuses on fulfilling purpose and functionality through identifying if a project is on-track to meet its benefits. It is not assessing if all the promised benefits have been achieved. As such, the Review is held 4-8 months following delivery completion.

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OPEN TO OPERATION	MEASUREMENT OF PERFORMANCE	ASSESSMENT OF BENEFITS	GATE 6 GATEWAY REVIEW	ONGOING OPERATION

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INITIATING A GATE 6 REVIEW

The Accountable Agency contacts the relevant GCA Review Manager to initiate the Review.

On initiation of the Review, the GCA will appoint a Lead Reviewer and conduct an alignment (project briefing) session. The Accountable Agency uses this time to draft the Gate 6 Report template. The Accountable Agency then provides the draft Report to the Lead Reviewer within 3 weeks of the alignment session. This is followed by the review of the report by the Lead Reviewer and discussions with the Accountable Agency. The Accountable Agency and GCA Review Manager will discuss and agree:

- dates for the alignment (project briefing) session
- any urgency in the completion of the Gateway Review Report
- any additional issues to be covered.

GATE 6 GATEWAY REVIEW AND DOCUMENTS

The Accountable Agency is responsible for initiating a Gateway Review at the appropriate time. Accountable Agencies should seek authorisation from the Accountable Agency's governance structure and the Gateway Review should be led by the Accountable Agency's SRO.

It is intended that Accountable Agencies **use existing project documentation, assistance from the delivery team and asset operator** and not create or customise documents for the Review.

MANDATORY DOCUMENTS

- Main body of the original Full Business Case.
- Summary presentation of the project, including scope, location and purpose.
- Benefits Realisation Plan (or similar).
- Any agency project evaluation documentation.
- Final project reports from the completion of the project.

REQUIRED INFORMATION

At Gate 6, documents should exist that outline the benefits in the Full Business Case and how they are being measured and 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.

INFORMATION DOCUMENTED TO SUPPORT GATE 6 (IF REQUIRED)
Full 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 delivery stage project risks have been closed out or handed over to the asset owner with appropriate mitigation actions.
Post-operational demand, stakeholder and customer satisfaction, and workforce and organisational impacts.
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.

For projects that have only entered initial operations and have further stages of delivery to complete, Accountable Agencies should attempt to provide the appropriate level of documentation.

GATEWAY WORKBOOK – Gate 6 Benefits Realisation
PART B

ALIGNMENT (PROJECT BRIEFING) SESSION

The alignment (project briefing) session is set up by the GCA in coordination with the Accountable Agency and Lead Reviewer, to gain an overview of the project and provide guidance on how to complete the Report template.

The Accountable Agency organises the venue and the GCA Review Manager issues diary invitations. The alignment (project briefing) session may include a site visit if requested by the GCA or Lead Reviewer.

COLLABORATION

The Accountable Agency prepares the draft Report in collaboration with the asset owner, asset operator and Delivery Agency (as applicable). The Lead Reviewer finalises the content of the Gate 6 Report and determines the overall Review Rating and Recommendations.

DRAFT AND FINAL REVIEW REPORT

The Draft Report, prepared by the Accountable Agency, shall be issued by the Accountable Agency SRO to the Lead Reviewer for their review.

The Lead Reviewer reviews the report and submits a Final Draft Report to the GCA for review. The GCA reviews the Final Draft Report and seeks responses to the recommendations from the Accountable Agency, along with any clarifications from the Accountable Agency or Lead Reviewer. The Report is then finalised in accordance with the Infrastructure Investor Assurance Framework (IIAF).

If deemed required, and at the GCA's discretion, the GCA may appoint an independent review panel to review the Report, interview project delivery and operational staff and review/add to the recommendations. In the instance where an independent review panel is convened, a Deep Dive Review Terms of Refence will be prepared and evidence supporting the Review will need to be provided by the Accountable Agency.

The Gate 6 Report only becomes final once the GCA has reviewed and approved the Report. The GCA will send a copy of the final Report to the SRO and it will be included in Assurance Cabinet reporting.

Recommendations from the Review are transferred to the GCA's Asset Management Assurance team to be actioned or closed-out as appropriate.

