

THE TREASURY

Kaitohutohu Kaupapa Rawa

Gateway Review Process

Best Practice – Gateway to success

Review 1

Business Justification and Options

Indicative Business Case

March 2018

Acknowledgement

The information in this workbook is based on material in the UK Office of Government Commerce (OGC) UK Successful Delivery Toolkit TM and the OGC GatewayTM Review Pack. The Toolkit and Gateway material are Crown Copyright value added products and are developed, owned and published by the UK Cabinet Office. GatewayTM is a trademark of the UK Cabinet Office.

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Published by the New Zealand Treasury
March 2018

ISBN: 978-1-98-853473-2 (Print)
978-1-98-853474-9 (Online)

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Further information

New Zealand Investment Reviews Unit

Telephone: +64 (4) 917 6925

E-mail: investmentreviews@treasury.govt.nz

For up to date copies of the workbooks and further information visit:

www.treasury.govt.nz/statesector/investmentmanagement/review

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Introduction to the Gateway process

Why getting programmes and projects right matters

Programmes and projects are the key vehicles for delivering government strategies and implementing changes as a result of government policies. Procurement expenditure through programmes and projects is a significant proportion of total government expenditure. Good and effective management and control of programmes and projects is therefore essential to the successful delivery of Government objectives, to realise their intended benefits for citizens.

The Investment Management and Asset Performance (IMAP) team at Treasury has portfolio oversight of the Crown's investment in the Crown estate.

The IMAP team assists ministers and agency chief executives to have confidence that:

- investment decisions are informed and prioritised well and align with government's long-term goals
- the investment portfolio is delivering high public value
- investment decision making and asset management across the State sector is robust, transparent, effective and efficient.

IMAP aims to ensure the Crown owns the right assets, manages them well, funds them sustainably, and that any risks are managed and all benefits promised are realised.

The **Gateway process** is one of a suite of investment reviews facilitated by IMAP.

The Gateway process is designed to provide confidential, independent guidance to Senior Responsible Owners (SROs), and indirectly to programme and project teams, on how best to ensure that their programmes and projects are successful. Gateway reviews provide Ministers with the assurance that at key points in a high-risk project or programme the SRO has been provided with peer-level independent advice to help improve the initiative's chances of success.

The Gateway process

The Gateway Review process examines programmes and projects at key decision points in their lifecycle. It looks ahead to provide assurance that they can progress successfully to the next stage; the process is recognised as best practice by the United Kingdom, Australian and New Zealand Governments.

Cabinet mandate for Gateway

In 2007, Cabinet Minute 07 44/1 gave initial direction for Gateway's application to projects.

In 2010, Cabinet Circular CO (10) 2 refined the requirement and directed that Gateway Reviews be mandatory for all projects and programmes, in departments and crown agents, identified as high risk through Central Agency assessment of a Risk Profile Assessment.

In 2015, Cabinet Office Circular CO (15) 5¹ extended the scope of Gateway to the following types of organisation (agencies):

- all departments (including departmental agencies) as defined by the Public Finance Act 1989 (PFA)

1 Cabinet Office Circular CO(15) 5 can be downloaded from the DPMC website: www.dPMC.govt.nz/cabinet/circulars/

- the following types of Crown entities:
 - Crown agents
 - Autonomous Crown entities
 - Independent Crown entities
 - Crown entity companies, including Crown Research Institutes
- companies listed on Schedule 4A of the Public Finance Act.

Gateway reviews are mandatory for high risk projects and programmes of the following types, regardless of the source of funding:

- acquisition/procurement programmes and projects, whether capital expenditure, asset disposals, lease arrangements, or “as a service” investments
- ICT-enabled business change
- property/infrastructure/construction developments.

The principles and process in this workbook can also be applied to management of other areas of expenditure in the organisation:

- policy development and implementation
- organisational change and other change initiatives (with no ICT component).

Qualifying projects and programmes

The process for determining whether a project is ‘high risk’ and thus eligible for Gateway is:

- 1 Agencies must complete risk profile assessments (RPA) for all significant² investments identified on multi-year plans.
 - Download the RPA from: www.treasury.govt.nz/statesector/investmentmanagement/think, or
 - email IMAP for a copy: investmentmanagement@treasury.govt.nz
- 2 Agencies must provide to Treasury the RPA for any investment proposal that is assessed as medium or high risk through this process. We recommend, but do not require, that agencies send low risk RPAs to IMAP so that the Corporate Centre is aware that a risk assessment has been done.
- 3 IMAP circulates the RPA to Functional Leaders and other Corporate Centre groups for review, moderates their comments, and confirms a final risk assessment for the project. The RPA is used to identify Corporate Centre involvement, monitoring and assurance requirements including eligibility for Gateway.
- 4 Alternatively, a Minister may request that a project be subject to Gateway even if it is not formally identified as high risk.

² Significant means a high degree of importance of an investment issue, proposal, or decision in terms of its likely impact on, and likely consequences for:

- the Crown or the agency or sector, customers or clients, or the capacity of State services agencies to perform their functions
- the government's fiscal strategy, or
- the government's investment strategy.

