



Government of Western Australia  
Department of Treasury and Finance  
Government Procurement

# Gateway

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**Helping WA Government  
projects succeed**



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Department of **Treasury and Finance**  
Government Procurement

# What is the Gateway Review Process?



# Gateway is not

- **NOT ..... an audit**
- **NOT ..... centrally imposed**
- **NOT ..... part of an approval process**
- **NOT ..... required on all projects**
- **NOT ..... a project management process**



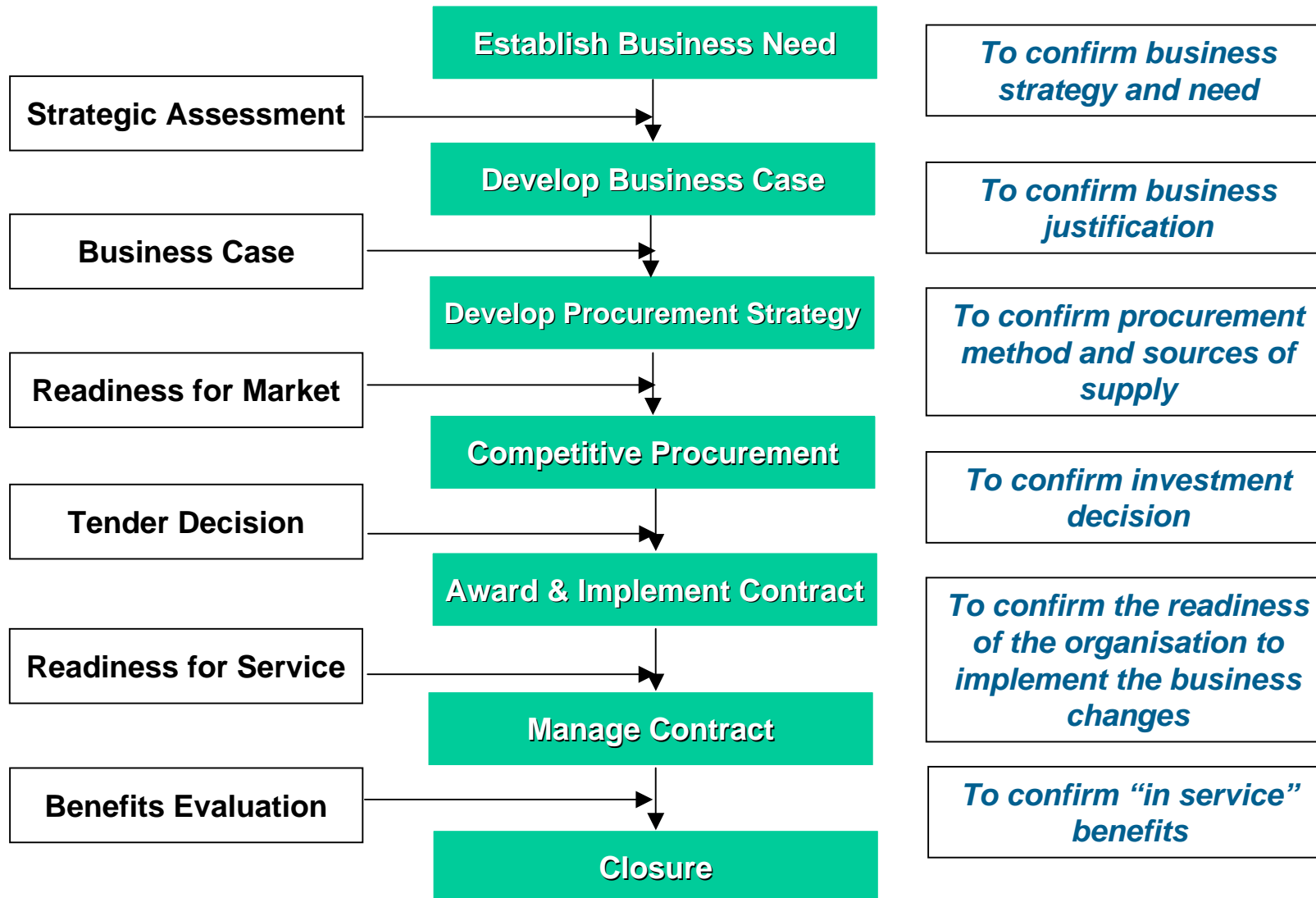
# What is “Gateway”?

