

# Gateway Health Check Workbook

## Health Check

## **FURTHER INFORMATION AND ASSISTANCE**

Contact NSW Treasury

Email: [gateway@treasury.nsw.gov.au](mailto:gateway@treasury.nsw.gov.au)

Web: <https://www.procurepoint.nsw.gov.au>

## TABLE OF CONTENTS -

---

Gateway Review System.....	5 -
Procurement Process and Gateway.....	7 -
Gateway Framework.....	8 -
Gateway Health Check Purpose & Principles .....	9 -
Purpose .....	9 -
Health Check Triggers .....	9 -
Health Check principles.....	10 -
Intensity Driven Review .....	10 -
Gateway Health Check Process.....	12 -
Process Overview .....	12 -
Project Preparation.....	17 -
Maturity Assessment – Ready Reckoner .....	17 -
Gateway Health Check – Ready Reckoner .....	18 -
Health Check Management Assurance Indicators (Maturity Model) 21 -	
Service Delivery .....	21 -
Affordability & Value for Money.....	23 -
Sustainability .....	25 -
Governance .....	27 -
Risk Management.....	29 -
Stakeholder Management .....	31 -
Change Management.....	33 -
Gateway Health Check Report Template .....	35 -

Appendix A: Review Interviewees.....40 -

Appendix B: Documents Reviewed .....41 -

## GATEWAY REVIEW SYSTEM -

---

The NSW Government applies Gateway Reviews to the procurement of infrastructure, information technology, property, and goods and services. Through this, it aims to improve procurement discipline and outcomes by encouraging better performance in project planning, development and execution.

Gateway Reviews are essentially 'peer reviews' that assess whether the processes used in developing and implementing a project is sound.

Reviews can consider an individual project or a program containing several projects.

Projects have a defined beginning and objectives that identify when the project is complete.

Programs consist of a group of projects that are considered together because they have factors in common or interrelated developments, operations or service deliveries.

As programs develop, subsequent Reviews may focus on individual projects or continue to be reviewed as a program. It is important that individual projects contribute to overall program goals.

Projects could be grouped because of:

- Their similar or supporting service deliveries
- Similar governance requirements
- Common stakeholder or change management or similar risk profiles
- Similar planning, procurement or implementation timelines

Note that use of the term project in this workbook also covers a grouping of projects into a program.

In practice, Gateway is the application of high level, structured reviews at critical points (or Gates) in the procurement process.

A small team of experienced procurement practitioners undertake each review. They consider the:

- Alignment of the project with agreed objectives
- Benefits and value for money offered
- Management processes adopted to attain the current stage.

At the conclusion of the review, a report is issued to the Project Sponsor. It indicates the Gateway Review Team's assessment on the state of the project. The report provides recommendations on where further work may be required to improve aspects of the project.

Ultimately, Gateway Reviews help provide Government and agencies with the confidence that an appropriate level of discipline is being applied to the procurement process.

## Gateway Health Check

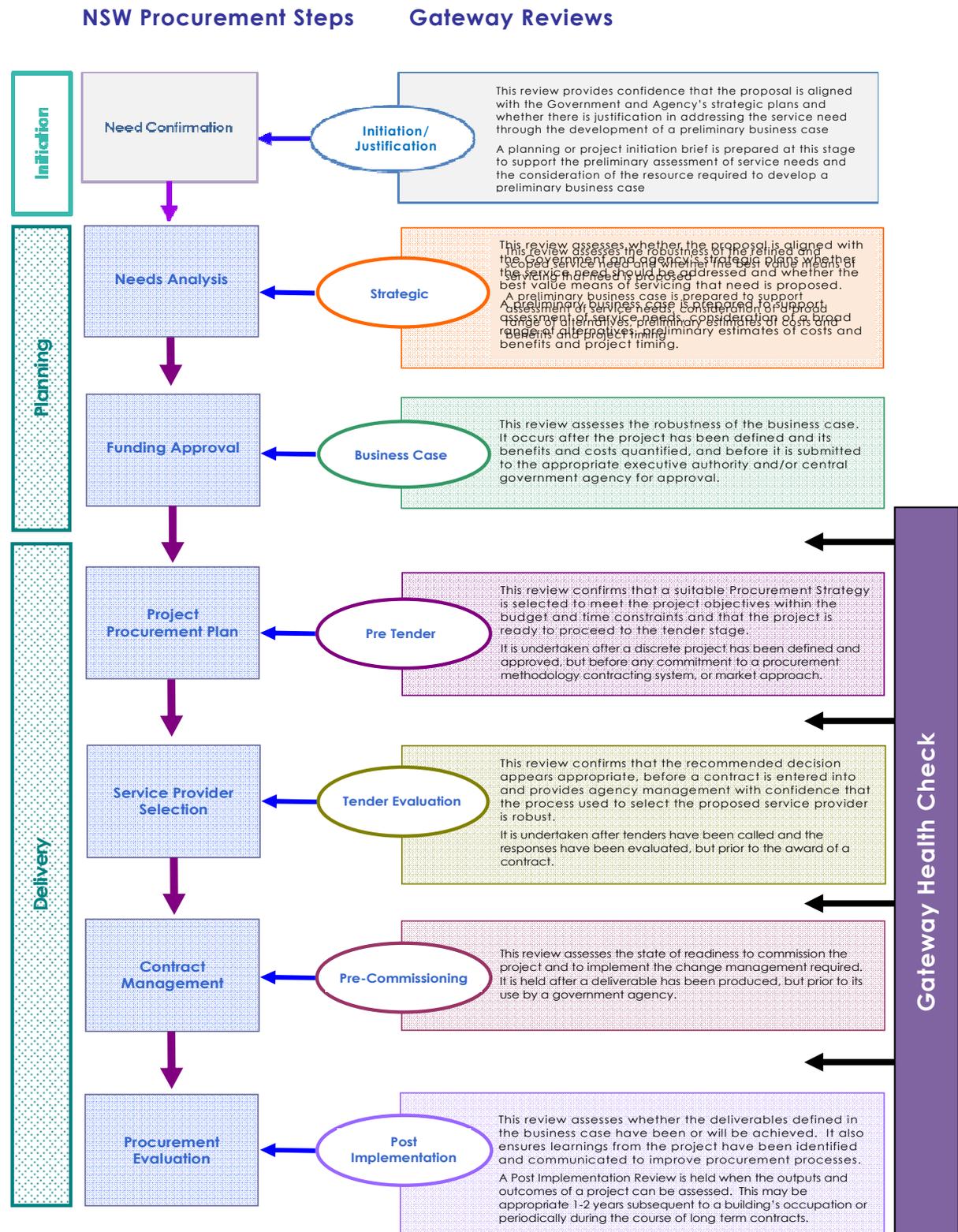
The Gateway Health Check complements the Gate Reviews by providing 'point in time' insight into areas of concern which may impact completion of the next Gate or project outcomes.