In terms of financial or risk thresholds, significant generally means investments that require Cabinet or Ministerial approval, that is, high risk proposals, or proposals with whole of life costs (WoLC) in excess of \$15 million, however funded

Value of the Gateway process

Gateway Reviews deliver a peer review in which independent practitioners from outside the programme/project use their experience and expertise to examine the progress and likelihood of successful delivery of the programme or project. They are used to provide a valuable additional perspective on the issues facing the internal team, and an external challenge to the robustness of plans and processes.

The Gateway Review process provides support to SROs in the discharge of their responsibilities to achieve their business aims, by helping the SRO to ensure:

- the best available skills and experience are deployed on the programme or project
- all stakeholders covered by the programme/project fully understand the programme/project status and the issues involved
- there is assurance that the programme/project can progress to the next stage of development or implementation and that any procurement is well managed to provide value for money on a whole-of-life basis
- achievement of more realistic time and cost targets for programmes and projects
- improvement of knowledge and skills among government staff through participation in reviews
- provision of advice and guidance to programme and project teams by fellow practitioners.

Gateway Reviews as part of the assurance framework

Every agency should have its own structures and resources for carrying out internal reviews, healthchecks and audits of its activities, including programmes and projects. The Gateway Review process provides a forward-looking snapshot view of progress at a point in time and therefore should be seen as complementary to these internal processes and not a replacement for them.

Organisations should have in place an effective framework to provide a suitable level of assurance for their portfolio of programmes and projects. This requires management to map their assurance needs and identify the potential sources for providing them. Agencies are encouraged to ensure adequate and timely co-ordination and sharing of information, including plans, between the various internal review functions.

In addition, SROs should be aware of the extent and limitations of the various review processes. For example, the fact that a Gateway Review has taken place does not replace the need for a full audit opinion on the effectiveness of risk management, control and governance in the audited area.

Further, none of these review processes is a substitute for a rigorous governance framework in the organisation to manage key processes, including business planning, investment appraisal and business case management (including benefits management), programme and project management, portfolio management, risk management, procurement/acquisition, and service and contract management.

Role of the Senior Responsible Owner

A Gateway Review is conducted on a confidential basis for the Senior Responsible Owner (SRO), who has prime responsibility for initiating the Review. The ownership of the Review Report rests with the SRO, who is accountable for the implementation of the recommended remedial action and the programme/project progression.

The SRO is the individual responsible for ensuring that a programme of change or a project meets its objectives and delivers the projected benefits. The SRO should be the owner of the overall business change that is being supported by the project, and should ensure that the change maintains its business focus, has clear authority and that the context, including risks, is actively managed.

The SRO must hold an executive role in the organisation and must take personal responsibility for successful delivery of the programme/project. He/she should be recognised as the owner throughout the organisation.

Tailoring the Gateway Review

The workbooks published by the Treasury IMAP Gateway team provide guidance on the structure of each Gateway Review and the areas of investigation to be addressed by the Review Team, together with examples of the evidence which would demonstrate to the Review Team that the project team has taken an adequate approach to the topic.

These topics and the examples of evidence should be regarded as indicative and not prescriptive, within the overall objectives of each review stage.

The Review Team should consider whether additional or different topics need to be addressed and the evidence to be sought.

Approaches may vary according to the context of the programme or project, for example, IT-enabled business change, property/infrastructure/construction, or policy development/implementation.

Differences between projects and programmes

A **project** has definite start and finish dates, a clearly defined output, a well defined development path, and a defined set of financial and other resources allocated to it; benefits are achieved after the project has finished and the project plans should include activities to plan, measure and assess the benefits achieved by the project.

- Project reviews are carried out under Gateway Reviews 0 to 4; typically a project will undergo all five of these reviews during its lifecycle – four before commitment to invest, and one looking at readiness for service. In the early stages reviews are often combined (eg, Gate 0/1).
- Project reviews may be repeated as necessary depending on the size, scope and complexity of the project.
- A review of a project must take into account the programme context within which the project is located, and possible inter-dependencies with other projects in the programme. The review will also indicate how far procurements align with strategic and policy objectives.

Programmes typically comprise a number of related projects that are selected, planned and managed in a co-ordinated way to deliver outcomes and benefits related to the organisation's strategic objectives. Programmes are able to deal with uncertainty about achieving the desired outcomes. During a programme, projects are initiated, executed and closed. Programmes provide an umbrella under which projects can be coordinated. Programmes typically comprise a number of related projects that will be completed in several tranches over an extended period.

