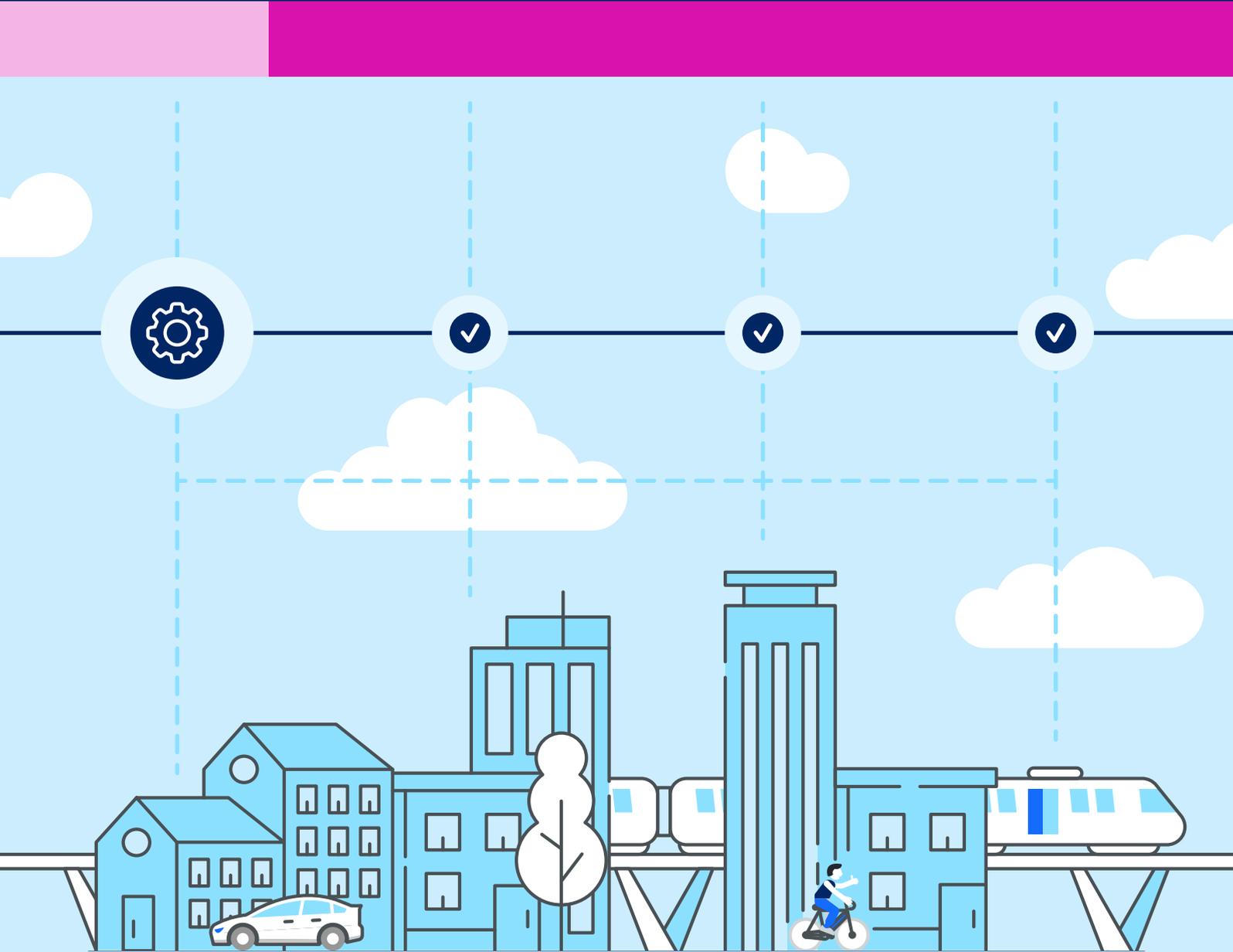


Infrastructure Investor Assurance Framework

Inclusive of the Gateway Coordination Agency Framework for Infrastructure Projects



Acknowledgement of Country



Infrastructure NSW acknowledges the Traditional Custodians of the lands where we walk, work and live. We pay respect to their Elders past and present.

We acknowledge and respect their continuing connection to the land, seas and waterways of NSW, and the continuation of their cultural, spiritual and educational practices.

In preparing the workbook, we acknowledge the importance of Aboriginal and Torres Strait Islander peoples' unique history of land and water management, and of art, culture and society, that began more than 65,000 years ago.

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Summary

Project Name	Infrastructure Investor Assurance Framework
Responsible Minister	Treasurer
Gateway Coordination Agency	Infrastructure NSW
Sponsor contact details	<p>Head of Investor Assurance Infrastructure NSW Phone: <u>+612 8016 0100</u> Email: <u>assurance@infrastructure.nsw.gov.au</u> Website: <u>www.infrastructure.nsw.gov.au</u></p>
Framework application	<ul style="list-style-type: none"> • General government agencies • Government businesses • State Owned Corporations (SOC)¹
Objectives	The application of an independent risk-based assurance process for the State's infrastructure projects and programs to identify the level of confidence that can be provided to the nominated sub-committees of Cabinet that the State's projects are being effectively developed and delivered in accordance with the government's objectives.
Strategic benefits	<ul style="list-style-type: none"> • Increasing transparency regarding project and/or program development/delivery risks and progress. • Improving public confidence in the timely provision of value for money infrastructure. • Contributing to jobs growth and the State's competitiveness through the delivery of productive infrastructure.
Relationship with Government policies	<ul style="list-style-type: none"> • NSW Gateway Policy • NSW Government Business Case Guidelines • Fast track business case and investment assurance for government capital commitments
Commencement	June 2016

¹ As required by TPP18-05 Major Projects Policy for Government Businesses, 2018.

Addendum 1	<p>Issued October 2018, original text replaced by new text in the following sections:</p> <ul style="list-style-type: none"> • Glossary – Cluster Assurance Plans • Section 2.6 – Confidentiality • Table 1: Distribution of regular project reports and Gateway, Health Check and Deep Dive review reports • Table 2: IIAF Responsibilities • Table 7: Regular project reporting requirements • Table 8: Performance reporting
Addendum 2	<p>Issued March 2019, updates to text throughout the document to align with content in the new Gateway review workbooks. In addition, the following non-material updates were made:</p> <ul style="list-style-type: none"> • Acronyms section deleted and definitions added/amended in the Glossary. • Figure 2: Framework Governance updated. • Tables 5, 6 and 7 of previous version consolidated into Table 5. • Attachment C: Protocols for finalisation and distribution of Gateway, Health Check and Deep Dive review reports.
Addendum 3	<p>Issued February 2020, updates to text throughout the document to reflect new governance arrangements post the 2019 election. Also included changes resulting from the launch of the new NSW Assurance Portal (including projects risk criteria, scores and weightings).</p>
Addendum 4	<p>Issued March 2021, consolidating the IIAF performance reporting by incorporating the scope of the IIAF Expert Reviewer Panel and the IIAF Close-Out Plan Performance Reports into the IIAF Overall Performance Report (Table 7). Introducing the Infrastructure Portfolio Health Check review. Permitting the registration of capital projects valued at under \$10 million (as Tier 5 Projects) through the assurance portal. Altering arrangement for Gate 0 reviews. Updating the Glossary, definitions and processes as appropriate to the above changes.</p>
Addendum 5	<p>Issued September 2022 to clarify assurance requirements for complex projects that are split into separately registered stages and for programs of works that have multiple registered projects that make up the overall program. This has been initiated in response to the findings of the Audit Office report on WestConnex ‘WestConnex: Changes since 2014’ released in June 2021. For complex projects and programs rated as Tier 1, assurance reviews will be undertaken annually. For complex projects or programs rated Tier 2 and 3, reviews will be determined on an as needed basis.</p>

Addendum 6	Issued in December 2023 to update the Gate 6 Benefits Realisation (currently referred to as Benefits Management) review and enhance the Capital Portfolio Health Check review approach. Reform of the Gate 0 Go/No-go process. Removal of redundant and unused project classifications and streamline compliance requirements on agencies. Removing the delegation for Agencies to establish their own assurance board to administer the functions of the IIAF, in-line with improving probity and transparency across the infrastructure portfolio.
Addendum 7	Issued in November 2024 to incorporate changes to reflect the updated NSW Government Business Case Guidelines, reform of Gate 1 to introduce a Go/No-go process and introduction of a Fast Track assurance process for government commitments.
Addendum 8	<p>Issued in February 2026 to reflect updates to the Gateway Workbooks.</p> <ul style="list-style-type: none"> • Amended definition of ‘Capital project’ to ‘Infrastructure project’ • New Key focus area: ‘Interdependencies and Interfaces’, as well as renaming and restructuring of existing KFAs (outlined in the Gateway Workbooks and Introductory Guide). • Tier 2 projects with estimated total cost of \$100m and over are required to complete a Gate 6 review. • Introduction of joint assurance reviews between Australian and NSW Government to better streamline assurance processes. • Updates to Project Risk and Scoring Criteria (at Attachment E). • Changes to the name and process to prepare Cluster Assurance Plans (now Agency Assurance Plans). • Frequency for each agency to complete an Infrastructure Portfolio Health Check review. • Removal of reference to Clearance of Gate Certificates. • Replacing references to the Gate 0 Committee with the ‘Project Evaluation Committee’. • Introduction of an Optimisation review for projects to develop a Optimisation plan that addresses the projects challenges in scope, time or funding. • References to commercial off-sets removed.

Key defined terms

Term	Definition
Agency	The NSW Government agency tasked with developing and/or delivering a project applicable under this framework and the NSW Gateway Policy. This includes government businesses and State-Owned Corporations as per NSW Treasury's TPP18-05 Major Projects Policy for Government Businesses.
Agency Assurance Plan	Agency Assurance Plans are a forward schedule of reviews for a particular Agency that will be developed periodically by Infrastructure NSW in consultation with Agencies. This would be requested for input for reporting to the Expenditure Review Committee of Cabinet.
Assurance Governance Committee	A standing committee chaired by Infrastructure NSW and senior Agency officials that review, note and endorse the monthly Infrastructure NSW Assurance reports and submissions to Cabinet. The name of this Committee may change from time to time in accordance with administrative requirements, however, the core function remains the same.
Assurance reviews	Refers to Gateway, Health Check, Deep Dive, Optimisation reviews and Infrastructure Portfolio Health Check reviews.
Business case	Document that supports decision-making and public accountability. It provides information about a problem, case for change, project viability and deliverability.
Cabinet	For the purposes of this document, Cabinet refers to the full Cabinet of the NSW Government and any relevant standing sub-committees of Cabinet.
Central Government	A NSW Government agency that oversees policy across all of government and does not have direct primary responsibility for service or project delivery as a core function (e.g. Premier's Department, The Cabinet Office and NSW Treasury).
Close-out plan	A document outlining actions, responsibilities, accountabilities and timeframes that respond to recommendations identified in Gateway, Health Check, Deep Dive and Infrastructure Portfolio review final reports.
Complex project	<p>A project delivered in multiple stages and potentially across long 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 long time periods.</p> <p>In some cases, these individual project stages may have a different project tier to the overall complex project.</p>

Term	Definition
Deep Dive reviews	Deep Dive reviews are similar to a Health Check review but focus on a particular issue or limited terms of reference rather than the full range of issues normally considered at a Health Check review. These reviews are generally undertaken in response to issues being raised by key stakeholders or at the direction of the relevant government minister.
Equipment	The necessary assets used on or to support an infrastructure system and can include fleet and rolling stock.
Estimated total cost (ETC)	The total cost of a project or program from inception (strategic planning, preliminary business case) to completion of all project development (full business case), procurement and physical delivery of works, including design, consulting and construction contract award values and internal capitalised costs to government. Does not include operational costs.
Expert Reviewer Panel Advisory Group	An advisory group providing advice to Infrastructure NSW on expert reviewer capability, gaps and requirements to support a high performing Expert Reviewer Panel.
Expert Reviewer Panel	The panel comprising independent highly qualified expert reviewers established to cover all aspects of assurance review needs.
Fast Track project	Treasury Policy and Guidelines TPG24-30 provides for business case and assurance undertaken to inform decisions and supporting project delivery rather than following the full process.
Gate	Particular decision point(s) in a project/program's lifecycle when a Gateway review may be undertaken.
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.
Gateway manager	The Gateway manager guides the implementation of the Gateway, Health Check or Deep Dive review. The Manager facilitates the review, provides guidance to the review team and issues the terms of reference, but does not participate in the agency interview stage of the review.
Gateway review	<p>An assurance review of a project/program by the review team at a specific key decision point (gate) in the project/program's lifecycle.</p> <p>A Gateway review is a short, focused, independent expert appraisal of the project/program that highlights risks and issues, which if not addressed may threaten successful delivery. It provides a view of the current progress of a project/program and assurance that it can proceed successfully to the next stage if any critical recommendations are addressed.</p>

Term	Definition
GCA Framework	A framework, designed and operated by a GCA, that assesses the risks associated with a project or program of a particular nature to determine the application of Gateway. A GCA Framework defines the roles and responsibilities to deliver Gateway and should align with the Gateway review process outlined in the NSW Gateway Policy. The IIAF is the GCA Framework for infrastructure projects and programs.
Government commitment	A Government commitment to a project occurs when Cabinet has taken action which clearly demonstrates that it is committed to delivering the project. Examples include being mandated by Cabinet as a priority or Fast Track project, being placed on the register of election commitments, or funding approved for the delivery of the project.
Health Check reviews	An assurance review carried out by the review team seeking to identify issues in a project/program which may arise between Gateway reviews.
ICT Project	Resources required to acquire, process, store and disseminate information. This includes stand-alone operational technology projects and programs.
IIAF Project Registration Report	A document generated in the NSW Assurance Portal with data from the agencies and reviewed by Infrastructure NSW for endorsement when registering projects via the Portal. IIAF Project Registration reports detail proposed agency-initiated project assurance arrangements in line with the IIAF requirements.
Infrastructure	The basic physical facilities, structure and built assets that support society and government services to enable, sustain or enhance societal living. This can include water, wastewater, transport, sport and culture, power, justice, health, education and community services.
Infrastructure NSW Assurance Team	The dedicated team within Infrastructure NSW responsible for implementing and administering the IIAF including organising assurance reviews.
Infrastructure Portfolio Health Check review	A review of an agency's (or relevant part of an agency's) capability and capacity to manage and prioritise its portfolio of projects/programs. The review is conducted by an independent team of experienced practitioners and focused on providing insight into portfolio-level issues and risks that potentially impact the successful development, procurement and delivery of projects within the agency's infrastructure portfolio.
Infrastructure projects and programs	A project is a discrete time-bound set of works delivering defined outcomes. A program is a co-ordinated grouping of related projects delivering broader outcomes.
Investor	The Government, representing the State of NSW.
Mixed project	A project or program that contain a material combination of elements relating to multiple GCA frameworks.
NSW Assurance Portal	The online portal administered by Infrastructure NSW for the management of assurance activities for the government's infrastructure program under IIAF and major recurrent program under REAF.

