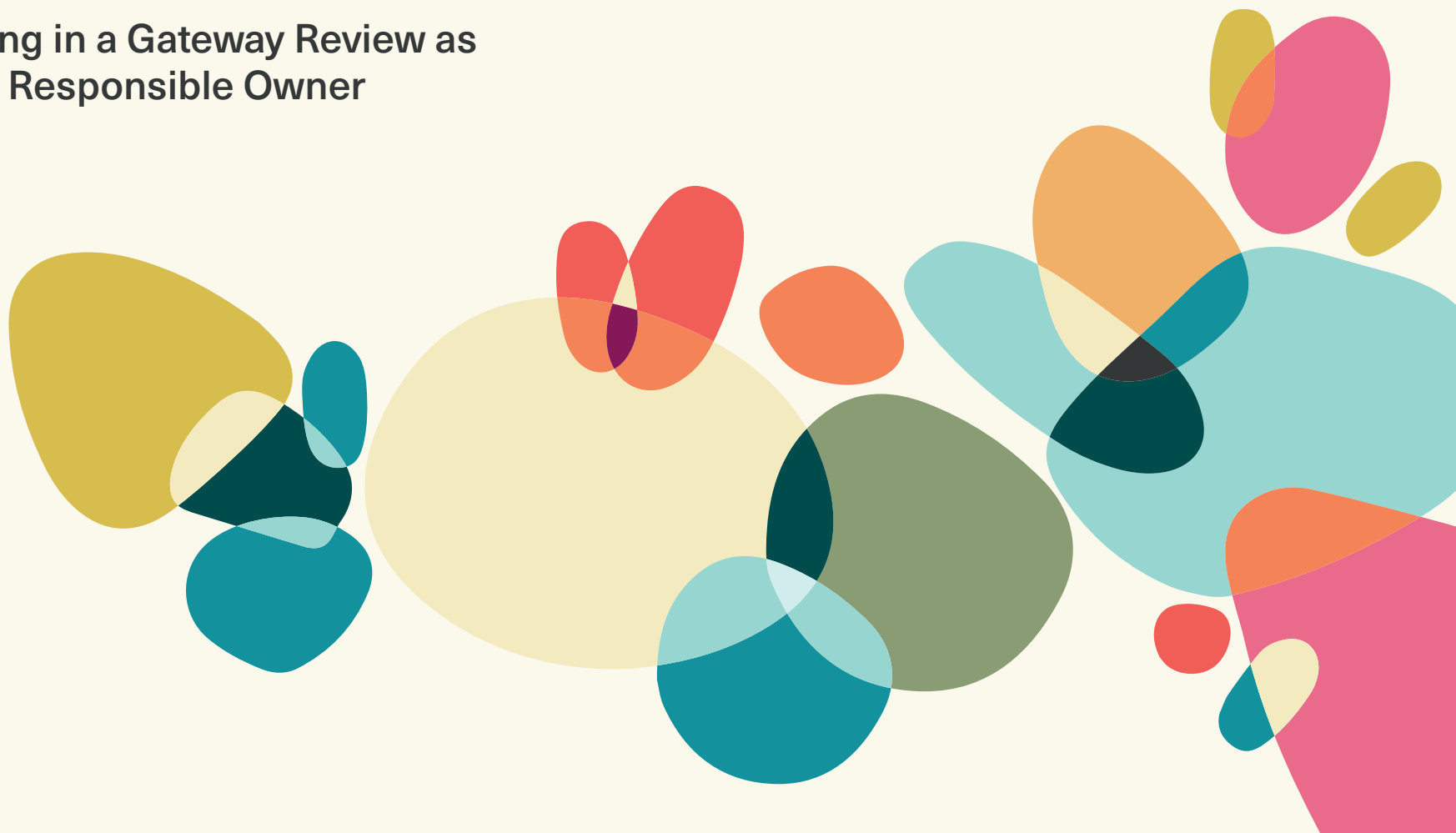




Gateway

Participating in a Gateway Review as
the Senior Responsible Owner



What is the role of the Senior Responsible Owner (SRO)

The SRO is a critical member of the Gateway review process. The Gateway review team will regard the SRO as the client for the review and will work in partnership with them.