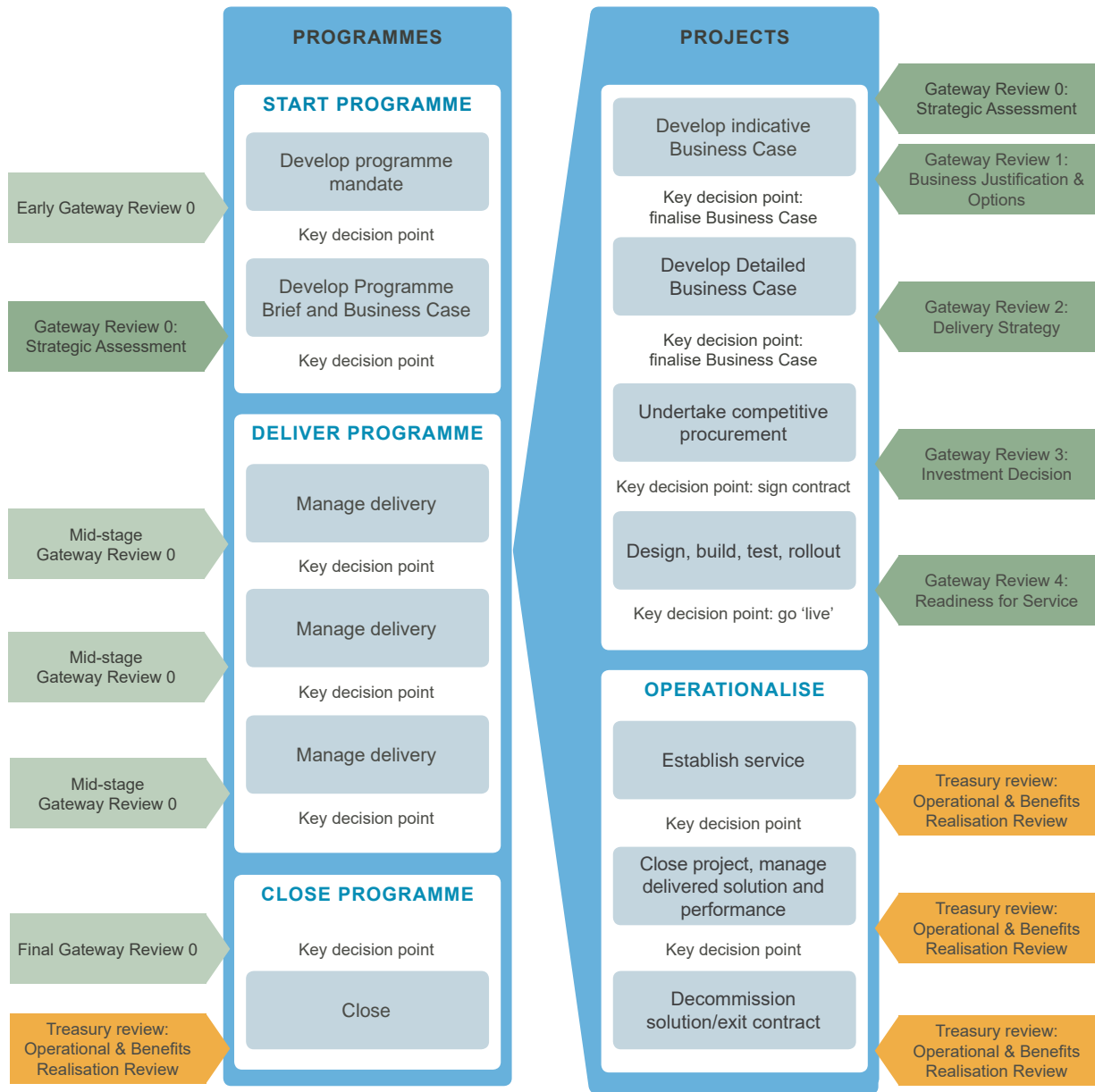
A programme approach should be flexible and capable of accommodating changing circumstances such as opportunities or risks materialising. It co-ordinates delivery of the range of work (including projects) needed to achieve outcomes, and benefits, throughout the life of the programme.

- Programme reviews are carried out under Gateway Review 0: Strategic assessment.
- A programme will generally undergo three or more Gate 0 Reviews: an early review, one or more reviews at key decision points during the programme (eg, inter-tranche boundaries), and a final review at the conclusion of the programme.

Each of these reviews is described in the appropriate Gateway Review Workbook.

In addition, for both programmes and projects there is a mandated, repeatable Operational & Benefits Realisation review which is also facilitated by IMAP. This review focusses on contract management, benefits and operational performance after transition into service. It is designed to be repeated throughout the life of the service, with an early review typically 6-10 months after project handover to operational service; this informs the mandated report to Cabinet on delivery of benefits 12 months after transition into service. The review can then be repeated at intervals as agreed, until the benefits have been realised or the asset reaches the end of its life.

Overview of the Gateway process



Gateway Review 1: Overview

About this workbook

This workbook supports Gateway Review 1: Business Justification & Options – Indicative Business Case. This review investigates the status of the project as it nears completion of the Indicative (Stage 1) Business Case, to confirm that the project has the appropriate structures and that planning is in place to support the short-list options to carry forward to the Detailed Business Case (DBC). The review seeks to confirm that the project continues to be achievable and likely to deliver what is required.

The Review checks that:

- stakeholders understand and agree the intended benefits from the project
- linkage with programme and organisational objectives is clear
- the optimum balance of cost, benefits and risk has been identified
- The “long list” of options is sufficient and the “short list” is justified.

Business justification

The project initiation process produces a justification for the project based on business needs, expected benefits, and an assessment of the project’s likely costs and potential for success. This Gate 1 Review comes while the Indicative Business Case is being prepared and before any development proposal goes before a Project Board, executive authority or similar group for authority to proceed. This review should be carried out when the Indicative (Stage 1) Business Case is close to undergoing final review – that is, when the document is nearing completion but while there is still scope to make changes based on the findings of the Review.