Gateway Health Checks are conducted (for example):

- On an interval basis (in particular where there is a long gap between Gates); or,
- When there is a material change in operating environment or staff; or,
- At the specific request of the Project Sponsor or Government (Treasury or INSW).

**It should be noted that a Gateway Health Check neither replaces the need for review at each Gate nor is it a substitute for robust project governance.**

## PROCUREMENT PROCESS AND GATEWAY



## GATEWAY FRAMEWORK

This workbook provides a framework to conduct the Gateway Health Check. It is based on considering the project against seven success factors, which are constants throughout the procurement process:

1. Service Delivery
2. Affordability and Value for Money
3. Sustainability
4. Governance
5. Risk Management
6. Stakeholder Management
7. Change Management

Indicators have been developed for each key success factor to assist the Gateway Health Check Team in evaluating a project. The Gateway Health Check Team is encouraged to expand or modify this list of indicators to reflect the specific characteristics of the project if required.

It is intended that the Gateway Health Check Team use existing project documentation and interview project stakeholders to gather information for the indicators. When this is completed, each of the factors is rated to provide the project team with a snapshot of the project.

### RED

It is the Gateway Health Check Team's opinion that this aspect poses a significant risk to the project and must be clarified or addressed before further consideration of the project is made.

### AMBER

It is the Gateway Health Check Team's opinion that this aspect indicates a minor risk to the project and must be clarified or addressed as part of proceeding to the next stage of the project.

### GREEN

It is the Gateway Health Check Team's opinion that this aspect has been given adequate consideration as not to jeopardise the success of progressing to the next stage of the project.

These ratings, as well as any findings or recommendations a Health Check Team may have, are then compiled in a report. A report template is provided on page 35.

## GATEWAY HEALTH CHECK PURPOSE & PRINCIPLES -

---

### PURPOSE

The Gateway Health Check is used to understand whether a project is being managed effectively and to assist those responsible for managing a project.

The overall purpose of a Gateway Health Check is to:

- Complement Gate Reviews by providing point in time insight into areas which may compromise completion of the next Gate or reduce the likelihood or value of project outcomes
- Identify or independently assess and validate variations from agreed direction (i.e. scope, objectives, benefits) since the last Gate
- Maintain visibility of ongoing project risks and the appropriateness of project management and project governance
- Confirm that the project remains aligned to the approved project outcomes and identified benefits
- Provide assurance to Government that projects are being managed effectively.

**It should be noted that a Gateway Health Check neither replaces the need for review at each Gate nor is it a substitute for robust project governance.**

### HEALTH CHECK TRIGGERS

The Sponsor and/or Steering Committee should consider a Gateway Health Check in any of the following situations:

- **Requested**
  - As a response to specific issues, specific factors could include change of key project members, material changes in structure or strategic environment, agreed risk mitigations are having limited effect in reducing residual risk, milestones are not being met, a fundamental change in the procurement strategy or scope of the project, the prime contractor enters receivership, or variations from agreed direction exist; or,
  - Prior to quarterly or annual ICT Reinvestment pool submissions to the Treasury; or:
  - As and when requested by Government (Treasury or INSW)
- **Scheduled**
  - As requested at the previous Gate and as a planned part of the process to get to the next Gate e.g. to check on progress for areas that were rated as amber
  - On a defined periodic basis for a project that has an extended period between Gates (for example, every six months the requirement for a Gateway Health Check would be formally considered). N.B. it is not anticipated that a project which has been placed on hold would be required to conduct Health Checks regardless of the period between Gates.

## HEALTH CHECK PRINCIPLES

A Gateway Health Check should be:

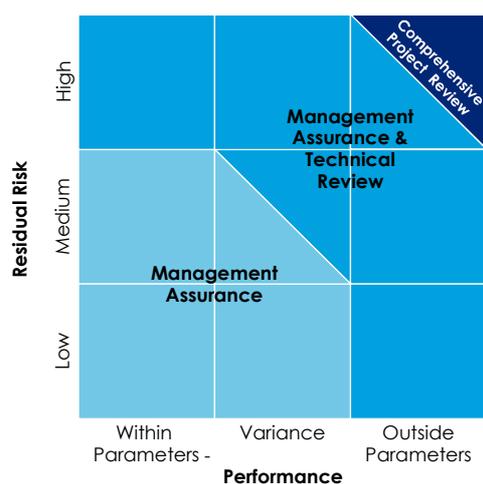
- **Relevant and Standard** - align to the seven success factors and be representative of appropriate project management given the stage in the procurement cycle and the scale and complexity of a project
- **Transparent** –the purpose and scope of the Gateway Health Check should be clear and available to project teams well in advance of the Health Check commencing
- **Efficient and scalable** –the benefits to the project are greater than the effort expended and the depth of review is based on a combination of risk and performance
- **Flexible in implementation** – a Gateway Health Check can be targeted to focus on areas of greatest risk
- **Effective** – Establish whether the project remains aligned to the approved outcomes and benefits.

## INTENSITY DRIVEN REVIEW

The Gateway Team understands that each Health Check needs to be tailored and that the focus of the Health Check will be driven by a number of factors, including:

- The lifecycle stage and complexity of the project,
- The performance of the project against plan, and
- The extent to which risk is being managed by the project.

The focus required for the Health Check is determined during planning and agreed with the Sponsor based on an assessment of each of these factors.



There are three levels of focus prescribed by Gateway:

- Management Assurance (low intensity)
- Management Assurance plus Specific Technical Reviews<sup>1</sup> (moderate intensity)
- Comprehensive Technical Review (high intensity)

Even though projects may be initially assessed at the management assurance level, further in depth reviews (i.e. a technical review) may be recommended to the Sponsor if the Health Check indicates a level of maturity in one or more of the seven success factors which is below the Gateway Health Check Team's expectations for a project being assessed.

<sup>1</sup> A technical review could cover the technical or quality aspect of a tender process. For example, the question 'is the content within the Request for Tender (RFT) appropriate to satisfy the service need requirements?' is a technical question about the quality of an output. Alternatively, 'has the RFT been signed off by the appropriate party?' falls under Governance within the Management Assurance.

Conversely, the Sponsor may request a specific technical review to be undertaken, based on areas of concern previously identified, even if the project is classified as only requiring a management assurance assessment.

## GATEWAY HEALTH CHECK PROCESS -

### PROCESS OVERVIEW



Consistent with other Gateway reviews, the Gateway Health Check adopts a planning - review - reporting approach. The planning phase is used to identify the depth and focus of the Health Check in advance of the review commencing, in order to focus on areas of greatest risk.

Each phase is described below.

### 1) HEALTH CHECK PLANNING



Planning for the Health Check involves four main activities; Preparation, Health Check Selection, Health Check Resourcing and Documentation. These activities will determine the scope and requirements of the Health Check.