The SRO can help ensure the success of the review by:

- Nominating a key contact person ie. Project Manager/ Director to work with the Gateway Unit to coordinate the planning meeting and the review itself.
- Arranging for project documents to be available to the review team approximately two weeks prior to the review.
- Ensuring that stakeholders are invited to be interviewed and providing interviewees with some background on the review process.
- Attending the planning meeting to discuss the project including key issues and stakeholders with the review team.
- Being available for meetings with the review team at the commencement of the review and daily briefings.
- Receiving the report on the final afternoon of the review.
- Providing any comments on the report to the Review Team Leader (RTL) within one week of the completion of the review.
- Completing and returning the feedback form that will be sent to the SRO by the Gateway Unit following the review.
- Completing an Action Plan template detailing the relevant actions against any Red recommendations in the Final Report.

Stages in the gateway review process

Stage 1: Initiating a review (2–3 months before review)

- Initial meeting between Gateway Unit and SRO to discuss review requirements and dates.

Stage 1: Preparation (6–8 weeks before review)

- Gateway Unit proposes review team for SRO approval.
- Formal engagement of review team by Gateway.
- Draft document list prepared by agency.
- Interviewees booked in by agency.

Stage 3: Planning meeting (2–3 weeks before review)

- Project overview delivered by agency.
- Discussion of key issues and stakeholders by agency.
- Finalisation of documents and interviewees by review team and agency.
- Distribute documents to review team after the planning meeting.

Stage 4: Conducting the review (short duration: 3–5 days)

- Review project documentation by review team.
- Interview key project stakeholders by review team.
- Daily briefing with SRO and review team.
- Review team presents draft report to SRO.

Stage 5: Post review (1 week after review)

- Final report sent to SRO, with a copy to Gateway.
- Collection and distribution of feedback by Gateway.
- Agency complete Action Plan template for any Red recommendations.
- Agency informs Minister if project receives Red recommendations or overall rating of Red or Amber/Red.

Stage 1: Initiating the review

During the initial meeting between the SRO and the Gateway Unit, decisions will be made in respect to:

- The readiness of the project for a review.
- Approximate dates for the planning meeting and the review itself.
- Skills and experience required of the review team members.

Stage 2: Preparation

Before the planning meeting:

- The Gateway Unit will propose a review team for SRO approval.
- Reviewers will be selected on the basis of a suitable mix of skills and experience applicable to the project.
- The Gateway Unit will formally engage the reviewers.
- The Gateway Unit will send the agency an interview schedule template for completion. Selection of suitable interviewees is a critical part of the review. The order of the interviewees can also be important. A draft should be made available to the review team prior to the planning session.
- Gateway will provide a document list template detailing the types of documents relevant to the Gate.
- The agency will send a draft list of preliminary project documents before the planning meeting to the Gateway Unit to forward to the review team members.

Stage 3: The planning meeting

The planning meeting is an essential part of the Gateway process and is usually held 2–3 weeks prior to the review.

This meeting provides a forum for the SRO to give an overview of the project and to discuss key project issues that need to be assessed during the review. It also provides an opportunity to finalise the interview schedule and the documents to be made available to the review team.

The Gateway Unit will provide the SRO with the agenda for the planning meeting. A representative from the Gateway Unit will chair the meeting. 1–2 days following the planning meeting the agency will distribute the nominated documents to the review team.

Stage 4: Conducting the review

On the first morning of the review, the SRO will provide a comprehensive overview of the project, and discuss any key issues and focuses for review.

Throughout the review, it is expected that a partnering style will be adopted between the SRO, project team, review team and key stakeholders.

There could be times during the review when the SRO requires support or advice about the Gateway process or role of the SRO. The Gateway Unit and the RTL can provide that support.

The SRO will meet with the review team, usually at the end of each day, to discuss emerging findings. This will assist in maintaining the principle of 'no surprises' when the review team presents the report to the SRO.

All remarks or sources of information will not be attributed to the source both in discussions/interviews or in the report. A site visit, where applicable, is also beneficial to the review team.