Term	Definition
Operational Technology	Can include systems that relate to service delivery, such as tolling systems, rail signaling or technology to support a new school or hospital.
Optimisation review	An Optimisation review is a targeted assurance process bringing together stakeholders and experts to develop an Optimisation plan that addresses the project's challenges in scope, time, or funding. This plan is then submitted to Cabinet, which decides whether the project should continue, change direction, or stop. The Optimisation review helps ensure that struggling projects have a clear path forward or are appropriately managed to protect government investment and outcomes.
Policy owner	For the NSW Gateway Policy, the Policy owner is NSW Treasury. For the Infrastructure Investor Assurance Framework, the policy owner is Infrastructure NSW.
Portfolio	The totality of an organisation's infrastructure investment program.
Project Evaluation Committee	The committee, chaired by Infrastructure NSW, that evaluates the merit of progressing projects at the 'needs analysis' and 'needs confirmation' stages. It performs Gate 0 reviews and Gate 1 Progression Assessments and considers requests for projects to be Fast Tracked under Treasury's Policy and Guideline TPP24-30.
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). For projects with an ETC over \$20 million, the project tier classification is comprised of 4 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.
Property developments	Wholesale and/or retail urban renewal or greenfield developments managed by the government where an investment over \$20 million has been made to facilitate those developments.
Regular project reporting	Routine reporting of projects (based on project tier) prepared by Infrastructure NSW and provided to bodies including the Assurance Governance Committee and Cabinet.
Review team	A team of independent expert reviewers, sourced from the Expert Reviewer Panel engaged to undertake a Gateway, Health Check, Deep Dive and Infrastructure Portfolio reviews.
Risk Review Advisory Group	An advisory group providing advice to Assurance Governance Committee on proposed project tier and IIAF Project Registration reports provided by agencies and reviewed by Infrastructure NSW.
Senior responsible officer	The agency executive with strategic responsibility and the single point of overall accountability for a project/program. Refer to Attachment B for further detail.

Executive summary

The Infrastructure Investor Assurance Framework (IIAF) is the NSW Government's central policy for independent, risk-based assurance of major infrastructure projects and programs. This 2026 update incorporates recent reforms, policy changes, and lessons learned from audit reviews, ensuring the framework remains robust, transparent, and fit for purpose.

Purpose and scope

The IIAF provides a structured approach to oversight and assurance for infrastructure investments across NSW, supporting Cabinet and key government committees in monitoring project delivery, identifying risks, and ensuring value for money. It applies to all infrastructure projects and programs delivered by general government agencies, government businesses, and State Owned Corporations, with mandatory registration for projects valued at \$20 million and above.

Key features

1. **Risk-based tiering:** Projects are classified into tiers based on qualitative and quantitative risk criteria, ensuring assurance resources are focused on high-profile and high-risk investments.
2. **Assurance reviews:** The framework mandates Gateway reviews, Health Checks, Deep Dives, and Portfolio Health Checks at critical decision points, conducted by independent expert panels.
3. **Governance:** Senior governance committees, including the Assurance Governance Committee, Project Evaluation Committee and Risk Review Advisory Group, oversee the framework's implementation and endorse project tiering and assurance pathways.
4. **Reporting and transparency:** Regular project reporting is required, with outcomes and recommendations presented to Cabinet. The framework emphasises confidentiality while balancing the need for government transparency.
5. **Continuous improvement:** Annual trends and insights reports, training, and policy development support ongoing improvement in infrastructure planning, procurement, and delivery.

Recent updates (2024–2025)

- Alignment with updated NSW Government Business Case Guidelines and introduction of Fast Track assurance processes for government commitments.
- Enhanced focus on interdependencies and interfaces, with new requirements for joint assurance reviews between Australian and NSW governments.
- Updated risk and scoring criteria and streamlined compliance requirements for agencies.
- Introduction of Optimisation reviews for projects rated as 'Stressed' or 'Low' in assurance reviews.
- Clarification of roles, responsibilities, and reporting protocols, with improved guidance for complex projects and programs where the project team is unable to address recommendations themselves.

Strategic benefits

The IIAF increases transparency, improves public confidence, and supports jobs growth and competitiveness through the delivery of productive infrastructure. It ensures that government investments are effectively developed and delivered, with early identification and mitigation of risks.

1 Introduction

The NSW Government established the Infrastructure Investor Assurance Framework (IIAF) to ensure major infrastructure projects are independently reviewed to manage risks and deliver benefits on time and on budget.

This document outlines the IIAF, a Gateway Coordination Agency (GCA) framework for infrastructure projects as outlined in the NSW Gateway Policy.² The IIAF is structured in 2 parts:

- Framework principles
- Framework arrangements.

NSW Gateway Policy TPG22-12 requires relevant Agencies to adhere to the protocols as outlined in the IIAF.

1.1 Objective and purpose

The objective of the IIAF is to provide oversight of the government's key infrastructure projects across NSW so they deliver the required benefits on time and on budget through the implementation of this risk-based external assurance framework.

The purpose of the IIAF is also to ensure that NSW Government, as the investor, is supported by effective tools to monitor the NSW Government's infrastructure program, receive early warning of any emerging issues, and to act ahead of time to prevent projects from failing.

1.2 The need for the independent investor assurance

In November 2013, the NSW Government commissioned a performance review which indicated there was a need for stronger investor oversight and assurance of major infrastructure investments in NSW and at all stages of the capital investment lifecycle.

The purpose of the independent investor assurance process is to ensure "whole of government" investor oversight of infrastructure projects over \$20 million with a focus on major infrastructure projects over \$100 million.

The independent investor assurance process seeks to understand the outcomes government infrastructure expenditure is achieving, and to identify ways that government can improve value for money outcomes and mitigate risk across the infrastructure lifecycle, from early-stage planning and prioritisation through to delivery and procurement and managing the performance of its assets.

Specifically, the independent investor assurance process seeks to:

- identify what drives infrastructure decision-making and how well agencies make these decisions, and consider how well existing assets are being used; and
- identify best practice in project procurement, project delivery and apply learnings across agencies.

² NSW TPG 22-12 [NSW Gateway Policy](#), 2022

1.3 Infrastructure NSW's mandate under the Infrastructure Investor Assurance Framework (IIAF)

In 2015, the Audit Office of NSW released the New South Wales Auditor-General's Report Performance Audit Large construction projects: Independent assurance.³ This audit report tested the effectiveness of NSW capital project assurance processes, and compliance with these in the case studies evaluated. The report recommended that: "Gateway reviews, could have a greater focus on larger, more complex projects."

In June 2015, the NSW Government decided to further enhance the governance and oversight of infrastructure projects by:

- moving responsibility for all independent assurance of infrastructure projects valued at
- \$10 million (now \$20 million) or greater to Infrastructure NSW, being supported by an Infrastructure Investor Assurance Committee
- requiring project assurance reports to be routinely examined by Cabinet.

The IIAF policy document was endorsed by government in June 2016. NSW Treasury's Treasury Circular (TC16-09), superseded by the NSW Gateway Policy (TPG22-12) in 2022, advised all relevant Agencies are required to adhere to the protocols as outlined in the IIAF policy document administered by Infrastructure NSW.

1.4 Roles and responsibilities under the IIAF

Infrastructure NSW is the Gateway Coordination Authority for infrastructure investor assurance, as per the NSW Gateway Policy (TPG 22-12).

Agencies must register all infrastructure projects valued at an estimated total cost (ETC) of \$20 million and above with Infrastructure NSW using the NSW Assurance Portal (the Portal). Registration must occur at the initiation of the project and before the agency has allocated funding and resources to developing the project.

More details on the roles and responsibilities of the agencies and parties involved in investor assurance are outlined in Table 2 under Section 2.9 of this document.

3 Auditor-General of NSW (2015), [Performance Audit Large construction projects: Independent assurance](#), Sydney, 7 May 2015

2 Framework principles

2.1 Infrastructure investor assurance

The NSW Infrastructure Investor Assurance Framework (IIAF) is an independent⁴ risk-based assurance process for the State's infrastructure projects. It identifies the level of confidence that can be provided to Cabinet that the State's infrastructure projects⁵ are being developed and delivered to realise the required benefits in accordance with the government's objectives, within approved cost and time parameters.

The key features of the framework are:

- risk-based tiering to ensure high-risk projects receive more scrutiny.
- assurance reviews are independent and focus on outcomes, not just outputs.
- confidentiality is balanced with transparency.

Infrastructure investor assurance is applied through a range of tools including:

- a series of short, focused, independent peer reviews at key project milestones (assurance reviews)⁶
- risk-based project reporting provided by agencies
- risk-based project monitoring conducted by Infrastructure NSW
- improving infrastructure outcomes through sharing insights and developing capability.

4 Independent refers to independent of a agency and a project team.

5 References to 'projects' in this document should be read as a reference to 'project' or 'program', unless specified otherwise

6 Refer to detailed definition of Gateway, Health Checks and Deep Dive reviews in Section 3.3.1

Infrastructure investor assurance is not an audit, approval or an endorsement process. Rather, it is a process to complement project development and delivery to aid prevention of project failure. Investor Assurance applies a broader perspective to assure the delivery of the benefits of the project, rather than that of a particular project team, which is generally focused on outputs such as the delivery of specified scope, on time and within budget.

The IIAF does not take away from or replace:

- agency project management or assurance requirements to meet internal governance arrangements; or
- the need to prepare business cases to support funding decisions where a project does not require a Gateway review under the IIAF.

The requirement for scrutiny under the IIAF is not reduced or removed by:

- an agency's internal assurance activities
- studies or advice procured by the agency
- an agency's governance arrangements (e.g. steering committees or advisory boards)
- committed project timeframes or NSW Government announced dates.

2.2 Benefits

A risk-based assurance approach, managed by a centralised independent body, achieves the following benefits for the government and the public:

- a consistent whole-of-government approach to investor assurance
- a focus on the outcomes or benefits delivered as a result of the investment in infrastructure, and not just the outputs (built form)
- a regular level of due diligence that reflects the level of budget risk and complexity for each project, focusing investor assurance resources on high-risk complex projects
- increasing transparency for Government regarding project development/delivery risks and progress
- fostering the sharing of skills, resources, experience and lessons learned within and across the government sector
- more systematic and transparent metrics for government
- greater analytic support for the government as an investor, before and after an investment decision has been made, rather than project-level assurance only
- improving public confidence in the timely provision of value for money infrastructure
- contributing to jobs growth and the State's competitiveness through the delivery of productive infrastructure.

2.3 Application

The IIAF applies to all infrastructure projects being developed and/or delivered by general government agencies and government businesses as well as infrastructure projects being developed or delivered by State Owned Corporations as required by NSW Treasury under TPP18-05 Major Projects Policy for Government Businesses.

Secretaries and Chief Executives are accountable for ensuring all infrastructure projects, or other projects or programs as directed by Cabinet,⁷ meet the requirements of the IIAF.

2.4 Threshold

Agencies must register all infrastructure projects and programs valued at an estimated total cost (ETC) of \$20 million and above with Infrastructure NSW using the NSW Assurance Portal (the Portal). Registration must occur at the initiation of the project and before the agency has allocated funding and resources to developing the project. Where there is doubt as to whether the project will exceed the dollar threshold, or whether the project will go ahead, the project must nevertheless be registered with Infrastructure NSW.

It is mandatory for projects to be registered to consider the project tier (see Section 3.2 for more detail). This is to determine the applicability of assurance reviews and level of project reporting and monitoring required.

2.5 Risk-based approach

The IIAF provides for a risk-based approach to assurance of the NSW Government infrastructure projects. This approach applies to agency project reporting, Infrastructure NSW project monitoring, and application of assurance reviews.

The project tier will determine the reporting obligations and minimum level of assurance to be undertaken assurance reviews to be undertaken for the project or program (see Section 3.2 for more detail).

2.6 Confidentiality

It is in the public interest that project confidentiality is retained so that issues can be openly identified as part of the assurance review, and 'best for project' mitigations can be developed and actioned immediately. Government as the investor also needs transparency to take decisions.

Infrastructure investor assurance is a confidential process seeking to provide value to both the project and the investor whilst balancing the project confidentiality and government transparency requirements as shown in Figure 1.

Assurance review reports are confidential between the nominated agency senior responsible officer⁸ (SRO) and Infrastructure NSW. Regular project reporting and assurance review reports⁹ are prepared for examination by government. These are also provided to Cabinet and are therefore classified 'Sensitive: NSW Cabinet'.

⁷ Or as directed by the Treasurer or Premier

⁸ Refer to discussion on the role of SRO in **Attachment B**

⁹ Final assurance review reports refers to reports that have been reviewed by the nominated agency SRO and include a close-out plan responding to the report recommendations

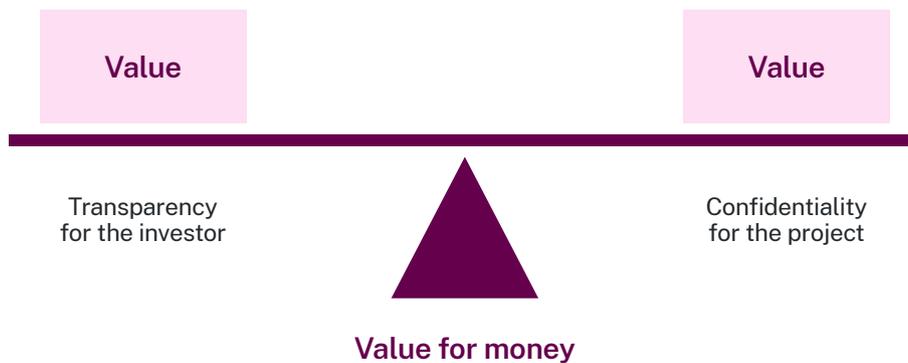
Infrastructure NSW will only distribute the following reports:

- final regular project reports
- summary of the outcomes of assurance reviews
- full final assurance review reports.