The Review focuses on the project’s business justification. It provides assurance that the proposed approach to meeting the business requirement has been adequately researched and can be delivered. It also confirms that the benefits – which should be key drivers for the project – that are to be delivered have been identified at a high level, and that their achievement will be tracked using a defined measurement approach.

Purposes of the Gateway Review 1

- Ensure that the desired benefits have been clearly identified at a high level and agreed with stakeholders, together with broad measures of success and a measurement approach.
- Confirm that the Indicative (Stage 1) Business Case is robust – that in principle it meets business need, is affordable, achievable, with appropriate options explored and likely to achieve value for money.
- Confirm that appropriate expert advice has been obtained as necessary to identify and/or analyse potential options.
- Ensure that the long list of options is sufficiently wide-ranging to meet the business needs.
- Establish that any feasibility study has been completed satisfactorily and that there is a shortlist of options including a preferred way forward, developed in dialogue with the market where appropriate
- Confirm that the market’s likely interest and capacity has been considered.
- Ensure that there is internal and external authority, if required, and support for the project.

- Ensure that the major risks have been identified and outline risk management plans have been developed.
- Establish that the project is likely to deliver its business goals and that it supports wider business change, where applicable.
- Confirm that the scope and requirements specifications are realistic, clear and unambiguous.
- Ensure that the full scale, intended outcomes, timescales and impact of relevant external issues have been considered.
- Confirm that appropriate governance structures and processes are in place to take the project to the next stage.
- Ensure that there are appropriate plans for the next stage.
- Confirm planning assumptions and that the Project Team can deliver the next stage.
- Confirm that overarching and internal business and technical strategies have been taken into account and that the business case provides a solid foundation for the planned detailed analysis
- Establish that quality plans for the project and its deliverables are in place.
- Confirm that the project is still aligned with the objectives and deliverables of the programme and/or the organisational business strategy to which it contributes, if appropriate.

1: Policy and business context

AREAS TO PROBE	EVIDENCE EXPECTED
<p>1.1 Are all relevant government initiatives being addressed?</p>	<ul style="list-style-type: none"> ▪ Evidence that the SRO or equivalent is undertaking their responsibilities as required in relevant policy initiatives.
<p>1.2 Does the preferred way forward meet wider government and organisational policies, strategic objectives, standards and business change programmes?</p>	<ul style="list-style-type: none"> ▪ Assessment against list of wider government objectives, standards and business change programmes ▪ Assessment against list of current organisational strategy and business objectives and policy initiatives; confirmation of the role of this project in a wider programme or policy initiative ▪ Assessment of business justification as stated in the Strategic Assessment or other strategic documents ▪ For construction projects, contribution to property/workspace strategy; health and safety, sustainability and design quality are considered ▪ Account has been taken of relevant impact assessment and appraisal issues such as Regulatory Impact, Sustainable Development and Environmental Appraisal.
<p>1.3 Is the project aware of the Government standards that might apply to it?</p>	<ul style="list-style-type: none"> ▪ Evidence that appropriate standards and Cabinet directives have been considered when assessing the options for delivering the outcomes, eg, Public Private Partnerships, Shared Services, or other all-of-government initiatives. ▪ Legislation, policy and regulatory issues taken into account, including Regulatory Impact Assessment if needed. ▪ For IT-enabled projects: <ul style="list-style-type: none"> ▪ compliance with Department of Internal Affairs e-government frameworks such as e-GIF (see the Supporting documents section for a full list) ▪ consideration of information assurance requirements in relation to business objectives ▪ compliance with IT security requirements (GCSB's NZ Information Security Manual) ▪ compliance with relevant legislation: <ul style="list-style-type: none"> ▪ Official Information Act ▪ Privacy Act ▪ Public Records Act.

<p>1.4 Have the internal and external factors affecting the project been identified and assessed?</p>	<ul style="list-style-type: none">▪ Assessment of the objectives, timescales and scale of the project▪ Assessment of the stability of the current business environment and strategic direction▪ Assessment of dependencies (eg, other programmes and projects) that could affect current priorities▪ Assessments of impact on existing physical and technical environment (eg, brownfield site, current infrastructure or legacy systems)▪ Assessment of the skills and knowledge required by the project for successful implementation, the availability of skills in the project team, and access to external expertise; appropriate allocation of key project roles between internal staff and consultants or contractors.
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2: Business case and stakeholders