#### 1a. Project Preparation (Project Team/Sponsor)

When a Gateway Health Check is triggered, the Project Team should complete the following preparatory activities to confirm project status and to initiate the Health Check:

- Confirm schedule and financial performance variance<sup>2</sup>, if any, using the three most recent project status reports (provided to the Sponsor)
- Confirm the level of residual risk using the project's risk register
- Complete the Treasury Risk Assessment Tool to confirm the inherent risk of the project
- Complete the Ready Reckoner (page 18-20) to summarise the - perceived project maturity against the seven success factors -

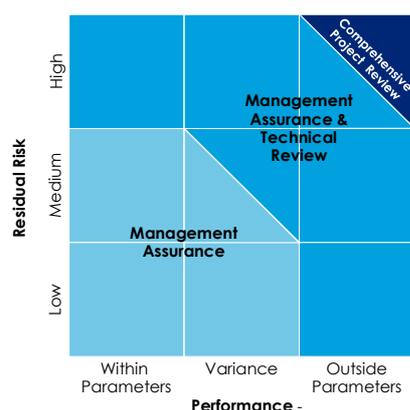
This material will be provided to the Sponsor and will inform discussions with the Gateway Health Check Team (if a requested Gateway Health Check is being undertaken), regarding the type or focus of Health Check and resources required.

If the Gateway Health Check has been scheduled and/or self-initiated then the Sponsor may end the process at this point, but must inform the Steering Committee of this decision.

To proceed with a Gateway Health Check, the agency would notify Gateway.

<sup>2</sup> Performance variance only concerns variance from planned schedules and financials. Dialogue between the Sponsor and Gateway Health Check Team should determine the threshold of acceptable variance (e.g. percentage), as this depends on the size and complexity of the project.

## 1b. Health Check Selection (Health Check Focus Model) -



The depth and focus of Health Check is determined by the Gateway Health Check Focus Model. To complete the model the Health Check Team Leader will request the preparation material and supporting information (described above) and then assess the project for overall risk and performance:

- Risk** – High / Medium / Low - based on the degree of **residual** risk identified in the risk register. The Treasury Risk Assessment tool will inform this assessment as inherently complex projects should have a larger number of **identified** risks (i.e. the Health Check Team should question if a complex project has a small number of risks regardless of the degree of residual risk remaining)
- Performance** – Within Project Parameters / Variance / Outside of Project Parameters. This is an overall assessment of performance to schedule and budget, based on status report documents supplied by the Project Manager to Sponsor.

The Health Check Focus Model will support the Gateway Health Check Team Leader in determining the focus and depth of Health Check and will be used to provide feedback to the Sponsor as to where the project lies.

The Gateway Health Check Team Leader will also take into account any specific areas of focus requested by the Sponsor or those highlighted in the review of the most recent Gate, to form an overall scope for the Health Check. This scope will then be agreed with the Sponsor and Project Team.

## 1c. Health Check Resourcing

Once the focus of the review has been agreed with the Sponsor, the Health Check Team Leader will discuss and agree any additional technical resourcing requirements for the Health Check Team, based on the depth of the Health Check and technical experience required, with Treasury/INSW.

## 1d. Documentation Request

For the Health Check, the Health Check Team will need to have access to all relevant project documentation to provide greater insight into current project status. This includes documentation that provides for the context, planning and delivery priorities of the project.

This information is commonly found in documents such as:

- Materials from the previous Gate, including Gateway Review Reports (where available)
- Materials in Draft (e.g. Operations and Maintenance Manuals before the Pre-Commissioning Gate) which would be expected at the next

Gate (Refer to the relevant Gateway workbook for a full documentation list)

- Project status materials (for example Steering Committee reports, updated project plans, risk and issue registers, finalised Treasury Risk Assessment Tool).

## 2a) HEALTH CHECK - MANAGEMENT ASSURANCE



### Design Factors

The management assurance review is designed to measure how 'mature' a project is when measured against management 'themes' within the seven success factors which are constant throughout the Gateway Process.

In effect the management assurance review measures if a project is "doing things right".

### Maturity Assessment

Maturity is determined as the degree to which project management capabilities have been embedded in an organisation and the extent to which these achieve the Project's objectives. This measurement concept is relevant for Gateway Health Checks as it assesses how the project is actually being managed on an ongoing basis, compared to what has been proposed in documentation at each Gate.

The management assurance utilises four maturity levels which are used to assess the extent of achievement of indicators aligned to each of the seven success factors. In summary these maturity levels are:

Maturity Level	Indicative Evidence
<b>Advanced</b>	Consistent and coherent evidence is available and it is continuously optimised so that it is relevant and contemporary to the wider Agency and Government context
<b>Managed</b>	Consistent and coherent evidence is available and it is explicitly demonstrated to be relevant to the wider Agency and Government context based on the current stage of the project lifecycle
<b>Emergent</b>	Although consistent and coherent evidence is available its application is either ad hoc or is not being managed in the wider Agency and Government context
<b>Limited</b>	There is a lack of consistent and/or coherent evidence to support the management indicator or its implementation is assumed or inferred.

It should be noted that maturity will vary as a project moves through the procurement cycle. Furthermore, advanced maturity is not always desirable for all indicators or all projects as this can increase the cost of a project unnecessarily.

Even though projects may be initially classified as only requiring management assurance, further in depth review (e.g. a technical review) may need to be undertaken if management assurance indicates maturity in one of the seven success factors is low. However, given timing and availability of reviewers, this technical review may not be able to occur immediately following management assurance.

If the Gateway Health Check report recommends a further in-depth review, the Sponsor should then discuss and plan for these additional requirements with Treasury/INSW.

## 2B) HEALTH CHECK – SPECIFIC TECHNICAL REVIEW



### Design

The technical review is designed to review the technical quality of a deliverable or set of deliverables which are either outside project parameters or are high risk. In effect it measures if a project is “doing the right things”. A technical review is always conducted in conjunction with management assurance.

The focus of the technical review is determined from:

- The planning phase:
  - High risk deliverables as identified from the risk register review
  - Deliverables outside of project parameters as identified from the status report
- Areas of high risk or low performance identified during the course of the management assurance phase
- Variations identified from agreed direction (i.e. scope, objectives) since the last Gate (identified by either the project team or the Health Check Team)
- Recommendations identified at the previous Gate if they have not been addressed
- Specific areas of concern identified by the Sponsor; or by INSW or the Treasury and agreed with the Sponsor

In the event that the project is assessed in the planning phase as being outside of project parameters and has a high degree of unmitigated risk, the Gateway Health Check Team may conduct a technical review of **all deliverables**. This is termed a “Comprehensive Project Review”.

As with other Technical Reviews the Comprehensive Project Review may be initiated following management assurance but may need to be scheduled at a later date, depending on time and resource availability.

### 3) REPORTING



Following the conclusion of the Review phase, -  
the Gateway Health Check Team will complete the report template provided at -  
Page 35. -

The Gateway Health Check report will identify areas of robust project operation -  
and areas of weakness/ risk which require attention. The Gateway Health Check -  
Team will make recommendations to the Sponsor and Project Team so that areas -  
requiring attention may be addressed appropriately. -

## PROJECT PREPARATION -

---

The key steps for project preparation are provided on page 12, further detail on the Ready Reckoner is provided below.