- A structured process to provide a level of project assurance
- High level peer review process utilising skilled & experienced practitioners
- Short and focused ... 3-5 days
- A “Project Mentor” approach -  
Constructive focus on how to improve  
the likelihood of success for the project
- A series of independent reviews aligned with six key  
decision points of a project



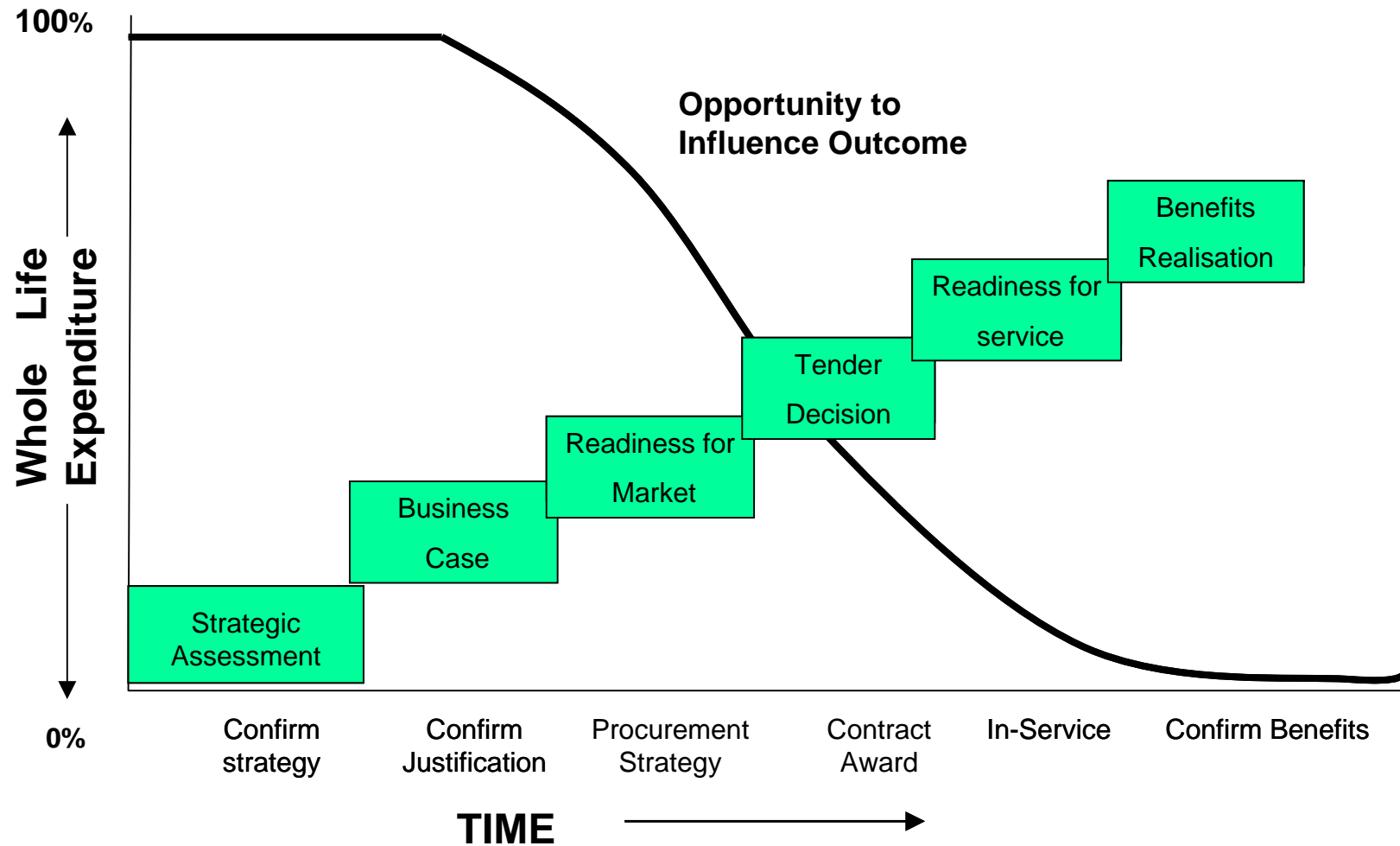


# 6 Key Decision Points - Linked to Project Lifecycle





# Project Impact Points





# Key Features

- Focuses on issues that will make the project successful
- Provides a concise, action based Report that is confidential to the Senior Responsible Owner (SRO)
- Access to Key Stakeholders (SRO is engaged throughout the process)
- Frank and Confidential Discussions