In addition to the relevant agency SRO and Cabinet, Infrastructure NSW may routinely distribute the three reports listed above to:

- NSW Treasury officials to support investment or financing decisions being considered by the Expenditure Review Committee of Cabinet (ERC) or for contingency monitoring for Tier 1 projects in delivery (except State Owned Corporations) under TPG25-06
- the Cabinet Office
- agency secretaries/CEOs, only for projects within the agency
- Infrastructure NSW Restart team where the project is funded in part or full by Restart NSW and only for PBC or FBC Gateway reviews
- agency and department heads
- the Premier’s Office and the Treasurer’s Office, upon request
- Infrastructure Australia and the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts in instances where the project is partly funded by the federal government.

Figure 1 Confidentiality balance



2.7 Ownership of data and assurance reports

All project data and information is owned by the agency supplying the data and information to Infrastructure NSW. Agencies are required to ensure that accurate, current, consistent and complete information is provided and maintained in the assurance portal and that this information is consistent with other relevant government platforms, including Treasury, Premier's Department, The Cabinet Office and the agency's Secretary, head and own internal governance and reporting systems. Infrastructure NSW has the authority to use and share this data (usually contained to aggregated and de-identified data) to assist trends and insights analysis.

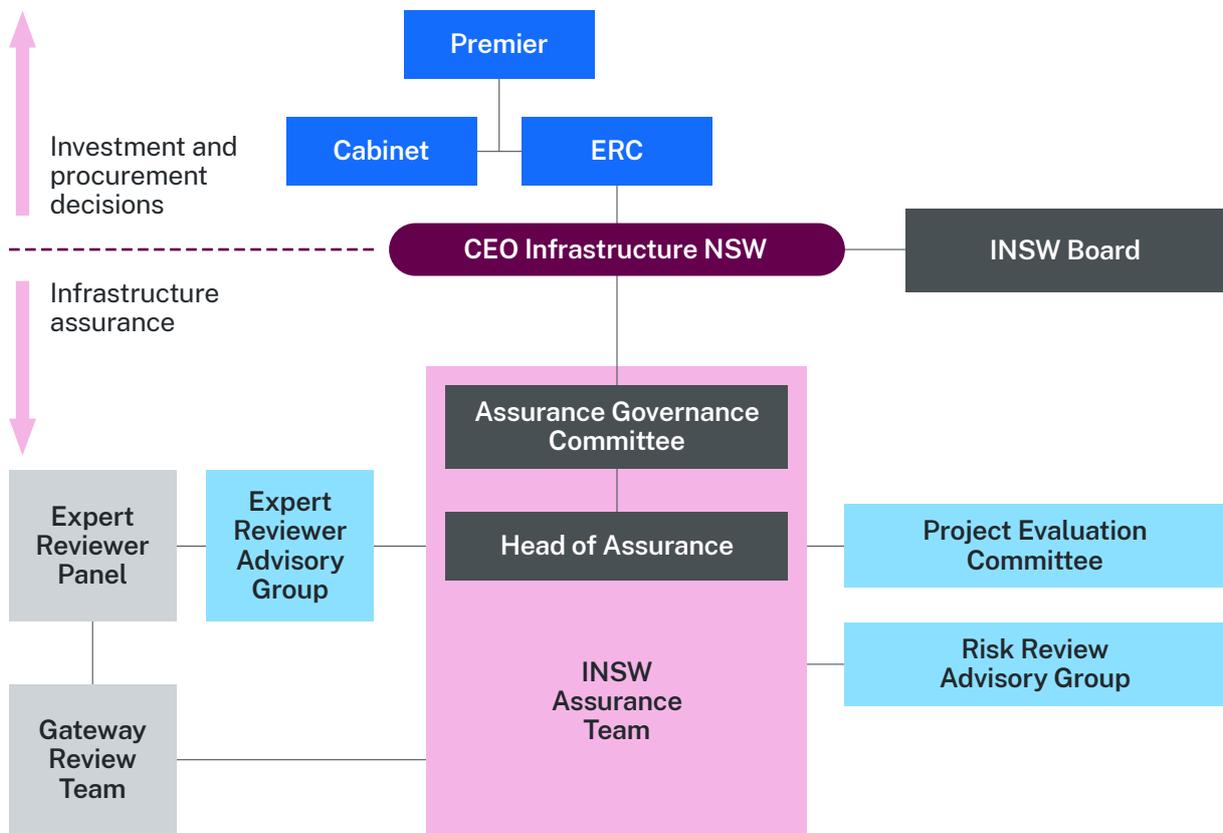
A review team drawn from the Expert Review Panel and engaged by Infrastructure NSW, will prepare assurance review reports on behalf of Infrastructure NSW. These reports are 'Sensitive NSW Cabinet' documents and remain the property of Infrastructure NSW until finalised. Once finalised, reports become the property of the relevant Agencies to take necessary actions. The data and reports remain 'Sensitive NSW Cabinet' documents and agency SROs (as owners of reports) can distribute reports within government at their discretion, having regard to the confidential nature of the data and reports. **Attachment C** details distribution protocols for this information.

2.8 Governance

The framework is supported by senior governance groups to guide high performing assurance, which is illustrated broadly in **Figure 2** below. The functions and responsibilities of the key governance groups are outlined in **Table 2** following.

An infrastructure assurance team within Infrastructure NSW conducts the assurance functions required under the IIAF. Senior staff within the assurance team have been assigned to particular sectors to provide a single point of contact for Agencies and central government.

Figure 2 Framework Governance



2.9 Responsibilities

The responsibilities of the various bodies involved in the IIAF are described in **Table 2**.

Table 2: IIAF Responsibilities

Group	Responsibilities
Agency	<p>The agency must identify the appropriate GCA Framework for a project/ program and adhere to the approach in the relevant GCA.</p> <p>The agency is responsible for meeting IIAF requirements, including:</p> <ul style="list-style-type: none"> • registration and risk profiling of projects: <ul style="list-style-type: none"> – Registers all infrastructure projects over \$20 million (ETC). This applies to new projects and existing projects that are not yet operational. – Self-assesses project tier and prepares corresponding IIAF project registration report. – Updates Infrastructure NSW on changes of project risk criteria that may affect the project tier. – Updates Infrastructure NSW on proposed changes to IIAF Project Registration report requirements. • Gateway, Health Check, Deep Dive, Optimisation and Infrastructure Portfolio reviews (assurance reviews):¹⁰ <ul style="list-style-type: none"> – Registers project in a timely manner for assurance reviews. – Provides Infrastructure NSW all relevant information in a timely manner. – Ensures SRO participation (and Agency head and other relevant agency executive for Infrastructure Portfolio Health Check reviews). – Responds to requests for fact checks of the draft reports in a timely manner. – Provides a agency-endorsed response to recommendations in a timely manner. – Prepares formal close-out plan, for endorsement by Infrastructure NSW, for each assurance review. – Provides regular updates to Infrastructure NSW on status of close-out plans. • regular reporting: <ul style="list-style-type: none"> – Provides timely and comprehensive project reports consistent with project tier frequency reporting requirements and agreed format in accordance with the IIAF. – Accountable for ensuring the quality of all project data, information and reports including completeness, correctness, currency, correlation across all relevant government platforms and compliance with all relevant data standards. <p>The Agency is responsible for paying¹¹ any direct costs of assurance reviews. This includes time and expenses relating to the engagement of independent reviewers, as well as disbursements relating to a review such as venue hire, catering and administrative support services (e.g. scribe).</p>

¹⁰ This relates to the Infrastructure NSW conducted reviews and checks; and does not relate to reviews and checks that are conducted under the agency protocols

¹¹ Infrastructure NSW will initially pay for any direct costs; these will then be recovered in full by invoicing the agency at the completion of an assurance review

Group	Responsibilities
<p>Assurance Governance Committee</p>	<p>The remit and provenance of the Assurance Governance Committee is to support the achievement of best-for Government outcomes from the development and delivery of infrastructure projects. The name of the committee may change for administrative purposes from time-to-time but the core functions remain:</p> <ul style="list-style-type: none"> • Endorsing monthly Infrastructure NSW assurance reporting to Cabinet. • Endorsing recommendations for project tier and corresponding IIAF Project Registration report for noting by Cabinet. • Endorsing Tier 1 –High Profile/High Risk project reports for scrutiny by Cabinet. • Monitoring infrastructure projects endorsed for scrutiny by Cabinet to avoid project failure and support success. • Providing Cabinet high-level guidance and/or advising on the need to escalate the levels of scrutiny and/or interventions on projects or programs. <p>The Committee ensures all projects being considered by Cabinet are accompanied by investor-level assurance advice and risk mitigation strategies. Decisions, informed by the Committee’s advice, would remain with Cabinet. Accountability for the development and delivery of projects is with Agencies.</p> <p>Additional functions of the Committee include:</p> <ul style="list-style-type: none"> • ensuring that strategic infrastructure planning and project development/ delivery are being appropriately coordinated. • promoting consistency and good practice in relation to economic appraisals, whole of life asset management and governance.
<p>Department of Customer Service</p>	<p>May be called upon to provide guidance and expertise on projects/ programs with major ICT elements as part of the assurance process within the IIAF.</p>
<p>Expert Reviewer Panel; expert review teams</p>	<p>The Panel comprises independent, highly qualified, experience practitioners (expert reviewers) to cover all aspects of Gateway review needs. A review team, for Gates 1 through 6, is drawn from the panel. A review team conducts assurance reviews in accordance with the GCA’s Gateway workbooks and terms of reference. Panel members can also be drawn upon to provide advice to Infrastructure NSW on projects and to the various assurance committees on an as needs basis. Panel member performance is reviewed regularly, and membership updated.</p>
<p>Expert Reviewer Panel Advisory Group</p>	<p>The Group meets periodically to provide strategic advice on the Expert Reviewer Panel capability, gaps and requirements to support a high performing Expert Reviewer Panel.</p>

Group	Responsibilities
Infrastructure NSW	<p>The Investor Assurance Team is responsible for the administration, performance and reporting of the IIAF to Cabinet, including:</p> <ul style="list-style-type: none"> • working with agencies to register all infrastructure projects with an ETC greater than \$20 million and ensuring they are risk profiled and assigned a risk-based project tier with an endorsed IIAF Project Registration report. • providing dedicated Gateway managers to coordinate reviews. • establishing and maintaining an appropriate Expert Reviewer Panel. • monitoring the performance of individual expert reviewers. • determining appropriate expert reviewers, and managing scheduling, commissioning and administration of assurance review reports. • monitoring Tier 1 –High Profile/High Risk projects, Tier 2 and Tier 3 (if required) project performance through independent assurance reviews and regular meetings with agency infrastructure program managers and project directors. • providing independent analysis and advice on key risks and any corrective actions recommended for Tier 1 –High Profile/High Risk, Tier 2 and Tier 3 projects. • preparing summary reports of assurance reviews. • overseeing close-out plan sign-off and reporting. • escalating projects to the Assurance Governance Committee and Cabinet where projects present ‘red flag issues’¹² and where corrective action is needed. • preparing forward looking Agency Assurance Plans. • maintaining and continuously improving the IIAF process. • providing a summary of key assurance metrics and outcomes, included in the Infrastructure NSW annual report. • reporting to the Assurance Governance Committee and Cabinet: <ul style="list-style-type: none"> – Agency Assurance Plans. – Specific project issues for attention and resolution. – A strategic report identifying risk drivers to the performance of the portfolio, making reform recommendations. – Proposed project tier and corresponding IIAF Project Registration report – Project status reports for Tier 1 –High Profile/High Risk projects (monthly) and Tier 2 and Tier 3 projects (quarterly). – Assurance reviews and Close-out Plans¹³ for Tier 1 –High Profile/High Risk projects (monthly) and Tier 2 and Tier 3 projects (quarterly). – Mitigation plans for projects presenting a red flag for any of the status areas. • reporting to Infrastructure NSW Board on operational management of assurance with a focus towards systems and controls and not project-specific data. • periodically reporting to NSW Treasury, as Policy owner, on the performance of the IIAF.

¹² Issues which trigger a shift in project traffic light ratings to Red (refer to **Attachment D** for regular project reporting rating systems).