The Report

On the final day of the review, the review team will present the draft report to the SRO and discuss the findings and recommendations. The SRO may invite whoever they wish to the report presentation. However, ownership of the report rests with the SRO.

The report will include a conclusion with the overall delivery confidence rating (Red, Amber/Red, Amber, Green/Amber, Green), a summary of findings and related recommendations including a RAG (Red, Amber Green).

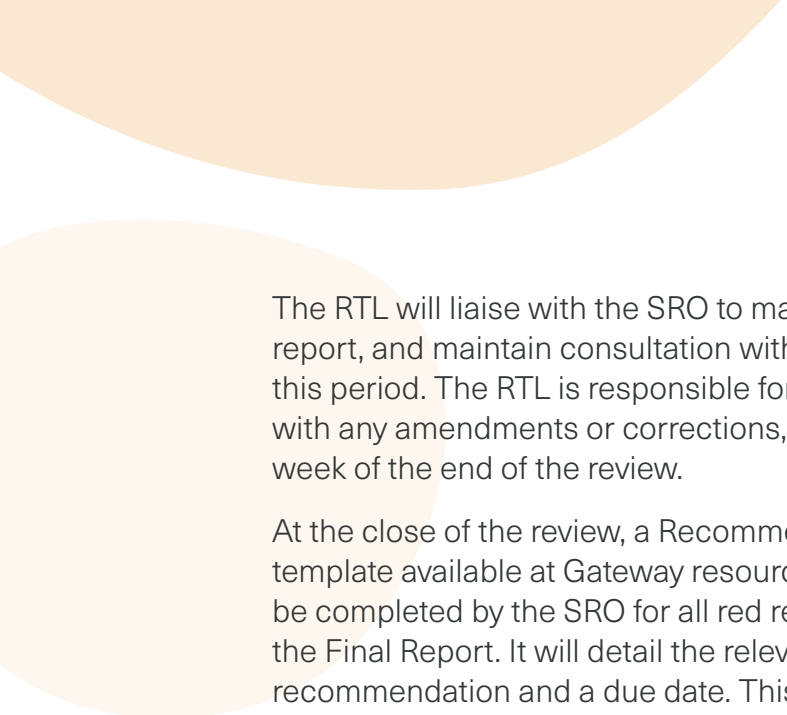
status for each, a list of interviewees and their roles, and a list of documents reviewed. After the review, the SRO will have seven days to consider the draft report and have the

opportunity to correct any factual errors. The RAG status is non-negotiable.

Overall delivery confidence ratings

The overall rating of the project/program is based on the Gateway Review Team's confidence in the project/program's ability, on its current trajectory, to deliver outcomes and benefits, to agreed time, cost, scope and quality.