# Why Does it Work?

- **It is not burdensome**
  - Short duration
  - Expert guidance
- **Review Team reviews all relevant project documentation**
  - Fresh pair of eyes
  - Identifies omissions, emerging project issues, etc
- **Review Team interviews key project stakeholders**
  - Variety of viewpoints
  - Ensures all stakeholders have an aligned view of project deliverables and required products and services



# Gateway – UK History

- Developed by the United Kingdom's Office of Government Commerce (OGC) to address project over-runs especially in ICT projects in late 1990s
- Comprehensively supported by – training, coaching, feedback and printed material
- Significant benefits identified in cost, time, scope and project outcomes/benefits
- Cost of Gateway reviews for a project about 0.01% of project cost



# Gateway - benefits

- Early identification of corrective action to help avoid costly mistakes
- Improved management of risks inherent in projects
- Key stakeholders understand the project status and issues involved
- Project teams are provide advice with advice by independent practitioners with appropriate expertise
- Increased confidence of time and costs targets
- Lessons learned are disseminated and incorporated into future projects



# Conducting the Review

- Top down strategic review of project
- Review of documents and discussions with key people
- Examine the rigour of:
  - Project management processes
  - Decision making
  - Operational management and benefits realisation
- Tailored to each project and each gate





# Who Conducts Gateway Reviews?

- 3-4 Reviewers led by an experienced team leader
- Independent
- Mix of public and private sector team members
- Relevant skills (legal, project management, financial analysis, procurement, technical, etc)
- Accredited Gateway training





# Recognition of Reviewers

The recognition process for Review Team Members

- Demonstration of extensive relevant knowledge, skills and experience in one or more of the business or technical areas
- Attendance at the one-day RTM workshop
- Registration with the Gateway Unit
- Agreement to the terms and conditions for reviews as set by the Gateway Unit

The recognition process for Review Team Leaders involves all of the above, plus

- Successful participation in a Gateway review as a RTM
- Attendance at the half day RTL workshop



# The Gateway Review Report

The review report presented confidentiality to SRO on final day of review. It is:

- Short and well structured – approx 10/12 pages
- Recommendations take form of helpful practical propositions
- Aimed at adding value
- Aims to provide helpful and practical advice to increase the likelihood of project success
- Responsibility for action is with the SRO





# The Gateway Review Report

- A colour code system is used to identify the criticality of the project issues and timeframes for resolution
- The colour indicates the potential impact of findings on the likely success of the project if they are not addressed in an appropriate time frame
- The red/amber/green status reflects the categorisation of
  - the whole report; and
  - the individual recommendations



# Report – RAG Assessment Status

Indicates urgency of addressing recommendations

- RED** – Critical and urgent, to achieve success the program/project should take action on recommendations immediately;
- AMBER** – Critical and not urgent, the program/project should go forward with action on recommendations to be addressed before further key decisions are taken; and
- GREEN** – The program/project is on target to succeed but may benefit from the uptake of recommendations.



**RED** does  
*NOT* mean...





# Gateway – In Australasia

## **Victoria**

- Implemented in 2003
- Completed over 250 reviews on 120+ projects worth over \$21.5billion
- Review Costs ~0.01% of total project costs
- 92% of Project Owners agree the recommendations help them improve project outcomes

## **Commonwealth**

- Implemented in 2006 on a 3 year trial basis
- Completed 65+ reviews on over 20 projects



# Gateway – In Australasia

## **NSW**

- Mandatory Gate 1 – Business Case Review

## **Brisbane City Council**

- Implemented in 2005

**Queensland and New Zealand** Governments are currently piloting the implementation of Gateway

## **Regional Forum**

Regional Gateway Forum was established to facilitate ongoing cooperation and sharing across Gateway jurisdictions in Australia and New Zealand.