¹³ Refer to detailed explanation of close-out plans Section 3.3.1

Group	Responsibilities
Infrastructure NSW Board	<p>The primary role for the Infrastructure NSW Board is to ensure the adequacy of Infrastructure NSW's operational management of assurance. This means that the Board's focus is towards systems and controls, and not project-specific data.</p> <p>For the Board to discharge these functions, its assessment and assurance of Infrastructure NSW's functions should be guided by the reports available to it, as outlined later in this document.</p>
NSW Treasury	<p>Overarching policy responsibility for NSW Gateway Policy, Economic Appraisals and Business Cases. As the Gateway Policy owner, NSW Treasury's role includes:</p> <ul style="list-style-type: none"> • monitoring the application of the NSW Gateway Policy • confirming the applicable GCA Framework and informing the concerned parties where there is dispute or confusion as to the appropriate GCA • determining the appropriate GCA Framework a mixed project should follow (i.e. where it contains a material combination of more than one element of different frameworks) • reporting on the performance of the NSW Gateway Policy, including the performance of the GCA Frameworks annually. <p>For projects being delivered by Infrastructure NSW (Projects NSW), the Policy owner (NSW Treasury) will allocate the Gateway review responsibility to the appropriate GCA. For Projects NSW infrastructure projects, the NSW Treasury will undertake the following elements of the IIAF:¹⁴</p> <ul style="list-style-type: none"> • Determine appropriate expert reviewers, and manages scheduling, commissioning and administration of assurance reviews. NSW Treasury is independent of the expert review team. • Monitor project performance through independent assurance reviews. • Issue and review close-out plans. • Reports to the Assurance Governance Committee and Cabinet on: <ul style="list-style-type: none"> – assurance review outcomes – key risks and any corrective actions emerging from assurance reviews.
Project Evaluation Committee	<p>The Committee meets periodically to assess the merit of projects at Gate 0 and Gate 1 and consider requests for projects to be Fast Tracked, which includes recommendations on the further progress of each project for consideration by Cabinet.</p>
Risk Review Advisory Group	<p>The Group provides advice to the Assurance Governance Committee on the Project Risk Profiles, assurance pathway (required Gateway reviews) and IIAF Project Registration reports provided by agencies and reviewed by Infrastructure NSW.</p>

14 As Infrastructure NSW would be performing both the role of Agency and GCA, for assurance requirements of Projects NSW projects, all references to responsibilities or roles for

- Infrastructure NSW should be interpreted as the nominated GCA
- Chief Executive of Infrastructure NSW should be interpreted as Secretary or Chief Executive Officer of the nominated GCA
- Infrastructure NSW Assurance Team should be interpreted as relevant nominated GCA officers

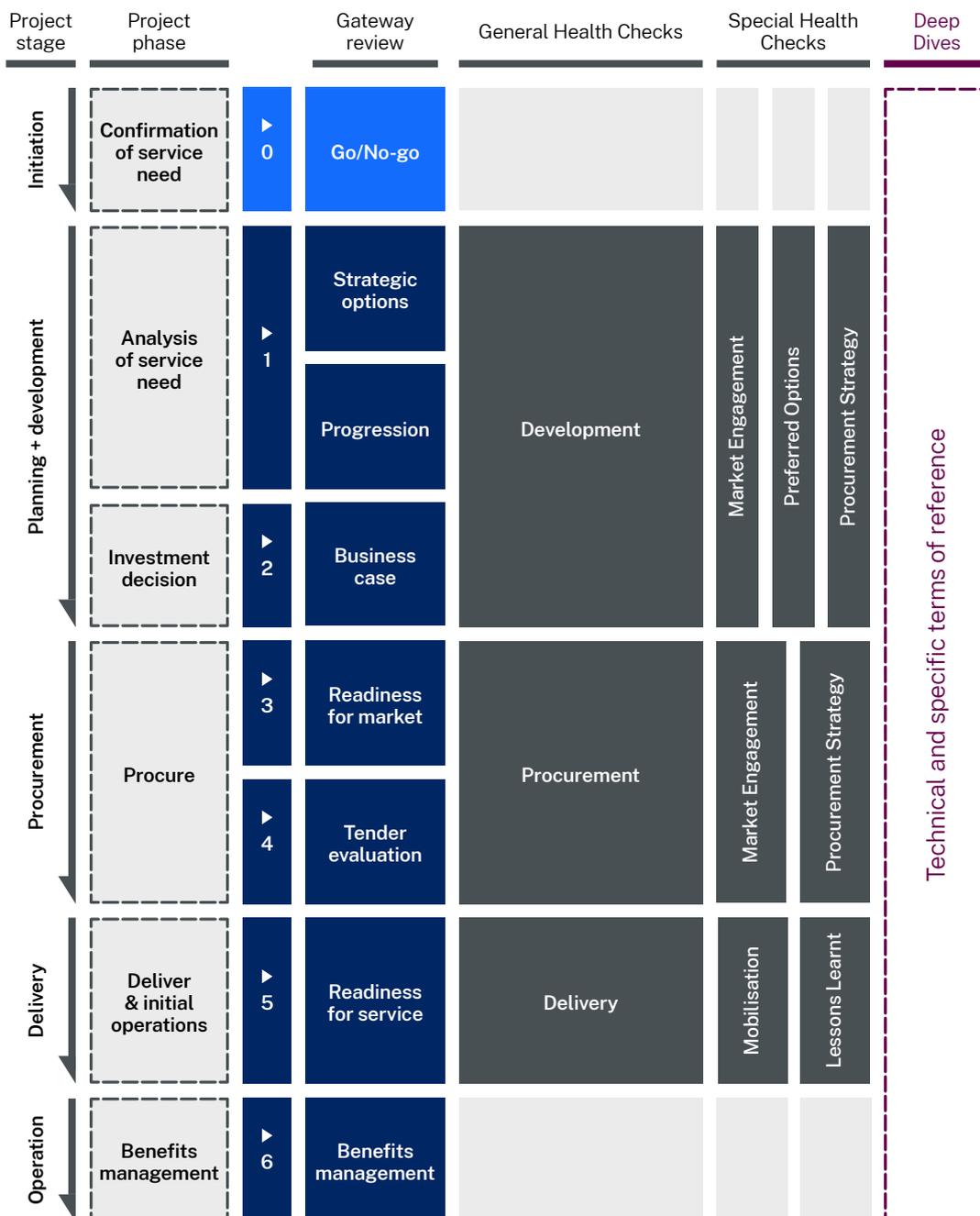
3 Framework arrangements

3.1 Framework outline

The IIAF incorporates a risk-based approach to infrastructure investment assurance.

Assurance arrangements for the state’s infrastructure program support the Premier, the Treasurer and Cabinet in ensuring that this program is delivered effectively. The IIAF is designed to support both the agencies’ own decision-making and assurance processes and to support budget processes throughout the project lifecycle as shown in **Figure 3**.

Figure 3 Project Lifecycle Assurance



3.2 Risk-based tiering of projects and programs

Risk-based assurance means that different levels of assurance and reporting are applied proportionate to a potential risk profile.

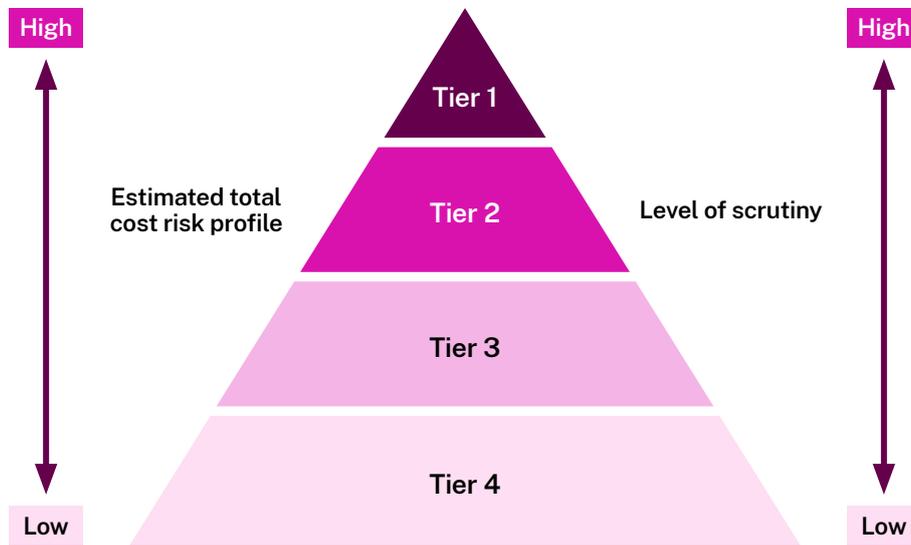
The initial risk profiling self-assessment process is undertaken by Agencies when registering the project with Infrastructure NSW.

The process involves giving each project a risk-based score against the criteria, and undertaking further qualitative analysis, enabling projects to be grouped into risk-based project tiers to which different levels of project assurance can be applied. The project tiers are as follows:

- Tier 1–High Profile/High Risk
- Tier 2
- Tier 3
- Tier 4

This tiered approach is designed to ensure that the right balance is struck between a robust approach correctly focused on highest risks and achieving value for money. More intensity and scrutiny is placed on projects that need it most e.g. Tier 1–High Profile/High Risk projects. This is represented in **Figure 4**.

Figure 4 Tiered approach



The Risk Review Advisory Group (RRAG) considers the Agency's nominated project tier to inform Infrastructure NSW's recommendations to the Assurance Governance Committee to endorse the project tier and assurance pathway. A flow chart of the project registration and risk-profiling process is at **Attachment A**.

While the assurance pathway should in general match the requirements for the project tier as set out in Table 4, the RRAG and Project Evaluation Committee have the discretion to recommend tailored assurance pathways to Infrastructure NSW, for endorsement by the Assurance Governance Committee. The reasons for tailored assurance pathways can include:

- endorsed Fast Track projects
- projects required to address urgent health or safety risks or unacceptable community impacts
- projects being developed and delivered where there is a firm delivery target date to meet urgent community needs
- asset management/maintenance projects with no or limited alternative options.

Where the RRAG's nomination in relation to the project tier or assurance review pathway is contrary to that nominated by the Agency, the Agency will be offered a 'right of reply'. The 'right of reply' provides the Agency with an opportunity to contest the nomination with justification before the project tier moves to the Assurance Governance Committee for endorsement.

The project tier will be reported to Cabinet for noting. Agencies will then be notified of the endorsed project tier for each project (as detailed in **Attachment A**).

Agencies are required to update the project tier risk criteria in the NSW Assurance Portal, in consultation with Infrastructure NSW, for all projects:

- where there are material changes to project risk/profile criteria, scope, procurement or budget
- upon request by Infrastructure NSW.

Project tiers will be routinely reviewed by Infrastructure NSW. If a review of the project tier is required, the project will be reconsidered by the RRAG before Infrastructure NSW makes recommendations to the Assurance Governance Committee seeking endorsement of the amended project tier.

The project tier must reflect the RRAG's assessment of the delivery risk for the project. The project tier cannot be reduced for the convenience of the Agency or to reduce the reporting requirements during the planning and development phases.

The 4 risk profile criteria are:

- Government priority
- Interface complexity
- Procurement risk
- Agency capability and capacity.

A weighted score for the above criteria is determined based on the definitions, weightings and scores outlined in **Attachment E**. This weighted score is compared against the ETC to determine a preliminary project tier based on the matrix shown in **Table 3**.

Table 3 Project-tier weighted risk score matrix

Weighted Risk Score	ETC Range				
	\$20M – 50M	\$50-\$100M	\$100M – \$500M	\$500M – \$1B	>\$1B
< 2.00	Tier 4	Tier 3	Tier 3	Tier 3	Tier 2
2.10 – 2.29	Tier 4	Tier 3	Tier 3	Tier 2	Tier 2
2.30 – 2.49	Tier 4	Tier 3	Tier 2	Tier 2	Tier 2
2.50 – 2.99	Tier 3	Tier 2	Tier 2	Tier 2	Tier 1 – HPHR
3.00 – 3.99	Tier 2	Tier 2	Tier 2	Tier 2	Tier 1 – HPHR
4.00 – 5.00	Tier 2	Tier 1 – HPHR	Tier 1 – HPHR	Tier 1 – HPHR	Tier 1 – HPHR

Any endorsed change in a Tier 1 – High Profile/High Risk project tier is subject to review by Cabinet.

3.3 Assurance requirements

There are 4 main components to the independent investor assurance process (shown in Figure 5):

- Assurance reviews
- Project reporting based on inputs provided by agencies
- Monitoring conducted by Infrastructure NSW
- Improving infrastructure outcomes through sharing insights and developing capability.

Figure 5 Elements of investor assurance



3.3.1 Gateway, Health Check, Deep Dive and Infrastructure Portfolio Health Check reviews (assurance reviews)

As one of the four main components to the independent investor assurance, assurance reviews provide for a series of short, focused, independent expert reviews, at key decision points in a project's lifecycle (as depicted in **Figure 3** above).

Assurance reviews are appraisals of infrastructure projects and programs that highlight to the agency and to Government, as the investor, the risks and issues, which if not addressed, may threaten successful delivery. The assurance review process strengthens agency governance and assurance practices and to assist agencies to successfully deliver major projects and programs. Reviews include interviews with significant project stakeholders and the examination of current project documents.

Gateway reviews (Gates 0–6) are supported by periodic (every 6 to 9 months) Health Checks and Deep Dive reviews, which assist in identifying issues which may emerge between decision points. While Health Check reviews for Tier 1–HPHR projects are mandatory during the Delivery Phase, all other Health Check and Deep Dive reviews are by agreement between Infrastructure NSW and the Agency.

Gateway reviews and Health Checks assess the progress of projects against key focus areas:

- Service need
- Value for money and affordability
- Social and environmental sustainability
- Interdependencies and interfaces
- Governance, decision making and culture
- Risk management
- Stakeholder management
- Asset owner's needs and change management.

The Gateway manager may outline in the terms of reference any additional information or assessment requirements, which key focus areas are primary and which may be secondary (i.e. less relevant) for the particular review.

Infrastructure Portfolio Health Check reviews focus on the capability and capacity of an Agency (or part of an agency) to efficiently oversee and manage the group of projects that make up the infrastructure portfolio. Agencies are nominated for these reviews by Infrastructure NSW and they are conducted periodically, but no more frequently than every 24 months.

The risk-based application of assurance reviews conducted by Infrastructure NSW is detailed in **Table 4**.

Agencies can nominate additional assurance reviews beyond those mandated by the IIAF.

Table 4 Application of assurance reviews by Infrastructure NSW

Gateway reviews	Tier 1 – HPHR	Tier 2	Tier 3	Tier 4
Gate 0 Go/No-go	Mandatory ⁺	Mandatory	As required [^] #	Not required
Gate 1 Strategic Options	Mandatory #	Mandatory #**	Not Required	
Gate 2 Business Case	Mandatory #	Mandatory #*	Optional	
Gate 3 Readiness for Market	Mandatory	Optional	Optional	
Gate 4 Tender Evaluation	Mandatory	Optional	Optional	
Gate 5 Readiness for Service	Mandatory	Optional	Optional	
Gate 6 Benefits Management	Mandatory	Mandatory*	Optional	
Health Checks	Tier 1 – HPHR	Tier 2	Tier 3	Tier 4
Development	Optional	Optional	Optional	Not required
Procurement	Optional	Optional	Optional	
Delivery	Mandatory**	Optional	Optional	
Deep Dives	Tier 1 – HPHR	Tier 2	Tier 3	Tier 4
Any Phase	Optional	Optional	Optional	Not required

+ Gate 0 reviews are mandatory for projects with an estimated total cost > \$100m and/or those nominated by the Risk Review Advisory Group (RRAG).

