



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



Gateway

Senior Responsible Owner and your Gateway report



What is in your Gateway report?

On the final day of the Gateway review, the review team will present the draft report to the Senior Responsible Owner (SRO) and discuss the findings and recommendations.

During this meeting the following takes place:

- The SRO will have the opportunity to clarify the content of the report with the review team.
- The Review Team Leader (RTL) will explain the areas that the review covered – these are listed at the end of the report.
- Each of the recommendations will be explained and rated with the RAG (Red, Amber, Green) status.
- Each finding and recommendation in the report will be individually discussed. The RTL will explain the rationale for the RAG rating of the recommendation.
- Review of current outcomes.
- At the end, the overall project delivery confidence rating will be discussed.

Overall delivery confidence rating:

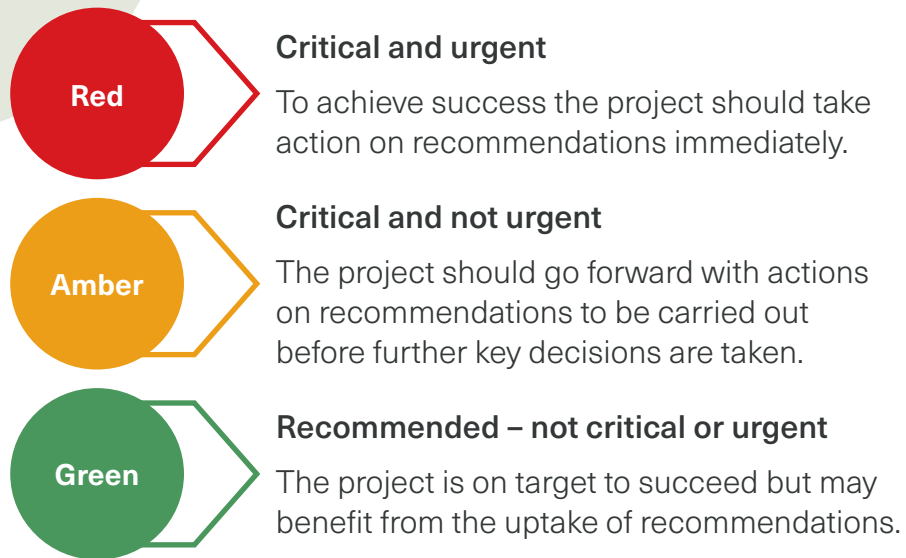
The overall rating of the project/program is based on the Gateway Review Team's confidence in the project/program's ability, on its current trajectory, to deliver outcomes and benefits, to agreed time, cost, scope, and quality.

 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.

RAG ratings for recommendations

The Gateway Report will contain a series of recommendations to assist with the successful delivery of the project or program.

The ratings are defined below:



As the SRO will have received daily feedback from the review team there should be few surprises at this point. Nevertheless, the findings and recommendations can seem confronting when presented in writing in a formal report. It is important that each of the recommendations in the report is understood. Having the review team present provides the SRO with a good opportunity to clarify issues with them.

After the review, the SRO will have seven days to consider the draft report, including correcting any factual errors.

However, the RAG status is not negotiable.

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

As the client for the review, the SRO is responsible for progressing the recommendations made and for any distribution of the review report.

Sharing your Gateway Report

There are only two copies of the review report routinely made, one for the SRO and one for the Gateway Unit. The Gateway Unit does not take any role in the circulation of reports, however, it is good practice for the SRO to share the Gateway report with a select number of parties.

Governance

Effective project governance will be strengthened by the sharing of the report with the project steering committee and executive management in the agency. This provides them with confidence that the project is being prudently managed. While the individual recommendations provide an opportunity to discuss areas of the project that may require additional support.

Stakeholders

As most significant projects have a range of stakeholders drawn from across the organisation there may be a number of people who will benefit from being aware of the review and its recommendations. The report will provide confidence to stakeholders that they are being appropriately engaged in the project. An example of stakeholders who would benefit from being aware of the recommendations include a Chief Information Officer for an ICT project or for an infrastructure project the relevant senior manager from Major Projects.

For certain external stakeholders (central agencies, OAG) the report provides evidence of good project assurance practices.

The project team

This can be the most challenging part of the feedback process. The project team has been working on the project and has a real sense of ownership. However, at the end of the day actions need to be taken and some of these actions may be difficult.

Special attention should be provided to the Project Director. This key person is essential to the successful completion of the project. The Gateway findings need to be discussed in a way that focuses on considering and applying the recommendations of the review report.

This guidance does not suggest that the SRO should routinely copy all or part of a report to a lengthy list of potentially interested parties. Instead, it is recommended that it is used to inform those who have a role in providing support in delivering the project.

Actioning your Gateway report

Carrying out effective follow-up actions is critical and closely linked to the circulation and escalation of Gateway reports – having senior stakeholder understanding and support can be crucial.

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. These will be discussed at the Steering Committee Meeting. Any further action will be agreed by the GSC.

A sample action plan can be found over the page. The SRO may choose to circulate this action plan, particularly to the project's steering committee or the agency's executive management as evidence that the project is being well managed. This plan should be provided to the review team at the next Gateway review as they will want to assess progress on previous recommendations.

If the project receives an overall delivery confidence rating of Red or Amber/Red or if there are recommendations rated Red, the Director General is required to inform the relevant Minister.

Recommendation	RAG	Action	Responsible	Due Date
Options analysis to be reviewed so that options (are/can be) fully considered	Red	Conduct a workshop with project team to review and strengthen options analysis	Project Director	One Month
Consideration is given to the establishment of an appropriate governance structure	Amber	Work with the Project Management Office to develop appropriate project governance	Senior Responsible Owner	Six Weeks
Attention is given to the consistency of document control	Green	Appoint member of the project team to work on introducing document control system	Project Manager	Three Months

Learning from your Gateway report

The Gateway Unit analyses themes from all Gateway reviews to compile a report on lessons to improve project delivery.

It is becoming common practice in many agencies for the Project Management Office (PMO) to receive a copy of all final Gateway reports.

As these units are charged with providing strategic oversight on an agency's portfolio of projects, this is viewed as a way of sharing lessons learned that are relevant across the agency.

The Gateway Unit encourages this good practice of sharing lessons learned to be adopted more widely. Receiving copies of all Gateway reports will enable a PMO to analyse the reports and offer advice and support to assist the SRO more effectively.

As part of their remit they should analyse the results of Gateway reports for specific lessons to be learned within their department. This approach enables action to be taken at the agency level on any project issues that are consistently raised.

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



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