### **MATURITY ASSESSMENT – READY RECKONER**

The Ready Reckoner is designed to provide Project Sponsor with a high level evaluation of the project against the seven success factors prior to undertaking a Gateway Health Check.

To prepare the Ready Reckoner the Project Team should:

- assess each criterion within the ready reckoner and indicate an overall rating (based on the most pessimistic score achieved); the detailed Health Check management assessment indicators can be used to support their rating, if required;
- include other supporting documents, as identified above, to the Sponsor for sign off.

Before submitting the project for Gateway Health Check, the Sponsor should:

- Review the workbook and supporting documentation and sign off the Ready Reckoner

The Ready Reckoner must form part of the submission to Gateway for the Health Check.

The Ready Reckoner is provided overleaf.

## GATEWAY HEALTH CHECK – READY RECKONER

Overall Maturity Rating (Based on the most pessimistic score achieved overleaf)

- Advanced
- Managed
- Emergent
- Limited

Overall Inherent Risk Rating (Based on the Treasury Risk Assessment Tool)

- High
- Medium
- Low

Overall Project Performance Rating (Based on the review of Sponsor Status reports)

- Within Project Parameters
- Variance
- Outside Project Parameters

Overall Residual Risk Rating (Based on the Project's Risk Register)

- High
- Medium
- Low

Based on the above rating, it is recommended that a Gateway Health Check is / is not initiated.

Comments to support recommendation:

Sponsor Sign Off:

Date:

7 Success Factors	Summary Rating			
	Advanced	Managed	Emergent	Limited
<p><b>Service Delivery</b> The project has articulated a...</p> <p><b>Rating:</b>  <input type="checkbox"/> Advanced  <input type="checkbox"/> Managed  <input type="checkbox"/> Emergent  <input type="checkbox"/> Limited</p>	<p>...valid and aligned service need with defined service levels and directly linked to benefits  <b>AND</b>                      with continuously challenged clear requirements  <b>AND</b>                      Agreed scope is being met, variances approved  <b>AND</b>                      Actively tested</p>	<p>...valid and aligned service need with defined levels and active management of benefits  <b>AND</b>                      clear requirements  <b>AND</b>                      Agreed scope is being met although is not actively reviewed  <b>AND</b>                      Variances are approved</p>	<p>...valid and aligned service need but more detail is required  <b>OR</b>                      requirements may not fully meet the service need  <b>OR</b>                      Agreed scope is mostly met  <b>AND</b>                      Some variances still need to be approved</p>	<p>...un-validated, misaligned or assumed service need and benefits  <b>OR</b>                      proposes vague, high level or ill-defined requirements  <b>OR</b>                      Agreed scope is not being met and variances have not been addressed</p>
<p><b>Affordability and Value for Money</b> Funding for the project is...</p> <p><b>Rating:</b>  <input type="checkbox"/> Advanced  <input type="checkbox"/> Managed  <input type="checkbox"/> Emergent  <input type="checkbox"/> Limited</p>	<p>...within tolerances  <b>AND</b>                      cost management controls (including contingency) are actively applied  <b>AND</b>                      savings and/or value for money enhancements are continuously sought</p>	<p>... within tolerance  <b>AND</b>                      value for money is monitored and cost management processes are in place  <b>AND</b>                      supported by market tested cost estimates</p>	<p>... outside tolerance although some increases are justified  <b>OR</b>                      not approved for next phase  <b>OR</b>                      value for money is supported by cost estimates at insufficient detail</p>	<p>... outside of tolerance for current phase  <b>OR</b>                      not clear for next phase  <b>OR</b>                      value for money is not evident  <b>OR</b>                      supported by vague cost estimates</p>
<p><b>Sustainability</b> Sustainability impacts are...</p> <p><b>Rating:</b>  <input type="checkbox"/> Advanced  <input type="checkbox"/> Managed  <input type="checkbox"/> Emergent  <input type="checkbox"/> Limited</p>	<p>... managed with improvement opportunities sought  <b>AND</b>                      Government obligations are anticipated and incorporated</p>	<p>... under active management  <b>AND</b>                      Government obligations are met or approvals sought for non-compliance</p>	<p>...explored but under limited management  <b>OR</b>                      unapproved gaps in Government obligations exist</p>	<p>... have not been explored  <b>OR</b>                      Government obligations to sustainability not being delivered</p>
<p><b>Governance</b> The project is being supported by...</p> <p><b>Rating:</b>  <input type="checkbox"/> Advanced  <input type="checkbox"/> Managed  <input type="checkbox"/> Emergent  <input type="checkbox"/> Limited</p>	<p>...Agency decision making functions which are integrated in to the project's governance arrangements  <b>AND</b>                      resources applied are appropriate and sufficient  <b>AND</b>                      effective leading practice management processes and plans which are regularly reviewed</p>	<p>..decision making arrangements which align to Agency governance processes  <b>AND</b>                      resources applied are appropriate and sufficient  <b>AND</b>                      robust management processes and plans which have been reviewed at the start of the stage</p>	<p>...decision making processes which are an addition to Agency governance  <b>OR</b>                      the appropriate resources are defined but not allocated  <b>OR</b>                      poorly defined roles and responsibilities  <b>OR</b>                      management and decision making processes and plans are under development</p>	<p>..decision making processes are ineffective  <b>OR</b>                      limited resources are available  <b>OR</b>                      management and decision making processes and plans are out of date with no plans to update</p>