^ Gate 0 reviews for Tier 3 projects are required when nominated by RRAG.

Gate 0 reviews and Gate 1 Progression Assessments are not required for approved Fast Track projects. While not routinely expected for Tier 2 projects, Gate 3 is required for Fast Track projects assigned to Pathway 2 criteria in the Treasury Fast Track policy, TPG 24-30.

* Tier 2 projects with an estimated total cost of \$100 million or more must complete a Gate 6 review.

** Health Checks for Tier 1 – High Profile/High Risk projects are mandatory during the Delivery Phase if this phase exceeds 6 months.

Table 5 Assurance review process and description at each Gate

Please refer to the Guide to Infrastructure Investor Assurance Reviews and relevant Workbook for further detail.

Assurance Review Type	Description and Purpose
Gate 0	Assesses how well the project fits with government priorities, the urgency of its service need, and whether prioritisation against other similar initiatives has occurred (e.g. in the Agency's Asset Management Plan or framework.) Gate 0 reviews are conducted by the Project Evaluation Committee.
Gate 1	Investigates the Agency's readiness to proceed to preparing the Preliminary Business Case. It is a critical checkpoint to ensure strategic alignment and early identification of risks before deeper investment and planning proceed.
Gate 1 Progression Assessment	Focuses on project merit and alignment with government priorities, informed by initial analysis of project options and affordability as outlined in the project's Gate 1 review report. This is a requirement for all Tier 1 and 2 infrastructure projects that have completed a Gate 1 review, or as recommended by Infrastructure NSW or Cabinet (unless the project is a government commitment). ¹⁵ A Progression Assessment is to occur before the Gate 1 review report is submitted to Cabinet. Gate 1 Progression Assessment is conducted by the Project Evaluation Committee.
Gate 2	Assesses how the Agency's proposed scope and investment represents a well-justified, deliverable response to the established service need. Gate 2 serves as a critical checkpoint to confirm that the project is strategically sound and commercially viable before entering the market engagement.
Gate 3	Evaluates the project's market readiness by examining how risk identification and management has informed the proposed design, contractual risk allocation, and cost planning. It also considers the procurement type, contract packaging, and the Agency's decision-making frameworks.
Gate 4	Serves as a critical assurance point before contract award, checking the decision is based on a fair and robust evaluation process. Emphasis should be placed on cost and schedule efficiency particularly identification and management of high-risk project elements that impact design and costs. It also assesses whether the preferred commercial offer presents value for money, affordability while addressing the service need.
Gate 5	Investigates the Agency's readiness to transition the built asset into operations. This includes confirming that the asset has been delivered to scope, that commissioning plans are in place to support the service need, and that operational strategies are being developed to realise the benefits outlined in the business case.

¹⁵ A Government commitment to a project occurs when Cabinet has taken action which clearly demonstrates that it is committed to delivering the project. Examples include being mandated by Cabinet as a priority or Fast Track project, being placed on the register of election commitments, or funding approved for the delivery of the project.

Assurance Review Type	Description and Purpose
<p>Gate 6</p>	<p>Assesses the successful delivery of the purpose and benefits of the government’s investment in the project. A Gate 6 review also provides an opportunity for projects to identify lessons learnt in project development and delivery.</p> <p>All Tier 1 projects, and Tier 2 projects with an estimated total cost of \$100 million and over must complete a Gate 6 review.</p>
<p>Health Checks</p>	<p>The outcome of a Health Check will provide confidence to government that the project is progressing through the relevant stage and key risks are being identified and mitigated. Can occur in response to the emergence of actual or potential project issues.</p> <p>Infrastructure Portfolio Health Check</p> <p>Specifically, an Infrastructure Portfolio Health Check review adds value by providing ‘point in time’ insight of portfolio level issues and risks that potentially impact the successful development, procurement and delivery of projects within an Agency’s infrastructure portfolio.</p> <p>Infrastructure NSW nominates a list of agencies (or relevant part of an agency) for an Infrastructure Portfolio Health Check review each year with the aim that each agency will complete an Infrastructure Portfolio Health Check review every three years. This program of reviews is subject to endorsement by the Assurance Governance Committee.</p>
<p>Deep Dives</p>	<p>Focuses on a specific technical or project issue. The terms of reference will detail the scope of the Deep Dive and will assist in guiding the Agency’s preparation prior to the Deep Dive. A Deep Dive review can be undertaken at any point during a project’s lifecycle.</p> <p>Deep Dive reviews occur at the request of Cabinet, the responsible Minister, the Agency, or Infrastructure NSW. A Deep Dive review may be considered based on a recommendation made by a Gateway review or Health Check. The Risk Review Advisory Group can also require a Health Check or Deep Dive review as part of advising Infrastructure NSW on the project tier and project assurance pathway.</p>
<p>Optimisation review</p>	<p>Projects which receive an overall confidence rating of ‘Stressed’ or ‘Low’ through an assurance review, or are nominated by an agency or Cabinet where the agency is not able to close out critical recommendations within 12 weeks, enter the ‘Optimisation path’. An Optimisation path supports the project to determine whether there is a viable path forward for the project within the approved time, scope and cost parameters.</p> <p>The agency has up to 12 weeks to address the assurance review’s critical recommendations and demonstrate improvement. If the agency is not able to address the recommendations, it completes an Optimisation review.</p> <p>The Optimisation review brings together stakeholders and experts to develop an Optimisation plan that addresses the project’s challenges in scope, time, or funding. This plan is then submitted to Cabinet, which decides whether the project should continue, change direction, or stop. The Optimisation review helps ensure that struggling projects have a clear path forward or are appropriately managed to protect government investment and outcomes.</p> <p>The flowchart at Attachment I outlines a potential Optimisation path for a project.</p>

Independent reviewers

Reviews are conducted by an independent review team, where independent refers to the individuals being independent of the Agency and project team. The review team is selected so that it possesses a mix of skills, capability and experience to understand the issues and risks to provide relevant assessment and advice. Review team members are experienced practitioners (industry experts – including from the private sector), appointed by Infrastructure NSW.

Senior responsible officer

The governance and oversight of a project/program ordinarily includes three major parties: a 'sponsor', 'deliverer' and 'asset owner/manager or operator'. These parties may come from within the same organisation.

Good governance and project/program assurance calls for the need to have an individual as the single point of accountability and strategic responsibility; the senior responsible officer (SRO). The SRO may come from within the 'sponsor', 'deliverer' or 'asset manager/owner or operator's organisation. This is further outlined in **Attachment B**.

To enable a successful review to take place, the Agency must identify each of the parties performing the role of 'sponsor', 'deliverer' and 'asset owner/manager or operator', as well as the individual SRO. It is essential that the Agency's SRO participates in the Gateway review process.

Australian Government-State joint reviews

For projects that are jointly funded by the NSW and Australian governments, a confidentiality agreement is in place allowing the disclosure of information through a final review report. This provides the Australian Government (limited to the department responsible for infrastructure) and Infrastructure Australia with access to information which will inform future funding decisions. The agreement allows the Australian Government agencies to provide input into the assurance review's terms of reference and provide representation at the Project Briefing and Agency SRO debrief.

Presentation of review findings to Cabinet

The results of each assurance review are presented in a structured review report that provides a snapshot of the project's progress and status for the purpose of informing Cabinet and advising through the recommendations made of how to strengthen project performance and mitigate risks.

Assurance review reports are provided to Cabinet to inform on project progress and status. Infrastructure NSW reports to Cabinet on any cases where 'critical' and 'essential' recommendations are not being addressed as evidenced by the Agency's reporting on the closing out of assurance review recommendations.

In addition, summaries of the key assurance review outcomes are provided to Cabinet.

For assurance reviews with 'Stressed' or 'Low' confidence ratings, the relevant Minister will be provided a briefing of the review outcomes ahead of these reviews being reported to Cabinet.

For Gate 6 Benefits Management reviews, for projects with an estimated total cost of \$100 million and above, the outcomes and lessons learnt from the reviews are shared with Secretaries ahead of these reviews being reported to Cabinet.

3.3.2 Regular project reporting

Reporting will be conducted for projects and programs, with data gathered and maintained by Infrastructure NSW in a central repository. These reports will record and assess implementation against time, cost, quality, risks and impediments to project development/delivery. Alerts for management attention and/or intervention will be based on analysis of data as well as the assurance review reports. Reporting will reflect the tiered approach e.g. greater analysis and strategic advice provided for Tier 1–High Profile/High Risk projects and none for Tier 4 projects. Project tier risk-based reporting is detailed in **Table 6**.

Table 6 Regular project reporting requirements

Project Tier	Frequency	Lodged by	Reviewed by	Endorsed for Reporting to Cabinet by	Audience
Tier 1 – HPHR and endorsed Fast Track projects	Monthly	Agency	Infrastructure NSW	Assurance Governance Committee	<ul style="list-style-type: none"> Assurance Governance Committee Cabinet
Tier 2	Quarterly	Agency	Infrastructure NSW	Assurance Governance Committee	<ul style="list-style-type: none"> Assurance Governance Committee Cabinet
Tier 3	Quarterly	Agency	Infrastructure NSW	Assurance Governance Committee	<ul style="list-style-type: none"> Assurance Governance Committee Cabinet
Tier 4	Nil or as nominated by a Central Government Agency	Nil or by Agency where project is nominated by a Central Government Agency	Nil or a Central Government Agency and Infrastructure NSW	Nil or a Central Government Agency	<ul style="list-style-type: none"> Assurance Governance Committee Cabinet

To support these reporting arrangements, Agencies are required to provide:

- timely and quality project data and information defined as complete, correct, and, as far as practicable, consistent across all relevant government information management platforms. This includes regularly reviewing and validating project data previously provided.
- timely and comprehensive project reporting. Close-out Plans which document actions and accountabilities that respond to recommendations identified in past assurance reviews.

A key feature of the Tier 1–High Profile/High Risk project reports is an indication of the status of project or program using a traffic light system (RED/AMBER/GREEN) in terms of overall project status, time and cost. The definitions for the traffic light system for overall project status, project time status and cost status are shown in **Attachment D**.

3.3.3 Monitoring

Infrastructure NSW will monitor project status and the findings of the assurance reviews (including Close-out Plans). Infrastructure NSW will provide regular project reports and summary findings of assurance reviews for Tier 1 – High Profile/High Risk projects to the:

- Assurance Governance Committee for endorsement of regular project reports; and noting of the findings of project assurance reviews
- Cabinet.

In completing regular project reporting, Infrastructure NSW will undertake the necessary steps to verify the information provided by Agencies or prepared by review teams. This may include:

- Detailed assessment of each project with direct input from assurance reviews.
- Independent analysis and advice on key risks, recommended corrective actions and mitigation strategies.
- Use of technology and digital solutions to analyse data and reviews.

3.3.4 Improving outcomes for infrastructure projects and programs

Insights gained and lessons learnt through the Assurance role are shared across government to acknowledge key challenges, foster continuous improvement and contribute to the development of capability in infrastructure planning, procurement and delivery.

Infrastructure NSW prepares a 'trends and insights' report annually, which features an analysis of evidence collated through all assurance activities to identify systemic issues and trends facing agencies, as well as provide lessons learnt across projects.

Supporting improvement of outcomes, Infrastructure NSW leads periodic infrastructure-focused training and information sessions for agencies. Infrastructure NSW Assurance Team also supports the development of members of the Expert Reviewer Panel by periodically offering Gateway reviewer training and hosting discussion forums.

The infrastructure assurance team develops policy and guidance documents in collaboration with agencies and Central Government. These initiatives are in response to issues and risks identified through project monitoring and in an annual trends and insights strategic report. These policies relate to infrastructure development, procurement and delivery. The policies seek to enhance capability and capacity across the sector by providing guidance, clarifying government expectations and guidelines in the interests of promoting best practice and improving accountability and transparency in project development, procurement and delivery oversight and decision making.

3.4 Treatment of projects and programs

New infrastructure projects must be registered under the IIAF as either a project or a program. After a project or program is risk-profiled and assigned a project tier, it is required to comply with the assurance and reporting requirements outlined in Section 3.3 according to its project tier. Definitions of, and how various projects and programs may be comprised and operate in practice are detailed at **Attachment G**:

- Programs focus on the outcomes delivered by multiple projects.
- Programs often consist of tranches over a longer lifespan.
- Programs are usually more complex and provide an umbrella under which their underlying projects can be co-ordinated and delivered.

Whole of program review and complex projects

Where a complex project has been split into stages/packages or a program into individual projects or sub-programs, and those component parts may have their own Tiering and assurance reviews, Infrastructure NSW will conduct a program wide assurance review every 12 to 15 months. The review will be undertaken as a Deep Dive or Health Check, with a detailed terms of reference determined by Infrastructure NSW.

Registration requirements and the assurance pathway for programs and complex projects will be determined by Infrastructure NSW in consultation with the agency. An example of an assurance pathway and project registration requirements for a complex project is provided at **Attachment H**.

Agency Infrastructure Portfolios

Agencies required by the Assurance Governance Committee to undertake an Infrastructure Portfolio Health Check review must complete any required registration through the assurance portal. An agency's Infrastructure Portfolio is not subject to regular reporting but will be subject to monitoring and action by Infrastructure NSW in line with the outcomes of an Infrastructure Portfolio Health Check review.

3.5 Treatment of Fast Track projects

Infrastructure projects that are Tier 2 or below (or Tier 1 projects by exception, on approval of the Treasurer) may be considered for a Fast Track business case and assurance process¹⁶ where each of the following criteria are met:

- It is a public commitment of the government that has been approved by the Premier or Cabinet.
- Delivery of the commitment is time critical.
- Options development is significantly constrained by the commitment.
- Requirements bypassed would be a poor use of public funds.

Projects will access the Fast Track assurance process in accordance with NSW Treasury policy TPG24-30. Fast Track requests must be considered by the Project Evaluation Committee before seeking Treasury Secretary or Treasurer endorsement (depending on the Fast Track pathway sought).