# Gateway in WA

- WA Government has introduced a number of initiatives to improve project delivery including establishing the Office of Strategic Projects and the Centre of Excellence of Innovation and Infrastructure Delivery (CEIID).
- Gateway Unit established in Department of Treasury and Finance
- Gateway piloted since Nov 07
- Former Cabinet endorsed Gateway Implementation Plan
- Gateway formally launched by the Under Treasurer and former Treasurer on 21 July 08



## **The new WA Government has endorsed the use of Gateway**

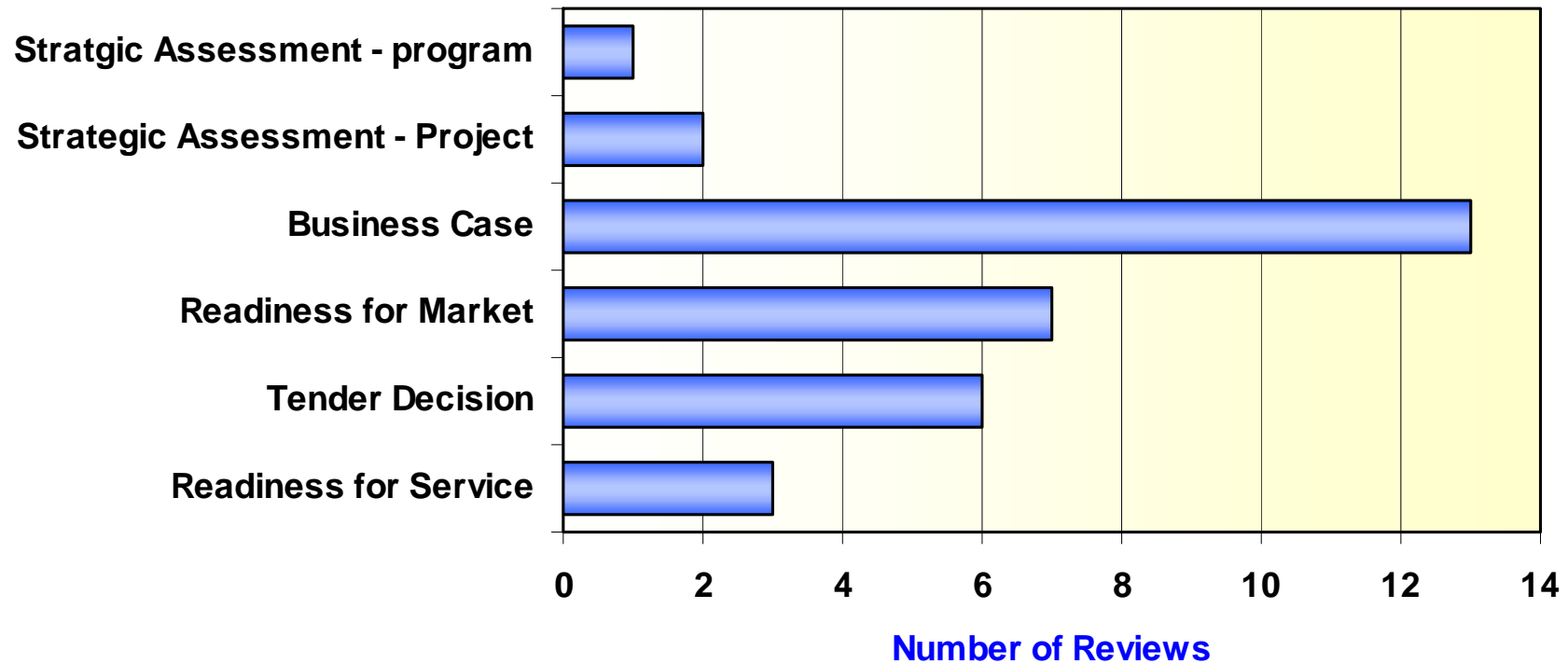
*“ I encourage government agency leaders to embrace Gateway for all major procurement projects ”*