AREAS TO PROBE	EVIDENCE EXPECTED
<p>2.1 Is there a clear and agreed understanding of business goals and how the project will deliver these?</p>	<ul style="list-style-type: none"> ▪ Business objectives for the project are clearly stated, meet the business needs of the organisation and are Specific, Measurable, Agreed, Realistic and Timely (SMART) ▪ A strategy for achieving business benefits defined and agreed with the stakeholders ▪ Broad scope, including timescales, documented and agreed with stakeholders (including end-users or their representatives) and technical authorities ▪ Scope and indicative requirements specifications are realistic, clear and unambiguous ▪ Delivery approach and mechanisms defined and agreed with stakeholders ▪ For IT-enabled projects: IT developments defined as component(s) of a wider programme of business change for the agency or new services to the public ▪ Evidence of options reviewed and justification for their selection.
<p>2.2 Have the critical success factors been identified?</p> <p>These are the essential areas of activity that must be performed well if the mission, objectives or goals of the project are to be achieved.</p>	<ul style="list-style-type: none"> ▪ Elements vital for the success of the project are identified and described ▪ Broad acceptance criteria identified for each main objective.
<p>2.3 Can the critical success factors be quantified or measured?</p>	<ul style="list-style-type: none"> ▪ Explanation of how the factors will be measured; identification of baseline measures where appropriate ▪ Initial definition of effective systems for measuring and tracking the realisation of benefits ▪ For construction projects, Design Quality Indicators used.

<p>2.4 Have all the likely stakeholders been identified and their needs clearly understood?</p>	<ul style="list-style-type: none"> ▪ Internal and external stakeholders identified and documented ▪ Stakeholders' roles and responsibilities, and their potential influence on the project, defined and agreed ▪ End-users for the project identified and documented ▪ Evidence that the decision-making process is inclusive of all the relevant stakeholders and is both efficient and effective ▪ Results of consultations documented as part of project stakeholder engagement/communications strategy ▪ If the project traverses organisational boundaries, there are clear governance arrangements to ensure sustainable alignment with the business objectives of all organisations involved.
<p>2.5 Are the external stakeholder issues being addressed? These may include:</p> <ul style="list-style-type: none"> ▪ communications ▪ public relations ▪ social inclusion (eg, equality and diversity issues) ▪ environmental issues ▪ personnel ▪ statutory processes. 	<ul style="list-style-type: none"> ▪ Plans for each stakeholder produced showing responsibilities and, if appropriate, role in the project (part of the Strategic Case) ▪ Communication strategy for stakeholder groups defined.
<p>2.6 Do stakeholders support the preferred way forward? This includes the potential or recommended delivery approach and mechanisms.</p>	<ul style="list-style-type: none"> ▪ Consultation, involvement, support and endorsement ▪ Facilitation workshop outcomes documented.
<p>2.7 Has the feasibility study examined a wide enough range of options that will meet the business requirement?</p>	<ul style="list-style-type: none"> ▪ 'Do nothing' should be assessed as an option, including costs. If 'do nothing' is totally unrealistic then a 'do minimum' option must be included ▪ Options explored for collaboration with other public sector organisations,, programmes or projects ▪ Where applicable, options have been assessed in accordance with Regulatory Impact Assessments ▪ The advantages and disadvantages for each option to determine its potential for meeting the critical success factors ▪ Market sounding indicates that suitable solutions can be provided and market capacity is available.

<p>2.8 Has a long-list of options been developed and analysed to identify a 'preferred way forward' without restricting choice to a 'preferred option'?</p>	<ul style="list-style-type: none"> ▪ Options appraised in accordance with principles of the Treasury BBC, SSC, OAG and MBIE best practice and internal guidance, including the 'do nothing' option ▪ Options ranked. Examination of all options which are acceptable in principle. There should be a shortlist of options to take through to Detailed Business Case ▪ Clear analysis of indicative whole-of-life costs for each option.
<p>2.9 How was the robustness of the options tested?</p>	<ul style="list-style-type: none"> ▪ High level options assessment, focussing on the advantages and disadvantages of each option, the risks and benefits to government, major sensitivities ▪ This assessment reflected in the risks list ▪ Initial consideration of funding options (Not part of BBC but could/should be covered in Action 7).
<p>2.10 Is the project likely to be attractive to the market? (part of the Commercial Case)</p>	<p>(High level/outline only)</p> <ul style="list-style-type: none"> ▪ Market sounding taken, including an examination of recent similar procurements by others (if applicable), and indication of suitable suppliers available to deliver requirements ▪ There is adequate indication of sufficient capacity, capability and competitive interest in the market to meet the requirement ▪ Early supply-side involvement to help determine and validate what outputs and outcomes are sought for the project, including proof of concept exercises where appropriate ▪ Senior management are sufficiently engaged with the industry to be able to assess supply-side risks.
<p>2.11 Have contract management issues been considered? (part of the Commercial Case)</p>	<p>(High level/outline only)</p> <ul style="list-style-type: none"> ▪ Requirements for 'intelligent customer' capability considered ▪ Indicative arrangements for managing single/multiple suppliers ▪ Where multiple suppliers are likely to be appointed, high-level plans for managing the interfaces ▪ Appropriate relationship determined and hence optimum scale of contract(s) appropriately considered.