GATE 6

GATEWAY WORKBOOK

Part C

FOR THE LEAD REVIEWER
Conducting a Gate 6 Review

Infrastructure NSW

GATEWAY WORKBOOK – Gate 6 Benefits realisation
PART C

Infrastructure NSW

GATE 6 APPROACH

The Gate 6 Review is conducted **post initial opening to operations** to capture the level of fulfillment of the project's purpose, benefits, residual risks from delivery, functionality, transition to operations and lessons learnt.

The Lead Reviewer should use this workbook to guide an assessment of the project against the scope and objectives outlined in the Full Business Case and/or Benefits Realisation Plan and provide practical recommendations. The focus is on project delivery objectives, project handover and lessons learnt. The outcome of the Gate 6 Review provides the NSW Government with an assessment and status of the initial operations of the project and lessons learnt that could enhance future projects.

GATE 6 REVIEW

The Gate 6 Review is structured in four parts: context, handover, lessons learnt and recommendations. The initial draft of the Gate 6 Report is completed by the Accountable Agency and provided to the Lead Reviewer.

The Lead Reviewer conducts interviews with the Accountable Agency and stakeholders (as required) to complete the final draft of the Gate 6 Report, writes recommendations and determines the final overall rating for the Report.

The Gateway Review includes:

- project documentation released by the Accountable Agency to the Lead Reviewer
- an alignment (project briefing) session, hosted by the Accountable Agency, is attended by the Lead Reviewer, agency SRO and the GCA Review Manager
- Gate 6 Report drafted by the Accountable Agency in the Gate 6 Report template for the Lead Reviewer to assess
- Final Draft Report completed by the Lead Reviewer for the GCA Review Manager, including any updates to the content, recommendations and review rating
- GCA manages responses from the Accountable Agency to address the recommendations
- finalisation of the Gate 6 Report by the GCA and issue of the Report to the SRO
- close-out of the recommendations by the GCA's Asset Management Assurance team.

GATEWAY REVIEW LEAD REVIEWER

For the Gate 6 Review, the GCA will appoint a Lead Reviewer with the mix of skills and expertise. The Lead Reviewer is expected to work collaboratively with the Accountable Agency and take responsibility for producing a high-quality, well written Gate 6 Report using the appropriate template.

In the circumstance where the GCA determines that a Deep Dive Review is required following the finalisation of the Gate 6 Review Report, the GCA Review Manager will select the Gateway Review Team (typically 2-3 members), from the GCA's established Expert Reviewer Panel.

The Lead Reviewer and any member of a Deep Dive Review Panel 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 the 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.

REVIEW PRINCIPLES AND BEHAVIOURS

Throughout the Review, the Lead Reviewer is expected to add real value to the project and asset 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 by external parties
- adhering to any 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.

Gateway Reviews are not adversarial or a detailed assessment of management plans and project team deliverables. Poor or disrespectful behaviour will not be tolerated by the GCA.

PART C

Infrastructure NSW

REVIEW COMMUNICATION PROTOCOLS

TOPIC	DETAILS
REPORT CONFIDENTIALITY	• Review Reports are primarily for the consideration and noting of the NSW Cabinet to assist them in making key decisions about the project or to take action as required. • All Review Reports are marked "OFFICIAL: 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 agency or stakeholders without the permission of the GCA Review Manager.
REPORT DISTRIBUTION	• The Lead Reviewer must not distribute copies of any versions of Review Reports directly to agencies, project teams or any other party. • The Lead Reviewer sends the final draft of the Review Report to the GCA for review and distribution. • There is no 'informal' element to a Gateway Review or the Review Report, and action will be taken if a Review Report is distributed without permission of the GCA. • The Lead Reviewer may not keep any copies of any version of the Review Report, or supporting documents, following submission to the GCA.
REVIEW DEBRIEF	• The GCA Review Manager and the Lead Reviewer will agree on the process and timing to conduct a Review debrief with the Accountable Agency following the development of the Review Report. The GCA Review Manager will approve the agency representatives that attend the debrief and may attend the debrief. • There is no 'informal' element to Gateway Reviews. A debrief to the SRO or any agency executive must not occur without the approval of the GCA representative.
REPORT FORMAT	• All Review Reports must include a document control table. • All Review Reports must include a list of people interviewed by the Lead Reviewer. • All versions of reports issued by the Lead Reviewer to the GCA are to be in MS WORD format. • The final Review Report issued to the Accountable Agency SRO is to be watermarked as 'FINAL' and issued in PDF.
REPORT TRANSMITTAL	• The GCA is required to keep a record of all parties, noting the Review Report version, and to whom the reports are issued. • Lead Reviewers should minimise the use of hard copies of Accountable Agency documents and must not keep documents in any form following the Review.