¹⁶ Note, for the type of business case required refer to [TPG24-29 NSW Government Business Case Guidelines](#) and [TPG24-30 Fast Track business case and investment assurance for government commitments](#)

3.6 The NSW Assurance Portal

The NSW Assurance Portal (the Portal) provides the NSW Government with a statewide online environment to securely manage assurance information and activities for projects that meet the threshold of the IIAF and the Recurrent Expenditure Assurance Framework (REAF) as part of the NSW Gateway Policy.

The Portal enables Infrastructure NSW, NSW Treasury and the government agencies to actively and efficiently manage project registrations (including risk profiling and risk review assessment), capture review information and provide enhanced data collection for infrastructure project and portfolio reporting to Cabinet.

The Portal also captures expert reviewer information to assist with the selection of expert reviewers for Gateway, Health Check and Deep Dive reviews.

3.7 Performance reporting

3.7.1 Annual framework performance

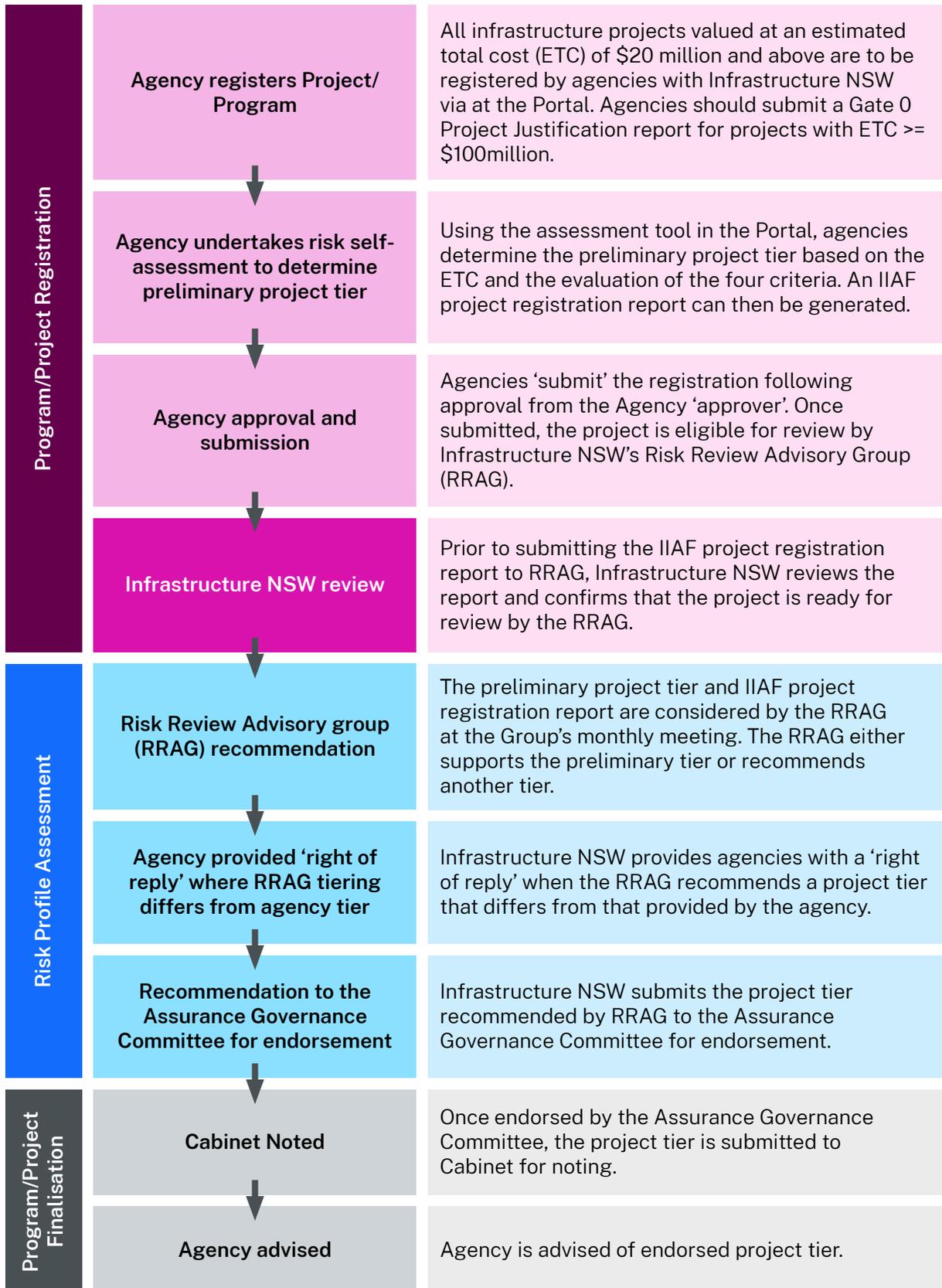
A crucial part of the IIAF is to regularly evaluate the performance of the IIAF itself and contribute to the analysis of project and assurance issues and trends. To this end, the key aspects of the performance management approach are outlined in **Table 8**.

Table 7 Performance reporting

Report	Description	Frequency	Audience
Agency Assurance Plans	Agency Assurance Plans may be prepared periodically by Infrastructure NSW together with agency counterparts.	As required to support review planning.	<ul style="list-style-type: none"> • Cabinet • Assurance Governance Committee
Strategic trends and insights report	A strategic report which features an analysis of assurance reviews to identify systemic issues and trends facing agencies, as well as provide lessons learnt across projects. The report is prepared by Infrastructure NSW.	Annual	<ul style="list-style-type: none"> • Cabinet • Assurance Governance Committee • NSW Treasury

4 Attachments

Attachment A | Project registration and risk-profiling process



Attachment B | Role of the senior responsible officer in the IIAF

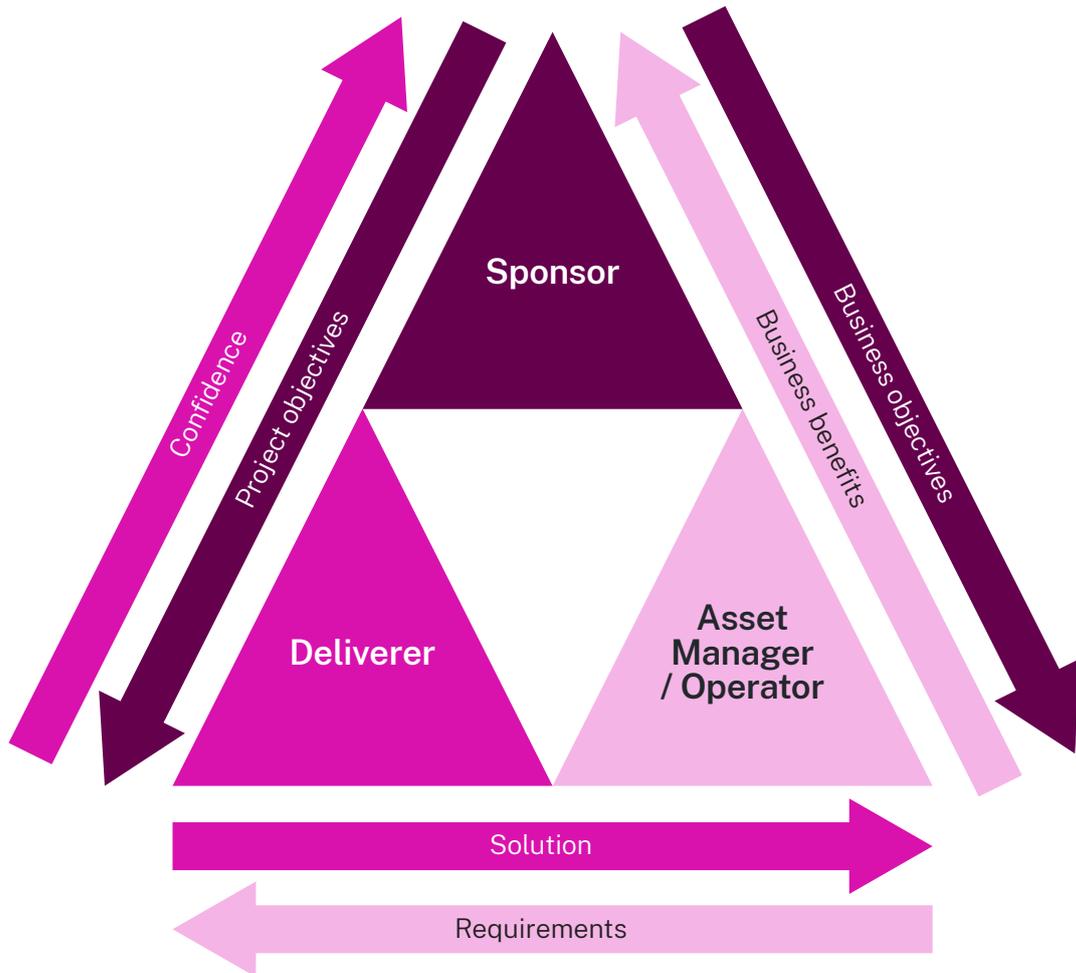
The governance and oversight of an infrastructure project/program ordinarily includes three major parties: a 'sponsor', 'deliverer' and 'asset owner/manager or operator'. The typical responsibilities/functions of these parties are described in **Table B1**.

Table B1 Typical responsibilities of major parties to a project/program

Party	Typical Responsibilities and Functions of Parties to a Project
Sponsor	<ul style="list-style-type: none"> • Secures the funding • Owns the business case • Responsible for specifying the asset requirements • Ensures the project remains strategically aligned and viable • Ensures benefits are on track
Deliverer	<ul style="list-style-type: none"> • Responsible for procurement of the asset from investment decision to commissioning • Delivering the benefits • Translates requirements from the sponsor and manages delivery outcomes • Selects the most appropriate supplier/s to meet project objectives
Asset manager/owner or operator	<ul style="list-style-type: none"> • Responsible for day-to-day operations and maintenance of the asset once commissioned • May be a part of the sponsor or delivery organisation or a separate entity • Operator and maintainer of the assets might be separate entities • Asset management is the coordinated activity of organisations to realise value from their assets

The role performed by each of these parties may be emphasised depending on the particular project lifecycle point a project/program is in. Further, the roles performed by each party often have necessary interdependencies with each other to enable the successful delivery of a project/program. This is depicted in **Figure B1**.

Figure B1 Interaction of the responsibilities and functions of key parties to a project/program



While there are typically three major parties to a project, good governance and project/program assurance calls for the need to have a single point of accountability and strategic responsibility. The senior responsible officer (SRO) of a project/program occupies this position. The SRO may come from the ‘sponsor’, ‘deliverer’ or ‘asset manager/owner or operator’ agency, depending on the stage of the project/program within its lifecycle. Notwithstanding this, the officer holding the position of SRO must be identifiable at any particular point in time.

Table B2 outlines the typical responsibilities of these officers when occupying the position of SRO in relation to the IIAF.

During the assurance and Gateway review process the SRO is expected to be available, support, and ensure that all necessary information is made available to the review team.

Table B2 Typical holder of SRO position during project lifecycle

Project Lifecycle Stage	Gateway Review	Sponsor	Deliverer	Asset Manager/ Owner or Operator
Develop	Gate 0: Go/No-go	✓ SRO		✓ SRO
	Gate 1: Strategic Options	✓ SRO		
	Health Check in Development	✓ SRO		
	Gate 2: Business Case	✓ SRO		
Procure	Gate 3: Readiness for market		✓ SRO	
	Health Check in Procurement		✓ SRO	
	Gate 4: Tender evaluation		✓ SRO	
Deliver	Health Check in Delivery		✓ SRO	
	Gate 5: Readiness for service		✓ SRO	✓ Active Role
Operate	Gate 6: Benefits management			✓ SRO

* At Gate 5, the asset owner/operator must actively participate in Gate 5 reviews.

Attachment C | Protocols for finalisation and distribution of Gateway, Health Check, Deep Dive, Infrastructure Portfolio and Optimisation review reports*

<p>Draft review report (for quality control)</p>	<ul style="list-style-type: none">• Review team prepares draft review report and issues to Infrastructure NSW.• Infrastructure NSW provides comments, in relation to quality of documentation and clarity of recommendations, to review team, if required.
<p>Final draft review report (for fact checking and response to recommendations)</p>	<ul style="list-style-type: none">• Review team prepares final draft review report and issues to Infrastructure NSW.• Infrastructure NSW distributes final draft review report and recommendation table to the project team (cc to the SRO) for fact checking and response.• Agency provides comments on the Final Draft review report and responses to recommendations table to Infrastructure NSW.• Infrastructure NSW considers agency comments and seeks the review team perspective, if required.
<p>Final review report – including response (for release)</p>	<ul style="list-style-type: none">• Infrastructure NSW finalises the final review report (including the agency responses).• Infrastructure NSW issues final review report (including agency responses) to Agency nominated SRO, Secretary or Agency Chief Executive Officer (or delegated accountable parties as per Agency policy).• Infrastructure NSW reports the outcomes of review to the Assurance Governance Committee and Cabinet, as relevant, and provides Cabinet with the final review report.