<p>2.12 Is the Indicative Business Case complete? (should be 80-90% complete at the time of the review – structurally complete, some sections may be unfinished but direction should be clear)</p> <p>The IBC should be mainly focussed on the Strategic case for change and Economic analysis. The Commercial and Financial analyses and Management strategies may only be done at a high level at this stage of the project.</p>	<ul style="list-style-type: none"> ▪ Documentary evidence that the preferred way forward has been selected from an appropriately wide range, has been rigorously assessed and satisfies the project objectives (including contribution to the business strategy), is likely to offer value for money, is affordable and achievable ▪ Stakeholder views (including the general public, if appropriate) are adequately represented ▪ Objectives are clearly defined and expectations are realistic ▪ Evidence that appropriate sources of expert advice have been consulted ▪ Evidence that it is possible to align the delivery strategy with the overall organisational goal ▪ Evidence that indicative scope, costs, benefits, potential dis-benefits and risks been adequately assessed ▪ Evidence that technical and acquisition options have been assessed and compared in a balanced manner ▪ It is important that the recommendation for the ‘preferred way forward’ is not confused with the recommendation for the ‘preferred option’, which emerges from the more detailed options analysis undertaken as part of the Detailed Business Case.
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3: Risk management

AREAS TO PROBE	EVIDENCE EXPECTED
<p>3.1 Are there processes to identify, assess, allocate, manage and monitor current, anticipated and emerging risks and issues?</p>	<ul style="list-style-type: none"> ▪ List of major risks and key issues, categorised as strategic, political/reputational, legislative, implementation and operational service risks (including business, technical, financial and commercial/contractual risks within these categories, as appropriate). In addition: <ul style="list-style-type: none"> ▪ for IT-enabled projects, key information security risks; for e-government, risks relating to poor take-up ▪ for construction projects, key risks relating to health and safety ▪ for policy projects, Regulatory Impact Assessment considered ▪ Risk management strategy developed in accordance with best practice ▪ An individual is assigned the responsibility for managing risk across the project, mitigation options and contingency plans ▪ Defined roles, responsibilities and processes for managing issues and risk across the project, with clearly defined processes for bringing issues and risks to the attention of senior management.
<p>3.2 Have the risks for each of the options been evaluated?</p>	<ul style="list-style-type: none"> ▪ Anticipated risks for the project classified by probability, impact, ownership, effect on the project and counter-measure, contingency and/or business continuity ▪ Risks which would jeopardise proceeding to the next phase fully assessed.
<p>3.3 Have the risks for the preferred way forward been fully assessed? Part of the Management Case, but should be included in the Economic Case options analysis</p>	<ul style="list-style-type: none"> ▪ Involvement of senior stakeholders in assessing strategic risks ▪ Assessment of risk, costs and benefits to demonstrate appropriate balance of risk and reward in the preferred way forward, demonstrating planned risk-taking and support for innovation where appropriate ▪ Plans for managing and allocating through the contract(s) the risks associated with the preferred way forward.
<p>3.4 Have the 'worst case' implications associated with these risks been assessed?</p>	<ul style="list-style-type: none"> ▪ Financial estimates for worst case risks and risk allocations identified.

<p>3.5 Has the project assessed whether it is breaking new ground in any areas? (part of the Commercial Case)</p>	<ul style="list-style-type: none"> ▪ Indications of this project’s impact on the business, stakeholders and end-users based on leading edge projects ▪ Evidence of similar projects or activities from which lessons may be drawn ▪ Opinions on innovative solutions from professional advisors ▪ Consultation with the market to help refine approach, identify high level risks and ways in which risks might be mitigated ▪ Defined strategy for management of change in the affected organisations; Indications account has been taken of the current organisational culture, and leadership and organisational capability.
<p>3.6 Should the project be broken down into formally managed work streams? (recommended for IT-enabled projects and for complex projects)</p>	<ul style="list-style-type: none"> ▪ Documentation of the possible approaches and criteria to be used for delivery decision ▪ Business Case details any phased delivery or expected improvements over time.

4: Readiness for next phase: Delivery strategy

AREAS TO PROBE	EVIDENCE EXPECTED
<p>4.1 Is there an overall project structure for the Delivery strategy phase? (part of the Management Case)</p>	<ul style="list-style-type: none"> ▪ A definition of the project approach to be adopted ▪ Assessment of its suitability.
<p>4.2 Is there a realistic plan to reach Gateway Review 2: Delivery Strategy – Detailed Business Case?</p>	<ul style="list-style-type: none"> ▪ Objectives, planning assumptions, constraints, activities, quality plans, deliverables and milestones defined and agreed for the next phase. Outline plans for the remaining phases ▪ Assessment of the validity of current assumptions ▪ Evidence that the project addresses both short-term and long-term business requirements ▪ For projects with a design phase, such as construction projects, evidence that the project timescale allows enough time for the development of the required design quality ▪ For IT-enabled projects, evidence of consideration of a proof of concept stage.
<p>4.3 Have requirements for external specialist advice been determined?</p>	<ul style="list-style-type: none"> ▪ Requirements for specialist expertise considered and resourced ▪ External advice being used appropriately.
<p>4.4 Are internal Project Team skills adequate?</p>	<ul style="list-style-type: none"> ▪ Resource Plan for internal staff. Identification of skills required for next phase of the project. Skills appraisal and plans for addressing shortfalls ▪ Training assessment and plans, training sources ▪ Appropriate allocation of key project roles between internal staff and consultants or contractors ▪ Project Team has requisite skills or access to specialist expertise.
<p>4.5 Is the time plan for the next stage realistic? Does it take into account any statutory lead times?</p>	<ul style="list-style-type: none"> ▪ Time plan identifies statutory lead times and realistic assessment of time needed for pre-procurement activities, if appropriate ▪ Senior management commitment to the time plan ▪ Time plan for delivery (including procurement if appropriate) justified and not longer than necessary.