7 Success Factors	Summary Rating			
	Advanced	Managed	Emergent	Limited
<p><b>Risk Management</b> Risk is...</p> <p><b>Rating:</b>  <input type="checkbox"/> Advanced  <input type="checkbox"/> Managed  <input type="checkbox"/> Emergent  <input type="checkbox"/> Limited</p>	<p>...central to decision making for all activities,  <b>AND</b>                      the Risk Register is up to date and is fully integrated into Agency Risk frameworks  <b>AND</b>                      risk is embedded in the culture of the Agency</p>	<p>...central to decision making at formal decision points  <b>AND</b>                      the risk register is up to date and links into Agency frameworks  <b>AND</b>                      the value of risk management has been demonstrated</p>	<p>...sometimes central to decision making  <b>OR</b>                      the risk register is up to date and there is some escalation across portfolios but no clear Agency link  <b>OR</b>                      there is a varying level of commitment to risk management amongst the project team</p>	<p>..not considered when making most decisions  <b>OR</b>                      risk register out of date or sits in isolation from the rest of the Agency  <b>OR</b>                      risk activities are only evident on paper</p>
<p><b>Stakeholder Management</b> Stakeholder Plans...</p> <p><b>Rating:</b>  <input type="checkbox"/> Advanced  <input type="checkbox"/> Managed  <input type="checkbox"/> Emergent  <input type="checkbox"/> Limited</p>	<p>...reflect and address all the views and concerns  <b>AND</b>                      stakeholder views are elicited and support confirmed on a regular basis  <b>AND</b>                      two way communications with stakeholders are regularly maintained and tailored to the audience</p>	<p>... reflect and address most of the views and concerns  <b>AND</b>                      stakeholder views are elicited and support confirmed at key decision points  <b>AND</b>                      two way communications with stakeholders are regularly maintained</p>	<p>... reflect and address some of the views and concerns  <b>OR</b>                      stakeholder support has been assumed based on early stage consultation  <b>OR</b>                      communication has been regular but has not informed stakeholders on key issues</p>	<p>... do not reflect or address most of the views and concerns  <b>OR</b>                      stakeholder support has not been widely sought or is anecdotal  <b>OR</b>                      communication has been ad-hoc</p>
<p><b>Change Management</b> The change management approach...</p> <p><b>Rating:</b>  <input type="checkbox"/> Advanced  <input type="checkbox"/> Managed  <input type="checkbox"/> Emergent  <input type="checkbox"/> Limited</p>	<p>...has been articulated and planned early and provides confidence that all potential impacts which may cause change have been identified  <b>AND</b>                      the agency has the capacity, resources and funding allocated early to effectively manage a sustainable change process  <b>AND</b>                      acceptance and support of change and implications acknowledged by key stakeholders</p>	<p>...has been articulated and provides confidence that most potential impacts which may cause change have been identified  <b>AND</b>                      the Agency has the capacity, resources and funding allocated to manage the change process  <b>AND</b>                      consultation with key stakeholders and affected parties is on-going. Acceptance is generally achieved</p>	<p>...is not comprehensive, some potential impacts have been identified but the approach is generic and/or not validated  <b>OR</b>                      the Agency has identified the capacity and the resources needed to manage the change process, but they are not yet active  <b>OR</b>                      consultation with affected parties is underway and the level of acceptance is anecdotal or inferred</p>	<p>...has identified few potential impacts  <b>OR</b>                      It is uncertain if the Agency has the capacity, resources or funding to manage the change process  <b>OR</b>                      consultation with affected parties is not yet underway and the level of acceptance is not known</p>

## HEALTH CHECK MANAGEMENT ASSURANCE INDICATORS (MATURITY MODEL)

### SERVICE DELIVERY

The Health Check needs to consider whether the acquisition of the good and/or service will achieve the desired outcome(s) and/or fulfil identified need(s).

<b>Advanced</b>	<p>There is a valid and aligned service need (with defined service levels) and associated benefits. These are communicated in project and relevant Agency documentation and are constructively challenged by project team (and suppliers).</p> <p>Agency performance measures are linked to the outputs of the project and the realisation of the service need through the project's benefits management approach.</p> <p>Service need is articulated through a clear and unambiguous set of requirements which is actively managed by the project team (and suppliers) to confirm that they continue to address the service need</p> <p>The solution meets with the approved scope. If scope has changed, variances have also been approved. The solution is deliverable and has been procured through an approach consistent with achieving the project's objectives. The deliverability of the project within time and quality parameters is continually tested by the Project Team and suppliers</p>
<b>Managed</b>	<p>There is a valid and aligned service need (with defined service levels) and associated benefits. These are communicated through project documentation and are understood by the project team (and suppliers).</p> <p>Project benefit data is used to inform if the service need is on track to be delivered.</p> <p>Service need is articulated through a clear and unambiguous set of requirements which are understood by the project team (and suppliers)</p> <p>The solution meets with the approved scope. If scope has changed, variances are in have also been approved. The solution is deliverable in the appropriate timeframe and to sufficient quality. It has been procured through an approach consistent with achieving the project's objectives</p>
<b>Emergent</b>	<p>There is a valid and aligned service need but greater detail is required on the level of service. The project team (and suppliers) are aware of the service need.</p> <p>Associated benefits have not yet been communicated. Measurement of benefits and achievement of service need are present but are not linked.</p> <p>The service need is articulated through an appropriate set of requirements which is understood by the project team (and suppliers) but may not yet fully meet the service need</p> <p>The solution mostly meets with the approved scope and variance processes are in place but approvals are yet to be given. The solution is assumed to be deliverable within time and quality parameters; but this has not been robustly demonstrated. The solution has been procured through a process generally accepted to achieve project objectives</p>
<b>Limited</b>	<p>The service need has changed and is currently un-validated or assumed (without clearly defined service level or alignment to Agency and Government priorities). The service need is inconsistently distributed across project documentation</p> <p>There are vague, high level or ill-defined requirements which are not well-understood by the project team and suppliers</p> <p>The solution does not meet agreed scope. Variance approval processes do not exist or are inadequate. Deliverability of the project within time and quality parameters is unrealistic and remediation actions have not been appropriately addressed. The procurement approach is not appropriate to achieve the project objectives</p>

Service Delivery Indicator Themes	Advanced	Managed	Emergent	Limited
Alignment of defined level of service with Government priorities				
Definition & validity of service need				
Adequacy of level of service based on the identified need				
Clarity and unambiguity of project requirements				
Clarity of scope and extent to which the project operates within that scope				
Adherence to quality standards				
Deliverability of the required level of service				
Deliverability within the required timeline				
Achievability of benefits				
Appropriate procurement methods for optimal achievement of project objectives are being followed				

Overall Indicator Rating (Based on the risk resulting from the indicator maturity rating)

<b>RATING</b>	<b>RED</b>	<b>AMBER</b>	<b>GREEN</b>
---------------	------------	--------------	--------------

## AFFORDABILITY & VALUE FOR MONEY

Affordability considers whether adequate resources will be available to achieve the proposal.

<b>Advanced</b>	<p>Funding (either capital and/or recurrent) is available and there are clear financial accountabilities for the management of project costs</p> <p>Estimates of whole of life costs have been benchmarked against industry standards and/or other projects (where possible), they are competitive (based on available market information) and include contingency of unexpected costs. The project monitors these costs and is actively seeking to reduce these costs through competitive tendering and effective contract management</p> <p>Project financial controls (e.g. monitoring, contingency management) are fully integrated into those of the Agency.</p> <p>The project is within the approved budget and any increases have been justified and appropriately authorised. Options have been considered on recovering increases with savings in other areas.</p> <p>The project is continuously seeking to improve value for money through benefits enhancement, cost reduction or operational improvement.</p>
<b>Managed</b>	<p>Funding (either capital and/or recurrent) is available and there are clear financial accountabilities for the management of project costs.</p> <p>Estimates of whole of life costs have been benchmarked against industry standards and/or other projects (where possible), are competitive (based on tendering process) and include contingency of unexpected costs.</p> <p>Project financial controls (e.g. monitoring, contingency management) are robust with clear interfaces with the Agency but are distinct from those of the Agency.</p> <p>The project is within the approved budget and any increases have been justified and appropriately authorised.</p> <p>The project has provided value for money justification which is being regularly monitored.</p>
<b>Emergent</b>	<p>Funding (either capital and/or recurrent) may not be available. Financial accountabilities are assumed and not validated by the project team</p> <p>Estimates of whole of life cost (including contingency for unexpected costs) are available but have undergone limited testing and/or lack sufficient detail given the stage in procurement.</p> <p>Project financial controls (e.g. monitoring, contingency management) are present but either not consistently applied or prohibit an effective supply chain</p> <p>The project is not within or tracking to the approved budget. Some increases have been appropriately authorised and/or justified</p> <p>The project needs to confirm value for money is still being achieved</p>
<b>Limited</b>	<p>Funding (either capital and/or recurrent) is known but not available. Financial accountabilities have not been established</p> <p>Cost estimates are high level and/or ill-defined –or– do not cover the whole of life costs –or– are not understood by the project team. Estimates are unsubstantiated and have not been tested with suppliers and/or the market</p> <p>The project is not within the approved budget. Increases have not been authorised or justified.</p> <p>Value for money studies are no longer relevant to the scope of the project</p>