* Gateway, Health Check, Deep Dive and Infrastructure Portfolio review reports are classified as 'Sensitive NSW Cabinet' documents

Protocols

Topic	Details
Document control page	<ul style="list-style-type: none"> All review reports are to include a document control page – noting the version of the report and date of issue.
Confidential	<ul style="list-style-type: none"> All review reports are classified as ‘Sensitive NSW Cabinet’ documents and are to include “Sensitive NSW Cabinet” on the footer.
Distribution	<ul style="list-style-type: none"> No review team member is to distribute copies of any versions of reports directly to Agencies, project teams or any other party. The review team leader is to send versions of reports to Infrastructure NSW Assurance Team for distribution. No reports are to be distributed outside of the responsible Agency (including to Central Government agencies) until the report is finalised and includes a Agency response to recommendations, unless directed to by the Chief Executive of Infrastructure NSW or Infrastructure NSW Head of Assurance. Draft review reports can be distributed to the Treasurer, portfolio Minister or Secretary on request. Copies of the Final review reports with Agency responses are only distributed by Infrastructure NSW as follows: <ul style="list-style-type: none"> To the responsible Agency SRO/Secretary or Chief Executive Officer (and Agency delegated staff). To Treasury officials where the project is being considered by the Expenditure Review Committee of Cabinet (ERC) (e.g. for PBC, FBC and pre-tender and post tender Gateway reviews for private financing deals etc.). To Infrastructure NSW Restart team where the project is funded in part or fully by Restart NSW and only for PBC or FBC Gateway reviews. To Cabinet, the Premier’s Office, and the Treasurer’s Office upon request only. To relevant Federal Government agencies where the project receives partial federal funding. Final review reports with Agency responses are not to be distributed to any other parties (other than those specified above) unless directed by the Chief Executive of Infrastructure NSW or Infrastructure NSW Head of Assurance. If other parties (including responsible Ministers) request a copy, in the first instance they should be directed to the responsible Secretary, Agency Chief Executive Officer or SRO. Agency SROs (as owners of the final report) can distribute the final report, which remains ‘Sensitive NSW Cabinet’ documents, at their discretion, having regard to the confidential nature of the report.

Watermarks	<ul style="list-style-type: none"> • Draft review reports to include Watermark: “DRAFT for [Agency] XXX checking and response”. • Final review reports (including Agency responses to recommendations) to include watermark: “FINAL issued to XXX” (where XXX is name of recipient Agency or organisation report is issued to).
Format	<ul style="list-style-type: none"> • All versions of reports issued by the review team to Infrastructure NSW to be in Word format or other mandated digital format. • Draft review reports issued to a Agency for fact-checking and response to recommendations in WORD format. • Final review reports (including Agency responses to recommendations) issued in PDF format.
Transmittal	<ul style="list-style-type: none"> • Infrastructure NSW to keep a record of all parties (including the versions) to whom reports are issued.

Attachment D | Regular project reporting rating system

The definitions for the traffic light system for overall project status are shown in **Table D1**.

Table D1 Regular project reporting – Overall project status definitions

Status	Legend on HPHR Report	Detailed Description in Portal
Green	 No major unmitigated risks	No major unmitigated risks identified
Amber	 Major risks appropriately mitigated	Major risks identified but appropriate mitigating actions being taken
Red	 Further action required to mitigate major risks	Major unmitigated risks identified – further action required

The definitions for the traffic light system for project time and cost status are shown in **Table D2** and **Table D3**.

Table D2 Regular project reporting – Project time status definitions

Status	Legend on HPHR Report	Detailed Description in Portal
Green	 On-track	Project/program is on track and is expected to be delivered within approved timeframes. No major unmitigated risks identified.
Amber	 At risk	Project/program is at risk of not being delivered within approved timeframes. Appropriate mitigating actions are being taken that address major risks to time.
Red	 Not on-track	Project/program is not on-track and is not expected to be delivered within approved timeframes. Further actions are required to address unmitigated major risks to time.

Table D3 Regular project reporting – Project cost status definitions

Status	Legend on HPHR Report	Detailed Description in Portal
Green	 On-track	Project/program is on track and is expected to be delivered within approved budget. No major unmitigated risks identified.
Amber	 At risk	Project/program is at risk of not being delivered within approved budget. Appropriate mitigating actions are being taken that address major risks to budget.
Red	 Not on-track	Project/program is not on-track and is not expected to be delivered within approved budget. Further actions are required to address unmitigated major risks budget.

Attachment E | Risk, criteria scores and weightings

Criteria and Weighting	Priority and Risk Level	Score
<p>Government priority: 25% The degree to which government priority introduces risk through time pressure and public profile of the project.</p> <p>Government priority may be indicated government directions or by the degree to which the problem the project is resolving impacts on the community.</p> <p>The project may be assigned priority as an enabler of a mandated, government priority project.</p> <p>Mandated priority projects are those projects which have been designated as such under the government's priority project, and which are subject to additional reporting and support.</p> <p>Election commitments must be listed in Premier's Department election commitment register with the related EC number.</p>	<p>Very high risk</p> <ul style="list-style-type: none"> Cabinet mandated priority project or election commitment which has been publicly announced; AND Development/delivery timeframes are constrained and unlikely to be met (i.e. externally mandated dates, inflexible milestones); <p>OR</p> <ul style="list-style-type: none"> Addresses critical service need for the community which is having an immediate impact (e.g. To resolve the failure of a critical piece of infrastructure). 	5
	<p>High Risk</p> <ul style="list-style-type: none"> Cabinet mandated priority project or election commitment which has been publicly announced; AND Development/delivery timeframes are constrained <p>OR</p> <ul style="list-style-type: none"> Addresses a serious deficiency with a high service need for the community. 	4
	<p>Medium risk</p> <ul style="list-style-type: none"> Development/delivery timeframes are somewhat constrained; AND Priority project in an endorsed Strategic/Asset Management Plan (SAMP) or Asset Management Plan (AMP) <p>OR</p> <ul style="list-style-type: none"> Mandated as a government priority (e.g., by Ministerial announcement) <p>OR</p> <ul style="list-style-type: none"> Addresses an important service need for the community that must be addressed within the timeframe constraints. 	3
	<p>Lower Risk</p> <ul style="list-style-type: none"> Directly publicly announced by a minister or other government representative; AND Development/delivery timeframes are constrained but reasonable. 	2
	<p>Very low risk</p> <ul style="list-style-type: none"> Indirectly publicly announced (e.g., Through an endorsed masterplan or publicly released strategy, or to support another government action such as a rezoning of an area); <p>AND</p> <ul style="list-style-type: none"> Development/delivery timeframes are flexible. 	1

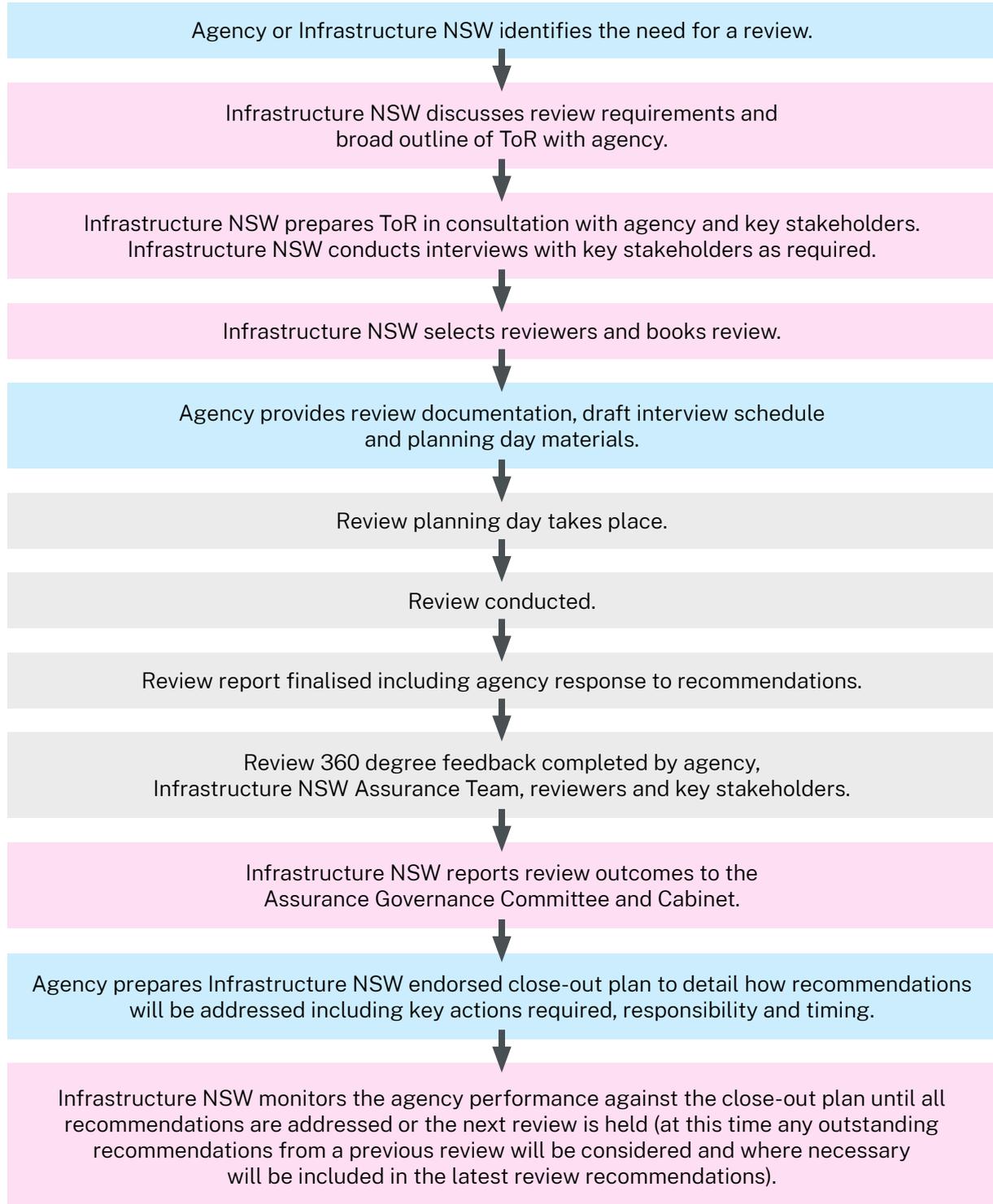
Criteria and Weighting	Priority and Risk Level	Score
<p>Interface complexity: 25% The extent to which the success of the project or program will depend on the management of complex interfaces that introduce risk to the project. Interfaces may include:</p> <ul style="list-style-type: none"> External stakeholders such as other agencies, regulators, SOCs, non-government sector organisations or other third parties – providing approvals, contributing to the funding of the project, or being given operational responsibility, and/or Other projects on which the project is dependent or are dependent on the project being complete Internal commercial and technical interfaces between contractors Complex system interfaces (e.g., Between an OCMS system and tunnel plant and equipment) 	<p>Very high interface complexity risk Very high-risk institutional interfaces such as:</p> <ul style="list-style-type: none"> Interfaces with multiple stakeholders with competing agendas and substantial political weight. Complicated regulator relationships which have proven risky in the past. Multiple funding or operating entities. <p>OR Very complex technical or commercial interfaces which introduce significant risks such as:</p> <ul style="list-style-type: none"> external dependencies with other projects. strong internal interdependencies between numerous work packages. complex system interfaces (e.g. significant utilities, ICT systems, interacting systems such as rail, rolling stock and signals etc). <p>OR Very complex regulatory, planning or legislative requirements such as:</p> <ul style="list-style-type: none"> Dependence on the approval of a strict regulator with a history of impacting on project timeframes and scope (e.g. ONRSR for rail projects). Dependence on approval from multiple regulators. Delivery in a sector experiencing legislative change (e.g. Energy transition). Highly controversial environmental approvals that are likely to attract significant public attention. 	<p>5</p>
	<p>High interface complexity risk High risk institutional interfaces such as:</p> <ul style="list-style-type: none"> Interfaces with multiple stakeholders who may have specific issues with the project. Reliance on regulator approvals. <p>OR Complex technical or commercial interfaces which may introduce risk including:</p> <ul style="list-style-type: none"> Concurrent projects in close proximity. Multiple work packages with some interdependencies. Some system interfaces that have proven risky in the past. <p>OR High complexity of regulatory requirements such as:</p> <ul style="list-style-type: none"> Dependence on regulators with requirements that are complex but not have not historically been prone to rejection (e.g., Australian Energy Regulator). Complex environmental approvals that are not likely to attract significant public attention. 	

Criteria and Weighting	Priority and Risk Level	Score
	<p>Medium interface complexity risk Significant institutional interfaces with multiple interested stakeholders.</p> <p>OR Moderately complex technical or commercial interfaces including:</p> <ul style="list-style-type: none"> • Interfaces with existing infrastructure owned by other entities that may require modifications. • Minor interdependencies with other projects or services. • Minor system interfaces. <p>OR Moderate regulatory requirements that would be considered 'BAU' by the agency.</p>	3
	<p>Low interface complexity risk Minor Institutional or technical interface/s that are unlikely to introduce significant risks.</p>	2
	<p>Very low interface complexity risk</p> <ul style="list-style-type: none"> • No institutional interfaces and very few technical interfaces with project work packages or external entities; and • Very little interdependence on other infrastructure. 	1
<p>Procurement Risk: 20% The extent to which a project or program requires sophisticated, customised or complex procurement methods, thereby increasing the need for a careful assessment of the procurement strategy, management of the procurement task and management of the associated delivery risk.</p>	<p>Very high procurement complexity risk Highly complex procurement including private financing and long-term agreements where termination or modification of the contract is difficult and costly. (e.g. Public Private Partnerships (PPP); project finance with periodic availability payments or other hybrid financing structure or contract forms which rely on other contract packages or activities within the control of government):</p> <p>OR Procurement of complex asset classes or services which have highly complex specifications and have historically proven problematic (e.g. Infrastructure with a high ICT component, Rolling Stock)</p>	5
	<p>High procurement complexity risk Complex procurement utilising either bespoke or novel contract forms, particularly where they involve multiple interacting deeds or where the agency has little experience delivering projects using a contract of this type.</p> <p>OR Contract forms which manage complex relationships between multiple parties (e.g. Alliance contracts).</p>	4