<p>4.6 Is there a clearly defined project organisation with agreed roles and responsibilities?</p>	<ul style="list-style-type: none"> ▪ Project organisation and methodology ▪ Governance/reporting arrangements ▪ Named individuals in key positions, with appropriate skills, experience and status (especially appropriate for SRO): <ul style="list-style-type: none"> ▪ SRO ▪ project manager ▪ project sponsor and/or project director ▪ stakeholder representation ▪ Project Board or project steering group ▪ for construction projects, there should also be a design champion responsibility; a project sponsor and independent client adviser(s) to support the SRO (Note: a project manager may not necessarily be required) ▪ for IT-enabled projects; chief information officer or equivalent role, an IT/information security manager/ technical project manager to support the SRO ▪ for collaborative projects, a single SRO assigned and senior representatives from each collaborating organisation. ▪ If the project traverses organisational boundaries, clear governance arrangements to ensure sustainable alignment of the business objectives of all organisations involved, with clear lines of accountability and ownership.
<p>4.7 Are there the necessary funds to reach a Gateway Review 2: Delivery Strategy – Detailed Business Case?</p>	<ul style="list-style-type: none"> ▪ Budget provision made ▪ Financial controls for expenditure in place on project ▪ Resourcing plans are in place and commitment in principle to provide appropriate staffing ▪ Strategies defined for both proceeding and recovery if allocation of funding for the next phase is dependent on formal approval of the IBC.
<p>4.8 How have re-competition issues been addressed with incumbent suppliers, if relevant?</p>	<ul style="list-style-type: none"> ▪ Arrangements in place to provide continuity of service up to transition to new supplier ▪ Agreements with current suppliers on how they will support due diligence during procurement phase ▪ Clear separation of roles where incumbent supplier is bidding for replacement contract ▪ Consideration of workforce issues, where applicable.

Gateway Review 1: Typical project documentation

The areas of investigation, together with examples of evidence, should be available before the Gateway Review starts. The information is likely to be found in the documents suggested below, but may be located in other programme or project documents or elsewhere in the organisation's documentation system:

- Project Brief with the project's mandate, broad scope and the need for change.
- Project initiation document or equivalent (eg, Project Charter).
- The project approach, including how to deliver the intended outcome.
- A strategy outlining the approach to business change (including business impact analysis, transition strategy, staff training and support, new facilities, etc as needed).
- A strategy outlining the approach to procurement, including consideration of non-traditional options such as Public/Private Partnership.
- An initial assessment of current and proposed physical and technical environment (eg, IT infrastructure, workspace facilities).
- Cost report on the project to date, against budget.
- Draft high-level definition of the business requirements and total scope of change.
- Quality management strategy including an assurance plan.
- Evidence of starting detailed planning for benefits realisation and management:
 - updated benefits map identifying benefits and relationships, including linkages to intended outcomes
 - updated benefits profiles for known benefits, including starting to define measures and how to gather baselines
 - a high-level benefits management plan, with population well underway (some details eg, dates will still be tentative); starting to plan benefits reporting and monitoring
 - risks to benefits identified, with outline risk management plans
 - evidence of regular review to consider new potential benefits, and disbenefits.
- For policy projects: Regulatory Impact Assessment.
- The 80-90% complete Indicative (Stage 1) Business Case meeting Better Business Case requirements: confirming the strategic context and making a robust case for change. The IBC should present a preferred way forward with short-listed options.
- Stakeholder analysis and a communications strategy to keep stakeholders informed of the project's progress.
- Risk Register and Issues Register, Decisions Register, Assumptions register.
- A Risk Management Strategy or plan (may be part of the PID or Project Management Plan).
- A high-level activity, time and resource plan for the whole project.
- A detailed plan for the next stage.
- Strategies or plans to move the project through the next stage on to Gateway Review 2: Detailed Business Case (DBC).
- Budgets and confirmation of funding to cover all work to completion of DBC.
- Independent Quality Assurance (IQA) reports.
- Procedures and documentation to gain the authority and approval to proceed.

- Plans showing how performance is to be reported and monitored.
- Project organisation – key roles and governance/reporting arrangements.
- For construction projects, Design Quality Indicators.