Affordability & Value for Money Indicator Themes	Advanced	Managed	Emergent	Limited
Availability of funding (both capital and recurrent)				
Adherence to approved budgets				
Clarity of funding sources for cost increases				
Management of contingencies				
Robustness of cost estimates for whole of life costs				
Confirmation of ongoing value for money				

Overall Indicator Rating (Based on the risk resulting from the indicator maturity rating)

<b>RATING</b>	<b>RED</b>	<b>AMBER</b>	<b>GREEN</b>
---------------	------------	--------------	--------------

## SUSTAINABILITY

In considering sustainability, the Gateway Team needs to look at whether the project/program will meet the need(s) of the present without compromising the ability of future generations to meet their needs.

<b>Advanced</b>	<p>The project has considered the incorporation of either specific anticipated regulator requirements and/or environmental impact study recommendations. (Where such recommendations have not been incorporated the project has provided sufficient justification as to why)</p> <p>Every effort has been made to identify, consider and manage all social, economic and environmental benefits, costs and adverse impacts and the frequency of review is demonstrated to be appropriate</p> <p>Benefits are central to the project's management and decision making processes.</p> <p>Scenarios which may materially impact benefits and/or the project's business case have been identified and considered with mitigation strategies where appropriate</p> <p>Key government initiatives and sustainability policies (i.e. waste recycling, procurement, building and fleet policies, energy and water reduction) are integral to project design and delivery and are being complied with</p>
<b>Managed</b>	<p>Consideration is given to the incorporation of specific regulator requirements and/or environmental impact study recommendations. (Where recommendations have not been incorporated the project has provided sufficient justification as to why)</p> <p>Every effort has been made to identify, consider and manage all social, economic and environmental benefits, costs and adverse impacts</p> <p>Where anticipated benefits are not being met, or adverse impacts are greater than anticipated, the reasons have been identified and strategies are being developed to rectify. Planning to address adverse impacts is appropriately qualified</p> <p>Key government initiatives and sustainability policies (i.e. waste recycling, procurement, building and fleet policies, energy and water reduction) are integral to project design and delivery and are being complied with. Non-compliance approvals have been obtained</p>
<b>Emergent</b>	<p>Consideration is given to specific regulator requirements and/or environmental impact study recommendations although they have not yet been incorporated and sufficient justification as to why has not yet been provided</p> <p>Social, economic and environmental benefits, costs and adverse impacts have been identified and explored, however there is limited management of these items</p> <p>Where anticipated benefits are not being met, or adverse impacts are greater than anticipated, the reasons have not been identified nor strategies developed to rectify. Planning to address adverse impacts is not qualified</p> <p>Key government initiatives and sustainability policies (i.e. waste recycling, procurement, building and fleet policies, energy and water reduction) have been considered but not been sufficiently planned for in design or delivery and are mostly complied with; non-compliances are not justified or approved</p>
<b>Limited</b>	<p>Consideration has not been given to specific regulator requirements and/or environmental impact study recommendations</p> <p>A limited set of social, economic and environmental benefits, costs and adverse impacts have been identified and have not been fully explored</p> <p>Project leadership is unaware of anticipated benefits not being met or adverse impacts being greater than anticipated</p> <p>Key government initiatives and sustainability policies (i.e. waste recycling, procurement, building and fleet policies, energy and water reduction) have not been considered or are not being complied with</p>

Sustainability Indicator Themes	Advanced	Managed	Emergent	Limited
Approach to recommendations from environmental impact studies				
Approach to incorporation of Regulator requirements				
Identification, confirmation and monitoring of social, economic and environmental benefits				
Identification, confirmation and monitoring of social, economic and environmental costs				
Approach to monitoring and managing benefits not being met, or greater than anticipated adverse impacts				
Compliance with waste recycling, procurement, building and fleet policies and energy and water reduction plans				

Overall Indicator Rating (Based on the risk resulting from the indicator maturity rating)

<b>RATING</b>	<b>RED</b>	<b>AMBER</b>	<b>GREEN</b>
---------------	------------	--------------	--------------

## GOVERNANCE

This factor assesses whether the activities required to ensure a successful project, including resource allocation, time management and process management, have been addressed.

<p><b>Advanced</b></p>	<p>Project decision making arrangements are embedded in the Agency's governance arrangements with demonstrable reporting lines to Executive Board level exist with appropriate accountability and ownership for projects by the organisation.</p> <p>Appropriate project resources, quality and quantum, have been identified, allocated and are under management. Roles and responsibilities are defined and appropriate Agency leadership is in place to manage and deliver the project</p> <p>The schedule to achieve the next stage is achievable and the critical path is under active management to monitor achievability. Project team members are clear on their activities, how they integrate into the schedule and the impact of delays in their work to the overall timelines</p> <p>Management processes and controls to deal with variations of scope, time, costs and contingencies are robust; are appropriate to the project, based on leading practice and reflect lessons learnt from previous projects. These processes are regularly reviewed with stakeholders to confirm effectiveness</p> <p>The project management plan is up-to-date and the operating model it describes is effective. Any variations and justifications have been reflected and impact on service delivery has been considered and actively managed.</p> <p>Commissioning arrangements and the future operating environment for the project outputs is under development (and at an appropriate stage given procurement) in consultation with the supplier, Agency and service provider</p>
<p><b>Managed</b></p>	<p>Project decision making arrangements align to organisational governance processes and are transparent to those involved in the project. Accountability and ownership for projects is evident within the organisation.</p> <p>Appropriate project resources, quality and quantum, have been identified, allocated and are under management. Roles and responsibilities are defined and appropriate Agency leadership is in place to manage and deliver the project</p> <p>The schedule to achieve the next stage is achievable and the critical path is under active management to monitor achievability.</p> <p>Management processes and controls to deal with variations of scope, time, costs and contingencies are robust; are appropriate to the project, based on Agency standard practice and reflect lessons learnt from previous projects</p> <p>The project management plan is up-to-date. Any variations and justifications have been reflected and impact on service delivery has been considered and actively managed.</p> <p>Commissioning arrangements and the future operating environment for the project outputs is under development (and at an appropriate stage given procurement) in consultation with the supplier and Agency</p>
<p><b>Emergent</b></p>	<p>Project decision making processes are distinct from Agency governance and reporting lines are inconsistent and unclear to project team members.</p> <p>Appropriate project resources, quality and quantum, have been defined but are not yet allocated; appropriate roles and responsibilities have been defined but are inconsistent. Leadership is in place but not visible to the project team or Agency</p> <p>The schedule to achieve the next stage is realistic but the project's planned contingency does not clearly articulate the impact of risk on the schedule</p> <p>Management processes to deal with variations of scope, time, costs and contingencies are developing; and working towards processes appropriate to the project</p> <p>The project management plan is up-to-date and reflects most variations and justifications</p> <p>Commissioning arrangements and the future operating environment for the project outputs is under development but at an insufficient level of detail given the procurement stage. Consultation with either the Agency or service provider is insufficient.</p>
<p><b>Limited</b></p>	<p>Only ad-hoc decision making process are evident</p> <p>The time allocated to achieve the next stage is unrealistic and/or the schedule is not under management</p> <p>Management processes to deal with variations of scope, time, costs and contingencies are in place but ineffective; management has no plans to improve arrangements</p> <p>The project management plan is not reflective of the project's operating environment</p>