Criteria and Weighting	Priority and Risk Level	Score
	<p>Medium procurement complexity risk</p> <p>Some procurement complexity. Contracts which have been used for projects of this type before but will be modified to address specific risks or which aren't commonly used for projects of this type.</p> <p>OR</p> <p>Contracts which require extensive negotiation of risk allocation (e.g., Collaborative D&C, Managing Contractor).</p>	3
	<p>Lower procurement complexity risk</p> <p>Standard contract forms which are commonly used for projects of this type and which the agency has extensive experience using (e.g. D&C).</p>	2
	<p>Very low procurement complexity risk</p> <p>Simple form contracts which have minimal delivery risk.</p>	1
<p>Agency Capability and Capacity: 30%</p> <p>The extent to which the sponsor agency has clear governance arrangements, demonstrated capability (experience) and capacity (available skilled resources) or can access these through recruitment or procurement of capability in the development and/or delivery of the type of project or program proposed</p>	<p>Very high agency capability and capacity risk</p> <ul style="list-style-type: none"> • No projects of this type previously delivered over the last 10 years: <p>OR</p> <ul style="list-style-type: none"> • Resourcing capacity potentially severely limited in government or industry within the delivery timeframes. <p>OR</p> <ul style="list-style-type: none"> • Prior projects of this type have significantly exceeded cost and/or time constraints or failed to deliver the intended benefits. <p>OR</p> <ul style="list-style-type: none"> • Project is unique for the agency or is of a bespoke, complex design (e.g. Architecturally complex cultural facility or a new operational building supporting a unique service such as the fish market or stadium). <p>OR</p> <ul style="list-style-type: none"> • The project incorporates technology which the agency hasn't utilised in the past and which introduces significant risk to critical elements of the project. 	5
	<p>High agency capability and capacity risk</p> <ul style="list-style-type: none"> • Several projects of this type previously delivered over the last 10 years. <p>OR</p> <ul style="list-style-type: none"> • Resourcing capacity potentially very limited within government or industry to deliver within the intended delivery timeframes. <p>OR</p> <ul style="list-style-type: none"> • Agency has inconsistent record of successful delivery of projects of this type. 	4

Criteria and Weighting	Priority and Risk Level	Score
	<p>Medium agency capability and capacity risk</p> <ul style="list-style-type: none"> • At least 5 projects of this type delivered over the last 10 years; AND • A reliable record of successful delivery of these projects; AND • Resourcing capacity potentially limited within government or industry, requiring early planning and attention. 	3
	<p>Lower agency capability and capacity risk</p> <ul style="list-style-type: none"> • Multiple recurring projects; AND • A consistent record of successful delivery of these projects; AND • Resourcing capacity may be limited within government or industry but is manageable. 	2
	<p>Very low agency capability and capacity risk</p> <ul style="list-style-type: none"> • Business as usual type projects; AND • A flawless record of successful delivery of these projects by the agency; AND • Resourcing capacity within government and industry is established and adequate. 	1

Attachment F | Typical Gateway review, Health Check and Deep Dive Process



Attachment G | Complex projects and programs

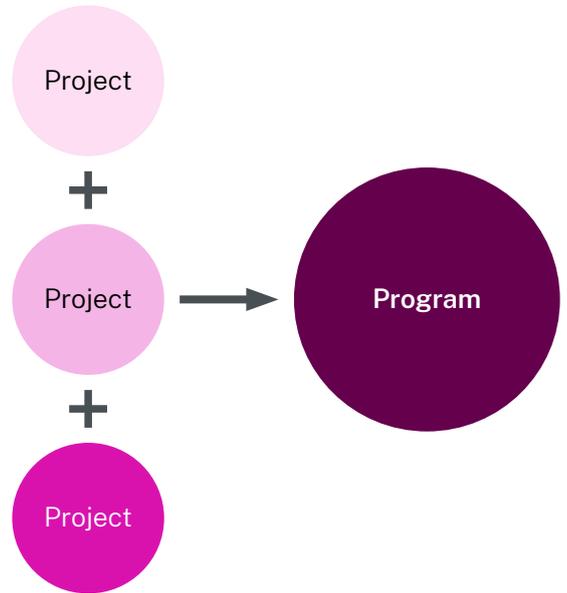
Program or complex project

A program or complex project is a temporary, flexible organisation created to coordinate, direct and oversee the implementation of a set of related projects and activities 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 or complex project 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).

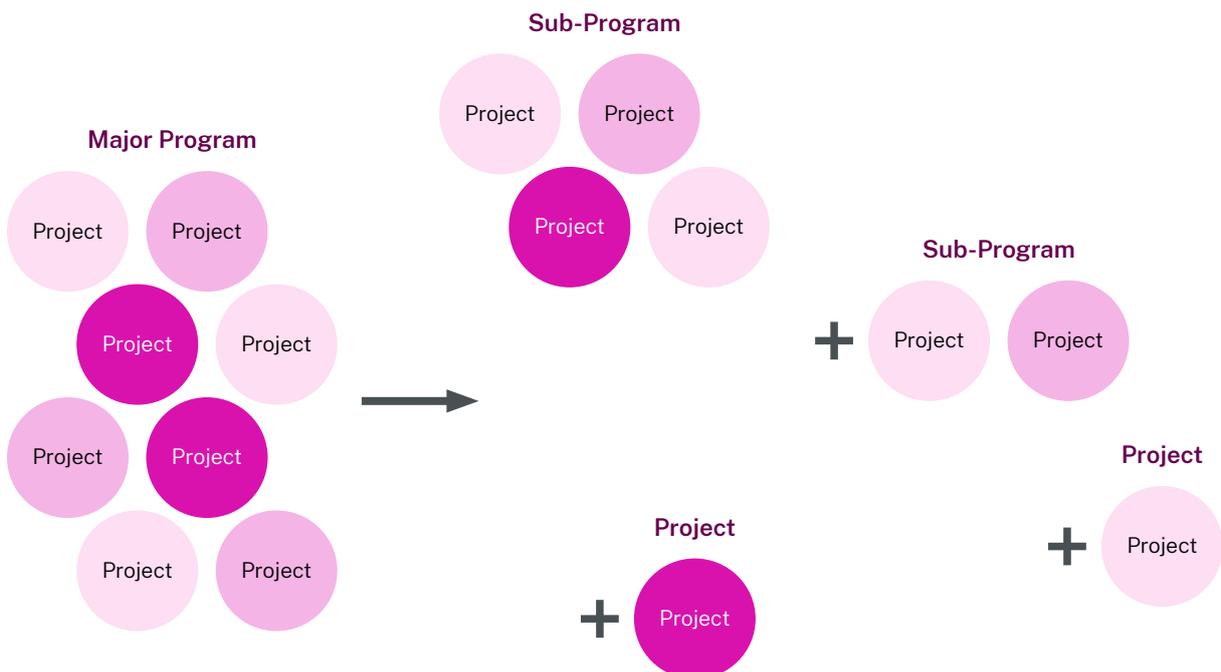
Programs provide an umbrella under which these projects can be coordinated. This is represented in **Figure H1**.

Figure H1 Program



Programs can be linear in nature with individual projects being delivered consecutively or with staggered starts. Other programs may be very complex in nature where the component parts of a program could be individual projects or smaller groups of projects (sub-programs). In some instances, this may not be linear with some component parts of the program fully delivered before other parts of the program have been completed or even commenced. This is represented in **Figure H2**.

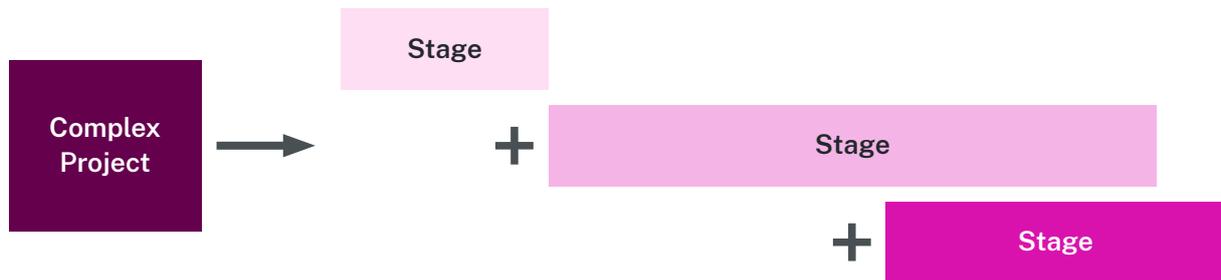
Figure H2 Program delivery



A complex project may be 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 when individual project stages are being procured and delivered under different contracts and potentially over different time periods.

This represented in **Figure H3**.

Figure H3 Complex project



Project

A project is 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 an infrastructure project is defined as infrastructure, equipment, property developments or operational technology where there is a capital investment or outlay.

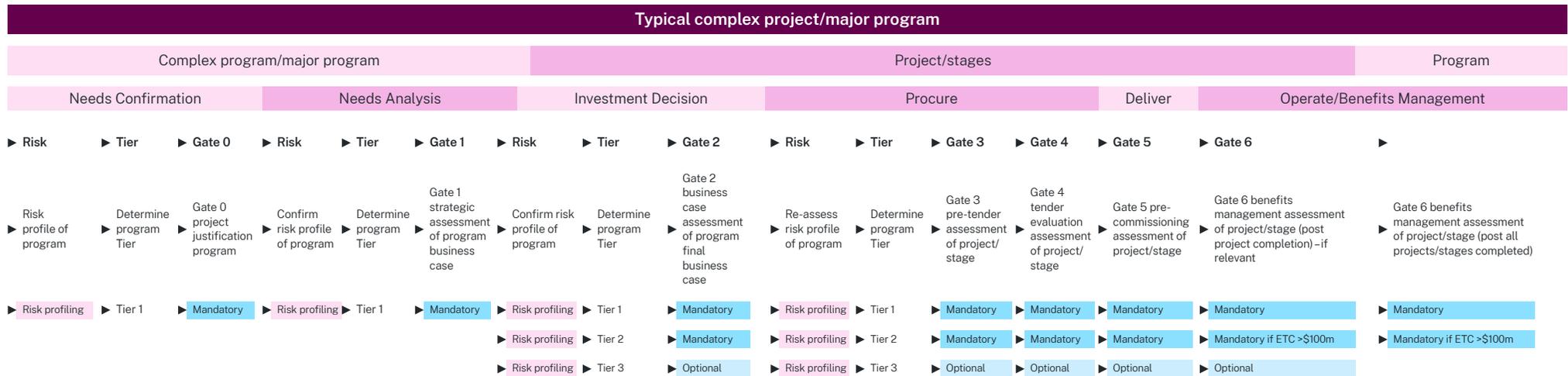
Projects are typically delivered in a defined time period on a defined site. Projects have a clear start and finish. Projects may be restricted to one geographic site or cover a large geographical area, however, will be linked and not be geographically diverse.

A particular project may or may not be part of a program.

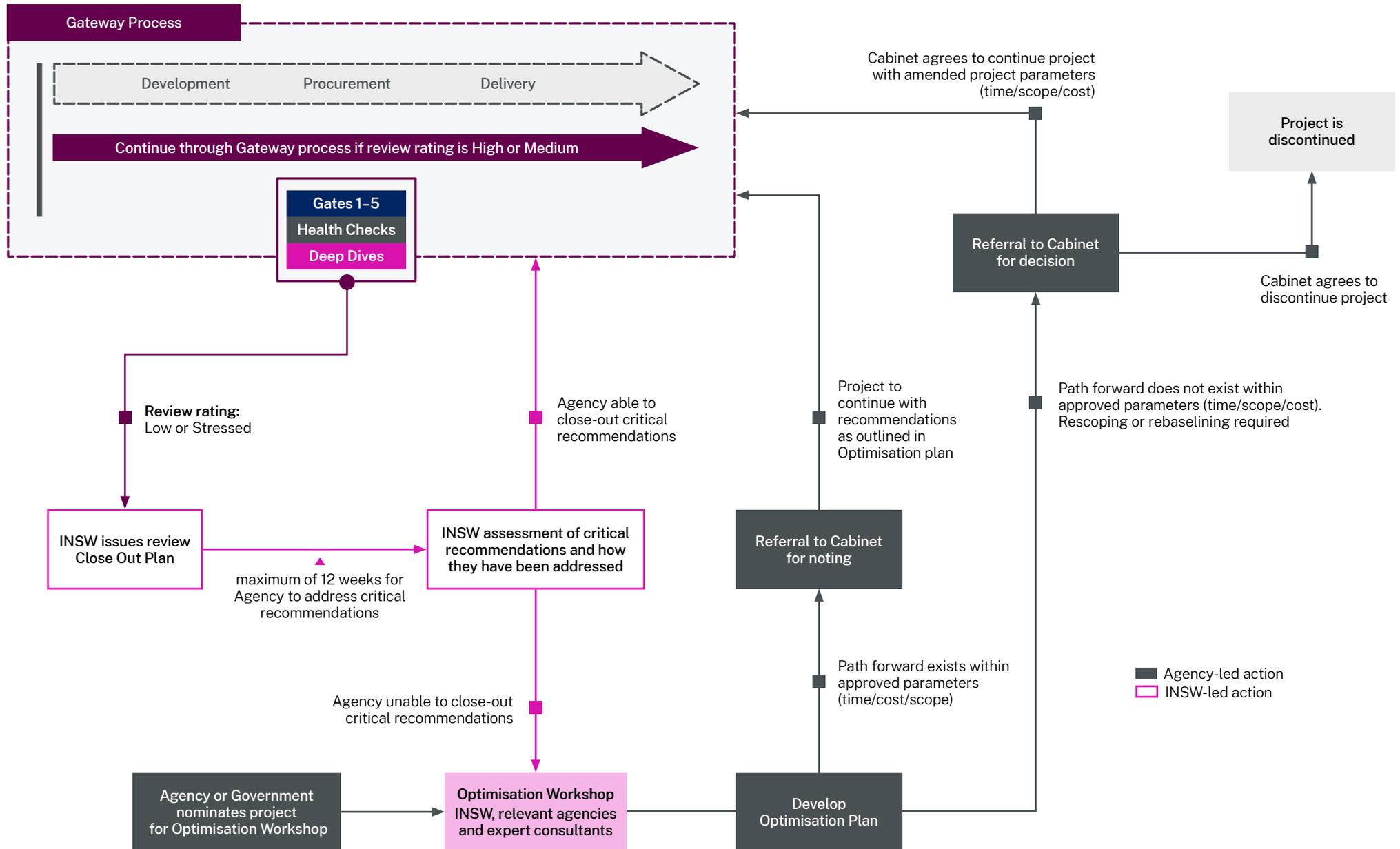
Where a project is delivered in multiple stages and potentially across varying time periods it is considered a 'complex project'. Refer to the definition for 'complex project'.

Attachment H | An example of an assurance pathway and project registration requirements for a complex project

Example of an assurance pathway for a complex project/program: segmented after gate 1



Attachment I | Optimisation path flowchart



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