Hon Troy Buswell, Treasurer, Nov 08



# Reviews by Gate

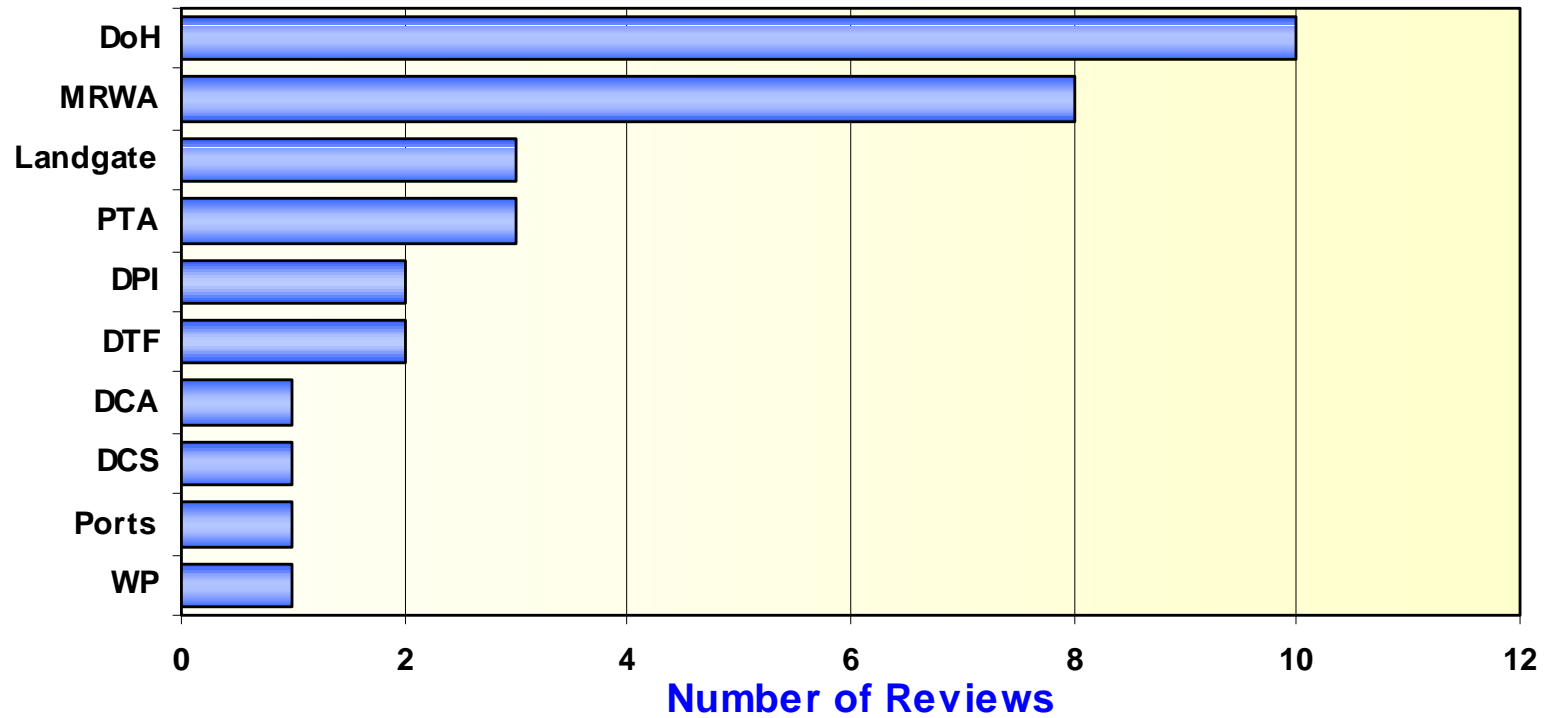
Gateway Reviews By Gate to April 2009





# Reviews by Agency

## Gateway Reviews Undertaken by Agencies as at April 09





# Feedback from SROs

**All SROs have indicated that the review was beneficial and would impact positively on the outcome of the project.**

## **Some comments**

- “This is a very valuable process which provides an SRO with comfort that the project is on track. I would recommend to all SROs”
- “The review team were smart, experienced, focused and friendly – it doesn’t get any better”
- “An excellent contribution from the review team. Thank-you”
- “The review team interacted extremely well with the project team. A very positive and effective process”