Governance Indicator Themes	Advanced	Managed	Emergent	Limited
Completeness, availability and structure of Agency and Project Team resources				
Capability of the Agency, Project Team and/or Service Provider				
Achievability of timeframes				
Robustness of management processes to deal with variations				
Currency and completeness of Project Management Plan				
Deliverability against service requirements				
Development of the future operating environment for project outputs e.g Asset Operation and Maintenance Regimes				
Approach to lifecycle costs and contingencies				

Overall Indicator Rating (Based on the risk resulting from the indicator maturity rating)

<b>RATING</b>	<b>RED</b>	<b>AMBER</b>	<b>GREEN</b>
---------------	------------	--------------	--------------

## RISK MANAGEMENT

This factor considers if a structured methodology for identifying, analysing and managing potential risks is being applied.

<b>Advanced</b>	<p>Every effort has been taken to identify and evaluate all project risks, including those unique to the procurement lifecycle stage.</p> <p>Risks are coherently and consistently communicated with centralised project documentation and have been validated. There is an active flow of information from project to the risk register with evidence of continual improvement in risk management</p> <p>The Risk Register is up to date and interacts within a broader Agency risk management framework supporting the Agency in understanding its risk exposure as a result of the project. Understanding and responsibility of risks is common across all impacted parties</p> <p>Risk is central to governance and decision making for all project activities and embedded in the culture of the Agency.</p>
<b>Managed</b>	<p>Every effort has been taken to identify and evaluate all project risks, including those unique to the procurement lifecycle stage.</p> <p>Risks are coherently and consistently communicated with centralised project documentation and have been validated. There is an active flow of information from project to the risk register</p> <p>The Risk Register is up to date and interacts within a broader Agency risk management framework through sharing of risk information. Understanding and responsibility of risks is common across all impacted parties</p> <p>Risk is central to governance and decision making for all project activities and the value of risk management has been demonstrated</p>
<b>Emergent</b>	<p>Some effort has been taken to identify and evaluate all project risks, including those unique to the procurement lifecycle stage.</p> <p>Risks have been validated but are distributed across multiple project documentation. The link from project documentation to the risk register is unclear.</p> <p>The Risk Register is up to date and interacts within a broader portfolio context. Understanding and responsibility of risks is common across most impacted parties</p> <p>Risk is sometimes central to decision making. There is a varying level of commitment to risk management amongst the project team</p>
<b>Limited</b>	<p>Most project risks, not including those unique to the procurement lifecycle stage, are known but have not been validated, and are incoherent and/or inconsistently distributed across project documentation</p> <p>The Risk Register is not up to date and/or does not interact with entities outside of the project. Understanding and responsibility of risks is not common across impacted parties</p> <p>Risk is not considered when making most decisions. Risk related activities are evident only on paper</p>

Risk Management Indicator Themes	Advanced	Managed	Emergent	Limited
Currency and completeness of Risk Management Plans and Risk Management Framework				
Utilisation of Risk to assist decision making				
Understanding of and responsibility for risks between all relevant stakeholders				
Identification and treatment of stage specific risks				

Overall Indicator Rating (Based on the risk resulting from the indicator maturity rating)

<b>RATING</b>	<b>RED</b>	<b>AMBER</b>	<b>GREEN</b>
---------------	------------	--------------	--------------

## STAKEHOLDER MANAGEMENT

The Health Check needs to examine whether the exchange of information with stakeholders is being adequately managed and that their concerns are being addressed.

<b>Advanced</b>	<p>Stakeholder Communication and Consultation Plans are in place for the project stage to reflect and appropriately address all of the various stakeholder views and concerns raised. The links between stakeholder management, change management and delivery processes is articulated.</p> <p>Stakeholder plans are being effectively implemented and regularly reviewed</p> <p>Two way communication with stakeholders has been regularly maintained and communications interventions are tailored to the audience with dedicated relationship owners</p> <p>Stakeholder views are elicited and support confirmed on a regular basis. Stakeholder management is seamless with project delivery</p>
<b>Managed</b>	<p>Stakeholder Communication Plans are in place for the appropriate stage to reflect and appropriately address most of the various views and concerns raised. The link between stakeholder management, change management and delivery processes is articulated</p> <p>Stakeholder plans are being effectively implemented</p> <p>Two way communication with stakeholders has been regularly maintained. Stakeholder views are elicited and support confirmed at key decision points in project</p>
<b>Emergent</b>	<p>Stakeholder Communication Plans are in place for the appropriate stage to reflect and appropriately address most of the various views and concerns raised</p> <p>Two way communication with stakeholders has been intermittent. Stakeholder support has been assumed based on early stage consultation</p>
<b>Limited</b>	<p>Stakeholder Communication Plans are being updated for the appropriate stage and but do not reflect and or address most or all of the various views and concerns raised, or are unclear and/or inconsistent</p> <p>Two way communication with stakeholders is ad-hoc. Stakeholder support and/or concerns is relatively unknown</p>

Stakeholder Management Indicator Themes	Advanced	Managed	Emergent	Limited
Completeness, application and implementation of Stakeholder Communication Plans				
Identification and treatment of Stakeholder concerns and views				
Confirmation of Stakeholder support				
Appropriateness of the level of consultation proportionate to the stage in procurement process				

Overall Indicator Rating (Based on the risk resulting from the indicator maturity rating)

<b>RATING</b>	<b>RED</b>	<b>AMBER</b>	<b>GREEN</b>
---------------	------------	--------------	--------------

## CHANGE MANAGEMENT

Change management is the task of managing the change resulting from the project, both inside and outside the managing agency, in a structured and systematic fashion so that the project is completed efficiently and effectively.