GATEWAY REVIEW REPORT

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

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

The Review Team should utilise the appropriate Review Report template incorporating the Gateway Review Ratings and the Review Recommendations Table.

The Gate 6 Report should be succinct and between 10 and 15 pages.

GATE 6

GATEWAY WORKBOOK

Part D

GATE 6 PURPOSE AND REPORT PROCESS

GATEWAY WORKBOOK – Gate 6 Benefits Realisation
PART D

Infrastructure NSW

GATE 6 BENEFITS REALISATION PURPOSE AND PROCESS

The purpose of the Gate 6 Benefits Realisation Report is to support the close-out of the delivery stage into operations and to assess the successful delivery of the purpose and benefits of the government's investment in the project.

The Gate 6 Report is to be finalised four to eight months from the first operations commencement date. The focus is on the project's purpose, functionality, benefits, residual risks from delivery, transition to operation and lessons learnt.

The Report content is to be initially jointly drafted by the Delivery Agency and asset owner/operator agency. The drafting is led by the most appropriate agency and must be completed within 3 weeks of the Gate 6 project briefing conducted with Infrastructure NSW and the Lead Reviewer.

Infrastructure NSW will appoint a Lead Reviewer to assess the draft Report and oversee the completion of the Gate 6 Report, including the Report's recommendations and rating. Infrastructure NSW and the Lead Reviewer will participate in an alignment session (project briefing), which the agency will arrange along with any necessary further evidence (documentation), site tour or interviews required by the Lead Reviewer.

The Gate 6 Report is in 4 parts:

1. Project Context – a summary of the delivery outcomes of the project to time, cost, scope and benefits.
2. Project Handover – a summary of the status of the handover of the project from delivery into operations.
3. Lessons Learnt – the agency's reflection on actions taken that impacted outcomes (good & bad).
4. Recommendations – actions the agency could take to improve any existing issues or for the future.

While Recommendations can be suggested by the agency, it is the Lead Reviewer that will determine both the final draft Report content, Review Rating and final Recommendations.

The Report is to be completed in the template provided by Infrastructure NSW.

The Report is submitted as Final Draft to Infrastructure NSW by the Lead Reviewer. It should be between 10 and 15 pages. On receipt of the Report, Infrastructure NSW will:

- review the Report, seek any clarifications required from the Lead Reviewer, add or clarify recommendations and issue to the agency for fact checking and responses to recommendations
- if deemed required, and at Infrastructure NSW's discretion, appoint an independent review panel to conduct a Deep Dive Review into the project.

In the instance where an independent review panel is convened by Infrastructure NSW, a Deep Dive Review Terms of Reference will be prepared and the agency will need to support the Review.

Recommendations from the Review are transferred to Infrastructure NSW Asset Management Assurance to be actioned or closed-out as appropriate.

Gate 6 does not substitute, negate or supersede any mandatory requirements, policies or guidelines set out by the relevant agencies, project sponsor or NSW Treasury in assessing project outcomes or benefits.

The Gate 6 Review Report template is available on the Infrastructure NSW website (www.infrastructure.nsw.gov.au), along with this Workbook and other resources to assist in conducting the Review.

It should be noted for the purpose of the Gate 6 Review, a completed draft of the Review Report template will be provided by the Accountable Agency to the Lead Reviewer following or just before the alignment (project briefing) session.