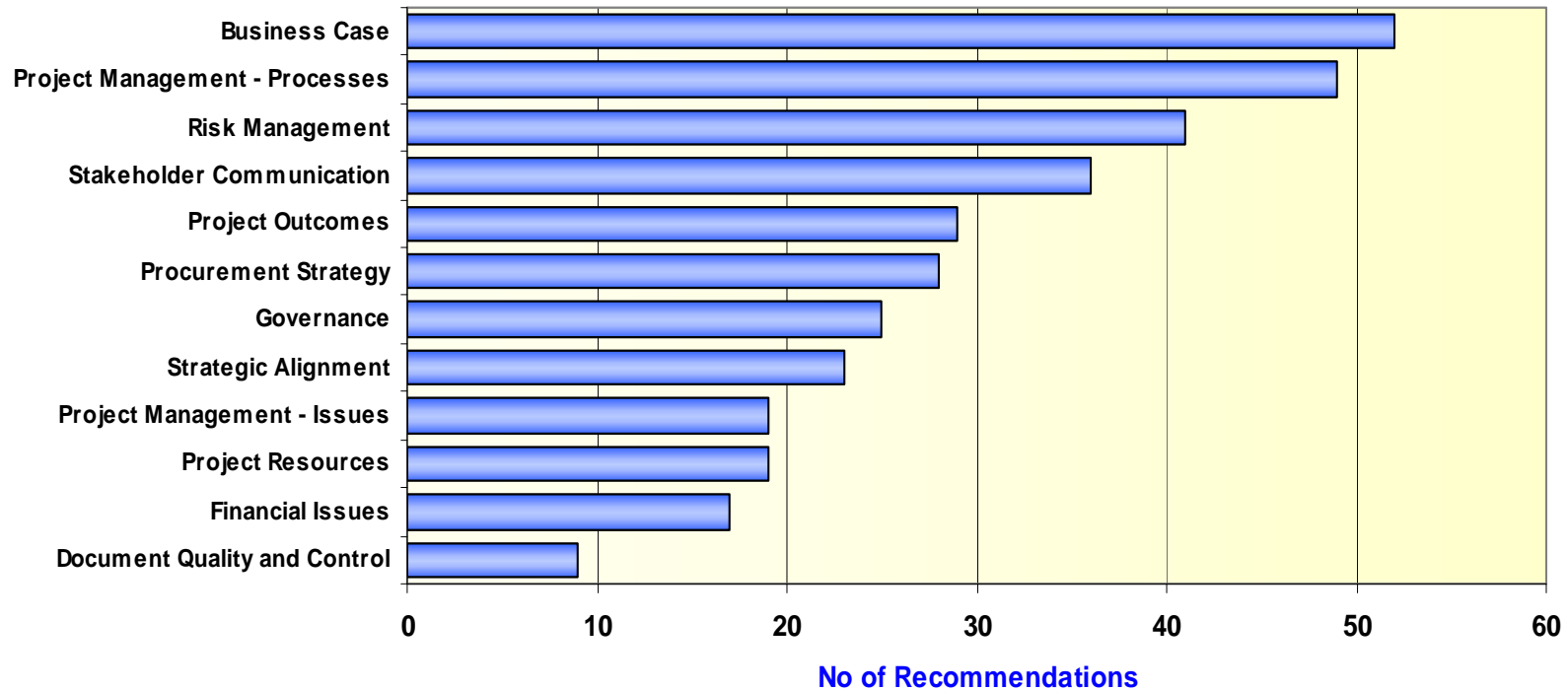
# Lessons Learned

- Gateway Unit analyse recommendations from review reports
- Identify common areas that are limiting successful delivery of projects
- Disseminate information across government to apply lessons learned



# Lessons Learned to Date - WA

## Lessons Learnt





# Lessons learned – Business Case

- Project scope could be more clearly defined
- Business cases treated as static funding document
- Robust evidence based analyses of all options not completed
- Insufficient detail and clarity in relation to key drivers and objectives



# Lessons learned – Project Management Process

- Lack, or poor adoption of, an accepted project management methodology
- Project management plans not comprehensive
- Timelines and milestones not clearly identified
- Project roles and responsibilities not clearly defined
- No regular progress reporting





# Lessons learned – Risk Management

- 80% of reviews found lack of detail in relation to risk mitigation strategies
- Risks identified in risk register but not actively managed
- Lack of allocation of risks, no target dates or contingency plans





# Lessons learned – Stakeholder Management

- Lack of stakeholder communication strategies
- Not all stakeholders identified nor how the relationship will be managed
- Lack of comprehensive communication plans





- Construction project – review recommended exploring a joint construction with another agency. Assumptions revisited and briefing put to Minister to change scope
- ICT project – build option chosen but following the review, options were reanalysed. Outcome was that project team decided to proceed with an off the shelf package
- MRWA analyse recommendations for process issues. Target specific areas for improvement and drives reform



# Gateway – Looking Forward

- Changes to training delivery:
  - Improved access for private sector participants
  - Training session aimed at agency CEOs
  - Introduce review team leader training
- Developments from OGC and ongoing discussion with other Australasian jurisdictions
- Ongoing analysis of lessons learned to improve project delivery
- Gateway embedded as standard practice for all major projects





# Further Information

- **Further information is available on the Department of Treasury and Finance website at [www.ogp.wa.gov](http://www.ogp.wa.gov) under “Strategic Initiatives – Gateway”**
- **Email [gateway@dtf.wa.gov.au](mailto:gateway@dtf.wa.gov.au)**



# Questions