<b>Advanced</b>	<p>Change Management Plans are aligned with the benefits management regime and service needs.</p> <p>Plans are unique to the project and are of sufficient completeness according to procurement stage. Plans are being implemented effectively</p> <p>Lead Agency and Executives understand and accept their responsibility for change</p> <p>Acceptance and support of change and implications are acknowledged by key stakeholders</p> <p>The change approach has been articulated by the project and provides confidence that all potential impacts which may cause change have been identified</p> <p>Consultation with key stakeholders is regular and ongoing and the level of acceptance and/or support required is monitored</p> <p>The Project has the capacity and resources allocated to effectively manage a sustainable change process</p>
<b>Managed</b>	<p>Change Management Plans are in place. They are unique to the project. Plans are of sufficient completeness according to procurement stage,</p> <p>Lead Agency and Executives understand and accept their responsibility for change</p> <p>The change approach has been articulated by the project and provides confidence that all potential impacts which may cause change have been identified</p> <p>Consultation with key stakeholder and affected parties is on-going. Acceptance is generally achieved</p> <p>The Project has the capacity and resources allocated to manage the change process</p>
<b>Emergent</b>	<p>Change Management Plans are being developed. Plans are unique to the project but are not of sufficient completeness according to procurement stage</p> <p>The approach articulated by the project is not comprehensive, some potential impacts have been identified but the approach is generic and/or not validated</p> <p>Lead Agency and most Executives have not confirmed their responsibility for change and the implications</p> <p>Consultation with affected parties is underway and the level of acceptance is anecdotal or inferred</p> <p>The Project is planning the capacity and the resources to manage the change process</p>
<b>Limited</b>	<p>Change Management Plans are incomplete or not unique to the project or procurement stage</p> <p>Potential impacts have been identified but are not being addressed</p> <p>Lead Agency and most Executives do not currently accept responsibility for change and the implications</p> <p>Consultation with affected parties is not yet underway and the level of acceptance is not known</p> <p>It is uncertain if the Project has the capacity or resources to manage the change process</p>

<b>Change Management Indicator Themes</b>	<b>Advanced</b>	<b>Managed</b>	<b>Emergent</b>	<b>Limited</b>
Completeness and applicability of Change Management Plans				
Adherence to Change Management Plans and methods				
Acceptance and responsibility of change and implications by Lead Agency and Executives				
Acceptance and responsibility of change and implications by other Organisations outside the agency				
Identification of potential impacts which may cause changes or impact on the change program				
Application and effectiveness of consultation with stakeholders				
Acceptance of change and support of stakeholders				
Capacity to manage the change process				

Overall Indicator Rating (Based on the risk resulting from the indicator maturity rating)

<b>RATING</b>	<b>RED</b>	<b>AMBER</b>	<b>GREEN</b>
---------------	------------	--------------	--------------

## GATEWAY HEALTH CHECK REPORT TEMPLATE -

**Project:** GATEWAY REVIEW WORKBOOK

**Sponsor Agency:**

**Gateway Review:** Gateway Health Check

**Status of Report:**

**Project Sponsor:**

**Review Dates:**  
(Planning/Interview/Report)

**Gateway Health Check  
Review Team:**

## Background

The aim of this project is

The driving force for the project is

The proposed benefits of the project are

The current position of the project in relation to Gateway Review Process is between the xxx and the xxx stages. The following Gateway reviews have previously been undertaken for the project:

## Conduct of the Gateway Health Check

A Gateway Health Check of was carried out on at .

The Gateway Health Check Team consisted of:

- 
- 

The purpose of the Gateway Health Check was to provide point in time insight into areas which may compromise completion of the next Gate or affect project outcomes and to provide recommendations, where appropriate, on improvement opportunities.

The people interviewed by the Health Check Team are listed in Appendix A.

The documents reviewed by the Health Check Team are listed in Appendix B.

## Findings of the Gateway Health Check Team

The findings include the Gateway Health Check Team's rating for each factor based on the following scale:

**RED** It is the Gateway Health Check Team's opinion that this aspect poses a significant risk to the project and must be clarified or addressed before further consideration of the project is made.

**AMBER** It is the Gateway Health Check Team's opinion that this aspect indicates a minor risk to the project and must be clarified or addressed as part of proceeding to the next stage of the project.

**GREEN** It is the Gateway Health Check Team's opinion that this aspect has been given adequate consideration as not to jeopardise the success of progressing to the next stage of the project.

The Gateway Health Check Team's findings and observations in relation to each of the prescribed review topics are as follows:

### 1. Service Delivery

The Health Check indicated that there is / is not an ongoing need for the project and that the project is / is not aligned to the approved project scope, outcomes and identified benefits.

- 

The Gateway Health Check Team considers the service delivery aspects of the project to be Red/Amber/Green.

### 2. Affordability and Value for Money

The Health Check indicated that the project is / is not on track to offer value for money and does / does not have appropriate arrangements in place to manage costs.

- 

The Gateway Health Check Team considers the affordability and value for money aspects of the project to be Red/Amber/Green.

### 3. Sustainability

The Health Check indicated that the social, economic and environmental impacts associated with the project are / are not being effectively monitored and managed.

- 

The Health Check Team considers the sustainability aspects of the project to be Red/Amber/Green.

### 4. Governance

The Health Check indicated that the decision making structure in place for the project is effective / ineffective with / without clear lines of accountability. The required capacity and capability to deliver the project successfully is / is not available to the project.

- 

The Health Check Team considers the governance aspects of the project to be Red/Amber/Green.

### 5. Risk Management

The Health Check indicated that the major risks of the project are / are not properly identified, that mitigation mechanisms are / are not being applied effectively and an effective framework for identifying, managing and monitoring risks is / is not in place.

- 

The Health Check Team considers the risk management aspects of the project to be Red/Amber/Green.

### 6. Stakeholder Management

The Health Check indicated that a stakeholder engagement framework is / is not in place and that the stakeholders for the project are / are not being effectively engaged and managed.

- 

The Health Check Team considers the stakeholder management aspects of the project to be Red/Amber/Green.

## 7. Change Management

The Health Check indicated that an appropriate change management framework is / is not in operation and that change is / is not being effectively managed.

- 

The Health Check Team considers the change management aspects of the project to be Red/Amber/Green.

## Other Matters

## Conclusions and Recommendations

Based on documentation reviewed and interviews conducted, the Gateway Health Check Team considers that the project poses an acceptable / unacceptable level risk.

The Gateway Health Check Team recommends that additional work be considered on the following aspects of the project:

- 1.
- 2.
- 3.

## APPENDIX A: REVIEW INTERVIEWEES

The Reviewers are grateful to the following people that gave generously of their time at the interviews. Their contribution assisted the Reviewers in coming to an understanding of the project and the path that led to its formulation.

**Person**

**Agency**

**Project Role**

---

## APPENDIX B: DOCUMENTS REVIEWED

<b>Document Title</b>	<b>Author</b>	<b>Date of Publication</b>
-----------------------	---------------	----------------------------

---