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

Gateway

Participating in a Gateway Review as a Review Team Member

What is the role of a Review Team Member?

Each reviewer is an essential part of the Gateway review team. The RTM will have been selected because of their background, experience and specialist skills. Other reviewers will have different skills and experience, which in combination will enable each area of the review to be covered effectively.

Throughout the Gateway Review the review team should work in partnership with the client organisation.

The RTM is expected to:

- Complete a Confidentiality and Disclosure form.
- Work with the Review Team Leader (RTL) and other reviewers to assess the project by interviewing key stakeholders and evaluating evidence.
- Ensure open and honest interaction with the Senior Responsible Owner (SRO) and the project team. Arrange an informal discussion at the end of each day with the SRO to summarise emerging findings.
- Ensure an open and honest engagement with the project team.
- Contribute to the review team's informal discussion at the end of each day with the SRO to summarise emerging findings.

- Contribute to clear and robust recommendations.
- Ensure that the report presented by the review team is clear and concise.
- Arrive at a consensus with the rest of the review team on an overall assessment of the project's status.
- Work with their RTL to assess the impact of any actions resulting from the recommendations of previous Gateway Reviews.
- Complete a feedback form. This is an important way of ensuring that good practice is maintained and that the Gateway Unit can learn from their experiences.

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 2: 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 and 2: Initiating the review and preparation

During these stages the Gateway Unit will work with the SRO and the project team to:

- Determine the readiness and stage of the project for a review.

- Finalise dates for the planning meeting and the review.

- Appoint review team members with suitable skills and experience applicable to the project.

- Identify a preliminary list of stakeholders to be interviewed.

- Draft list of documents to be distributed.

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 review team members to gain a more comprehensive understanding of the project. It also provides an opportunity to finalise the interview schedule of key stakeholders and the documents to be made available to the review team members.

The RTM should bring a list of key questions and clarification points to the planning session.

The Gateway Unit will provide the agenda for the planning meeting. A representative from Gateway will chair the meeting.

Following the planning meeting, the review team will receive the nominated documents from the agency, and they will also receive the final Interview Schedule from the Gateway Unit. Prior to the review the review team should read all documents to gain a better understanding of the project and its key issues.

Stage 4: Conducting a review

Throughout the review, it is expected that a partnering style will be adopted between the review team, the SRO, the project team and key stakeholders. The key message to all parties should be that the review is not an audit, but an assurance process designed to help projects succeed.

There could be times during the review when members of the review team, the SRO or the project team require support or advice about the Gateway process or their role. The Gateway Unit will assist the RTL if required.

The review panel will meet with the SRO at agreed points during the review to discuss emerging findings. This will assist in maintaining the principle of 'no surprises' when the RTL presents the report.

All RTMs will have signed confidentiality agreements prior to the planning session. Any remarks or sources of information must not be attributed to the source both in discussions/interviews or in the report.

The Report

The Gateway Unit will provide the RTL with a report template for completion during the review. The report template is designed to ensure a consistent approach and style.

The review team will work together to draft the report. The report will include a conclusion with the overall delivery confidence rating of the project; a summary of findings and related recommendations including a Red/Amber/Green (RAG) status for each; a list of interviewees and their roles; and a list of documents reviewed.

On the final day of the review, the review team will present the draft written report to the SRO and discuss the findings and recommendations.
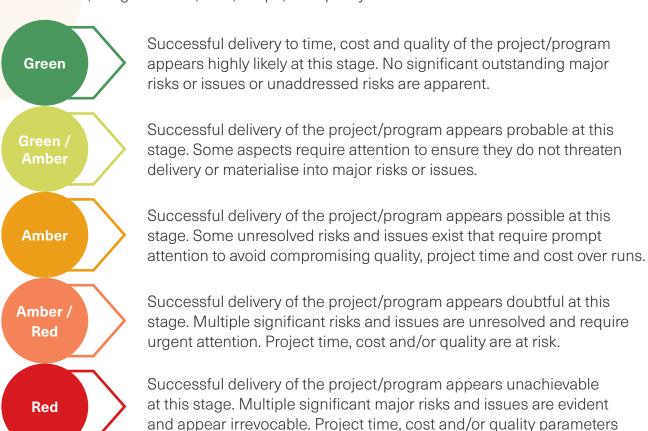
After the review, the SRO has seven days to consider the draft report and is given the opportunity to correct any factual errors. The RAG status is not negotiable.

The RTL is responsible for delivering the final report to the SRO within one week of the end of the review.

Please note any reference to 'projects' also includes 'programs'.

Overall delivery confidence rating:

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.