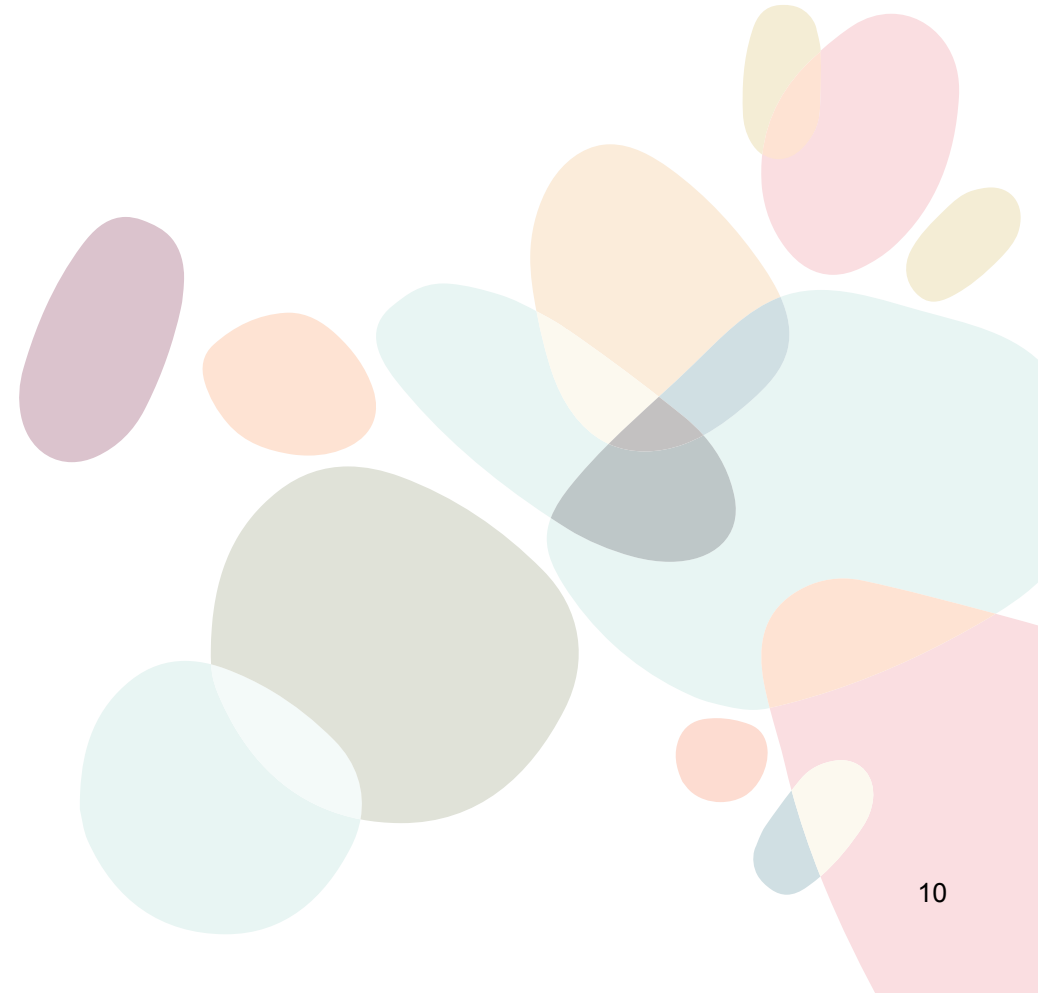
 Green	Successful delivery to time, cost and quality of the project/program appears highly likely at this stage. No significant outstanding major risks or issues or unaddressed risks are apparent.
 Green / Amber	Successful delivery of the project/program appears probable at this stage. Some aspects require attention to ensure they do not threaten delivery or materialise into major risks or issues.
 Amber	Successful delivery of the project/program appears possible at this stage. Some unresolved risks and issues exist that require prompt attention to avoid compromising quality, project time and cost over runs.
 Amber / Red	Successful delivery of the project/program appears doubtful at this stage. Multiple significant risks and issues are unresolved and require urgent attention. Project time, cost and/or quality are at risk.
 Red	Successful delivery of the project/program appears unachievable at this stage. Multiple significant major risks and issues are evident and appear irrevocable. Project time, cost and/or quality parameters appear likely to be exceeded if the project proceeds as is.



The RTL will liaise with the SRO to make any changes to the report, and maintain consultation with the review team during this period. The RTL is responsible for delivering the final report, with any amendments or corrections, to the SRO within one week of the end of the review.

At the close of the review, a Recommendation Action Plan template available at Gateway resources WA.gov.au must be completed by the SRO for all red recommendations in the Final Report. It will detail the relevant actions for each recommendation and a due date. This completed template must be forwarded to the Gateway Unit within two weeks of the conclusion of the review. The Gateway Unit will monitor the progress of these actions and report to the Gateway Steering Committee (GSC) any high risk recommendations with outstanding actions. Any further action will be agreed by the GSC.

If the project receives an overall delivery confidence rating of Red or Amber-Red, or if there are red recommendations, the DG is required to inform the relevant Minister.





Government of **Western Australia**
Department of **Finance**



Djookanup, 16 Parkland Road, Osborne Park WA 6017

Postal Address: Locked Bag 11, Cloisters Square, Perth WA 6850

T: (08) 6551 1555

E: gatewayunit@finance.wa.gov.au

W: WA.gov.au