Supporting guidance

- **Department of Prime Minister and Cabinet** www.dpmc.govt.nz
 - Investment Management and Asset Performance in the State Services – Cabinet Office Circular CO (15) 5 (mandating document for the Treasury Investment Management and Asset Performance processes, including Gateway process: www.dpmc.govt.nz/cabinet/circulars)
- **New Zealand Treasury** www.treasury.govt.nz
 - Investment management and asset management in the state sector: www.treasury.govt.nz/statesector/investmentmanagement
www.treasury.govt.nz/statesector/investmentmanagement/think
 - Benefits management, including guidance and templates www.treasury.govt.nz/statesector/investmentmanagement/plan/benefits
 - Better Business Cases (BBC), including guidance and templates: www.treasury.govt.nz/statesector/investmentmanagement/plan/bbc
 - Cost Benefit Analysis (CBA) including public sector discount rates: www.treasury.govt.nz/publications/guidance/planning/costbenefitanalysis
 - Investment reviews, including Gateway: www.treasury.govt.nz/statesector/investmentmanagement/review
 - Investor Confidence Rating (ICR): www.treasury.govt.nz/statesector/investmentmanagement/statesector/investmentmanagement/review/icr
 - Long term investment plans (LTIP): www.treasury.govt.nz/statesector/investmentmanagement/statesector/investmentmanagement/think/ltip
 - Monitoring and reporting for Major Projects and Programmes: www.treasury.govt.nz/statesector/investmentmanagement/do
 - Public-Private Partnerships, including guidance and standard form agreements: www.treasury.govt.nz/statesector/ppp
- Information available only to government agencies, on the Public Sector Intranet (PSI):
 - Capital Asset Management in the state sector (Public Sector Intranet): www.psi.govt.nz/home/guidance/investment-management/capital-asset-management/
- **Ministry of Business, Innovation and Employment (MBIE):**
 - Procurement website: www.business.govt.nz/procurement
 - Procurement lifecycle with emphasis on the planning: www.business.govt.nz/procurement/for-agencies/guides-and-tools
 - Guide to Mastering Procurement – structured approach to strategic procurement: www.business.govt.nz/procurement/for-agencies/strategic-procurement
- **Department of Internal Affairs/Office of the Government Chief Digital Officer:**
 - Major projects and programmes should consult with the DIA GCDO to understand the ICT common capabilities which are available for use, and which services they have been directed to adopt.
 - Information about ICT common capabilities which are generally available, and the ICT common capability roadmap, can be found on www.ict.govt.nz
 - For more information, contact gcdo@dia.govt.nz, or call 04 475 5775.
- **New Zealand Government Communications Security Bureau (GCSB):**
 - New Zealand Government Information Security Manual: <https://www.gcsb.govt.nz/publications/the-nz-information-security-manual/>

- **New Zealand Office of the Controller and Auditor-General:** search for the following documents in www.oag.govt.nz/reports
 - Achieving public sector outcomes with private sector partners (2006): www.oag.govt.nz/2006/public-private
 - Managing conflicts of interest: Guidance for public entities (2007): www.oag.govt.nz/reports/docs/conflicts-public-sector.pdf/view
 - Procurement guidelines for public entities (2008): www.oag.govt.nz/2008/procurement-guide
- **Standards New Zealand:** www.standards.govt.nz
 - AS/NZS 8016:2013: Governance of IT enabled projects <https://shop.standards.govt.nz/catalog/8016%3A2013%28AS%7CNZS%29/view>
 - AS/NZS ISO 31000:2009: Risk Management – Principles and guidelines (supersedes AS/NZS 4360:2004: Risk Management, 2004) <https://shop.standards.govt.nz/catalog/31000%3A2009%28AS%7CNZS+ISO%29/view?client=html5>
 - SA/SNZ TS 8019:2016 Governance of benefits realization for IT enabled investments: <https://shop.standards.govt.nz/catalog/8019%3A2016%28SA%7CSNZ+TS%29/view>
- **Australian Government**
 - Australian Audit Office: www.anao.gov.au/Publications
 - Better Practice Guide: Developing and Managing Contracts, February 2012.
 - Better Practice Guide: Implementation of Programme and Policy Initiatives, October 2006
 - Better Practice Guide: Public Sector Governance, July 2003
 - Better Practice Guide: Business Continuity Management – Building resilience in public sector entities, June 2009
- **UK Government**
 - All UK government methodologies and best practices are now available from the official Axelos site: www.axelos.com, including:
 - ITIL – Information Technology Infrastructure Library: www.axelos.com/best-practice-solutions/itil
 - MoP – Management of Portfolios: www.axelos.com/best-practice-solutions/mop
 - MoR – Management of Risk: Guidance for Practitioners: www.axelos.com/best-practice-solutions/mor
 - MSP – Managing Successful Programmes: www.axelos.com/best-practice-solutions/msp
 - P3M3 – Portfolio, Programme, and Project Management Maturity Model: www.axelos.com/best-practice-solutions/p3m3
 - P3O – Portfolio, Programme and Project Offices: www.axelos.com/best-practice-solutions/p3o
 - Prince2 – Managing and Directing Successful Projects with PRINCE2: www.axelos.com/best-practice-solutions/prince2
- **Project Management Institute**
 - Project Management Body of Knowledge Fifth Edition (PMBOK® Guide) www.marketplace.pmi.org/Pages/ProductDetail.aspx?GMProduct=00101388701
 - Construction Extension to the PMBOK® Guide Third Edition www.marketplace.pmi.org/Pages/ProductDetail.aspx?GMProduct=00101025801
 - Software extension to the PMBOK® Guide Fifth Edition www.marketplace.pmi.org/Pages/ProductDetail.aspx?GMProduct=00101457501
 - The Standard for Program Management Third Edition www.marketplace.pmi.org/Pages/ProductDetail.aspx?GMProduct=00101388801
- **Change Management Institute**
 - Change Management Body of Knowledge First Edition www.change-management-institute.com/buycmbok