GLOSSARY

TERM	DEFINITION
Accountable Agency	The agency accountable for the project at its current stage (may be more than one). In the instance where it is more than one, the GCA will assign the lead Accountable Agency responsibilities.
Benefit Owner	The agency or role responsible for the realisation of the benefit.
Capital Project	A project primarily comprised of one or more of the following elements: • Infrastructure • Equipment • Property developments • Operational technology that forms a component of a capital project.
CEO	Chief Executive Officer.
Close-Out Plan	Document outlining actions, responsibilities, accountabilities and timeframes that respond to recommendations identified in Gateway, and Health Check and Deep Dive Final Review Reports.
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 (also the Accountable Agency) tasked with developing and/or delivering a project at its stages in its lifecycle applicable under the Infrastructure Investor Assurance Framework (IIAF) and the NSW Gateway Policy.
ECI	Early Contractor Involvement.
Equipment	The necessary assets used on or to support an infrastructure system and can include fleet and rolling stock.
ETC	Estimated Total Cost.
Expert Reviewer Panel	Panel comprising independent highly qualified Expert Reviewers established to cover all aspects of Gateway Review needs.
FBC	Full 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.
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.
Gateway Review	A Review of a project/program by an independent team of experienced practitioners at a specific key decision point (Gate) in the project's lifecycle. A Gateway Review is a short, focused, independent expert appraisal of the project that highlights risks and issues, which if not addressed may threaten successful delivery. It provides a view of the current progress of a project and assurance that it can proceed successfully to the next stage if any critical recommendations are addressed.
Health Check	Independent Reviews carried out by a team of experienced practitioners seeking to identify issues in a project/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.

TERM	DEFINITION
Key Focus Area	A specific area of investigation that factors in Gateway Review deliberations.
NSW Assurance Portal	Online portal administered by the GCA for the management of IIAF functions.
Program	A temporary, flexible organisation created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organisation's strategic objectives. A program is likely to be longer term and have a life that spans several years. Programs typically deal with outcomes; whereas projects deal with outputs. Projects that form part of a program may be grouped together for a variety of reasons including spatial co-location (e.g. Western Sydney Infrastructure Program), the similar nature of the projects (e.g. Bridges for the Bush) or projects collectively achieving an outcome (e.g. 2018 Rail Timetable). Programs provide an umbrella under which these projects can be coordinated. The component parts of a program are usually individual projects or smaller groups of projects (sub-programs). In some cases, these individual projects or sub-programs may have a different Project Tier to the overall program.
Project	A temporary organisation, usually existing for a much shorter duration than a program, which will deliver one or more outputs in accordance with an agreed business case. Under the IIAF a capital project is defined as infrastructure, equipment, property developments or operational technology that forms a component of a capital project. Projects are typically delivered in a defined time period on a defined site. Projects have a clear start and finish. Projects may be restricted to one geographic site or cover a large geographical area, however, will be linked and not be geographically diverse. A particular project may or may not be part of a program. Where a project is delivered in multiple stages and potentially across varying time periods it is considered a 'complex project'. Refer to the definition for 'complex project'.
Project Team	The Delivery Agency's 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 1 to 5, Health Check or Deep Dive Review.
Review Team Leader (RTL)	For Gates 1 to 5, Health Checks and Deep Dives 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. For Gate 6 the RTL is the Lead Reviewer. The RTL acts as the point of contact between the Review Team and the GCA Review Manager. If agreed by the GCA Review Manager, the RTL may act as the liaison between the Review Team and the delivery agency's SRO and/or Project Director. The RTL provides the Review debrief to the GCA and the delivery agency's SRO on behalf of the Review Team.
Review Team Member	For Gates 1 to 5, Health Checks and Deep Dives 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.
Risk Review Advisory Group (RRAG)	A committee of the Gateway Coordination Agency (GCA) that reviews project registrations made by agencies in the NSW Assurance Portal and recommends a risk tier (being tier 1, 2, 3 or 4) to the GCA. RRAG is a multi-agency committee and its recommendation is based on a risk review conducted across 4 criteria, along with the Estimated Total Cost of the project.
Senior Responsible Officer (SRO)	The delivery agency executive with strategic responsibility and the single point of overall accountability for a project.