

# The Gateway Process

Guide for Agencies

May 2018

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# 1 Introduction

## 1.1 Programmes and projects in the New Zealand public sector

New Zealand's public sector project portfolio is significant, with agencies working on large and complex initiatives including service and system transformation and building national infrastructure. It is vital to make sure that these initiatives provide value for money and deliver their stated benefits.

### Common Causes of Programme/Project Failure

Lessons learned internationally from Gateway Reviews and investigations into project failures by the UK National Audit Office and Office of Government Commerce identify these factors as essential for success:

- clear link between the programme/project and the organisation's key strategic priorities including agreed measures of success
- clear senior management and ownership and leadership
- involvement of and effective engagement with stakeholders
- appropriate skills and proven approach to programme/project management and risk management, and clear roles and responsibilities
- effective project team integration between clients, the supplier team and the supply chain.
- sound commercial knowledge of the supplier marketplace, understanding of, and contact with, the supply industry at senior levels in the organisation
- evaluation of proposals driven by long-term value for money (especially securing delivery of business benefits), not initial price
- breaking development and implementation into manageable steps
- adequate resources and skills to deliver the total programme.

### Central monitoring and assurance

To ensure that projects and programmes in the New Zealand public sector are strategically aligned and performing well, the following central agencies and functional leads have a monitoring and/or assurance role:

- The Treasury
- State Services Commission
- The Department of the Prime Minister and Cabinet
- GCDO (Government Chief Digital Officer, based in the Department of Internal Affairs)
- GCDS (Government Chief Data Steward, based in Statistics New Zealand)

- GPG (Government Property Group), based in the Ministry of Business, Innovation and Employment
- NZGP (New Zealand Government Procurement) based in the ministry of Business, Innovation and Employment.

Responsibility for the administration of Gateway sits with the Investment Management and Asset Performance team at the Treasury.

### **Investment Management and Asset Performance (IMAP)**

In 2014, the Treasury established the Investment Management and Asset Performance (IMAP) team to have 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. This work is part of the Treasury's commitment to maintaining New Zealanders' living standards now and in the future.

Gateway is a key component of IMAP's service offering.

# 2 About Gateway

## 2.1 What is Gateway?

Gateway is an assurance methodology for major investments which was developed by the United Kingdom’s Office of Government Commerce (OGC) in 2001. It is an independent and confidential peer review process that examines projects and programmes at key points in their lifecycles to assess their progress and to rate the likelihood of successful delivery of their outcomes. Gateway is not an audit, and does not stop a project or programme.

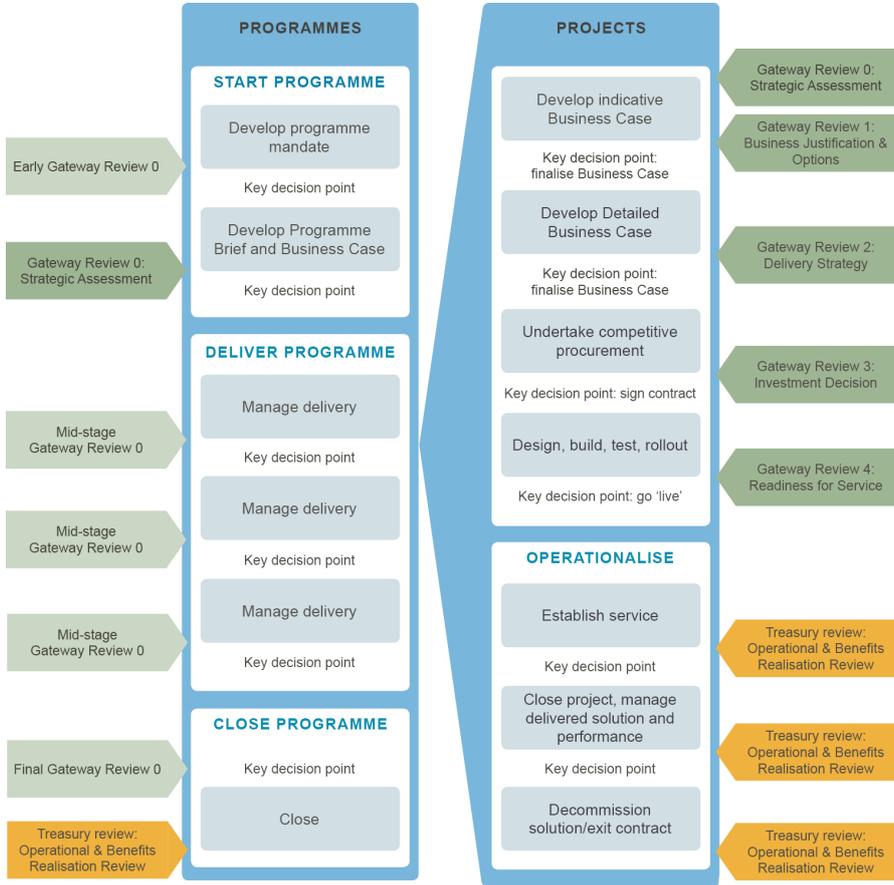
The OGC Gateway process:

- adds a second level of assurance
- increases confidence in alignment of projects with Government strategic objectives
- increases confidence in investment decisions
- increases confidence in delivery of required project benefits to time and budget.

Gateway is applied in a number of jurisdictions including New Zealand, the United Kingdom, the Netherlands and Australia. Gateway teams regularly liaise with their international counterparts to share lessons learned and best practice.

### Gates

Gateway reviews are held at key points in programme/project lifecycles, or ‘gates’. The diagram below shows how these gates align with programme and project activity:



## Key Differences between IQA and Gateway

There are some key differences between programme/project Independent Quality Assurance (IQA) and the Gateway review process, as summarised in the table below:

Focus of Review	Programme/Project IQA	Gateway
Type of project	<b>Mandatory for high risk ICT-enabled change programmes and projects</b> (or larger than \$15 million).	<b>Mandatory for programmes and projects of all types deemed High Risk</b> through completion of a Risk Profile Assessment.
Primary purpose of review	<b>To review processes, standards guidance and practices</b> used in the governance and management of the programme/project, and of progress towards stated goals (time, cost, scope, quality).	<b>To provide high value, confidential peer advice to the programme/project SRO</b> on the greater “system”; outcomes, benefits and risks, approach and culture, stakeholder management and strategic alignment in the wider government context.
	<b>Backward-looking</b> to assess project/programme performance.	<b>Forward-looking</b> to help the project/programme succeed.
Method used	<b>Structured (process and standards-based).</b> Output is a written report, often including a spider-diagram or written discussion of similar. The report must be provided to the agency CE. The report may be used as an input to performance or approval processes.	<b>Interview-based</b> (15-20 over a three-day period). Output is a series of discussions with the SRO and a summary report of key findings and recommendations. Report distribution is at the discretion of the SRO; sharing within the agency is encouraged The report is not designed to be used as an input to performance or approval processes.
Review frequency	<b>Either at regular calendar intervals or at key project/programme milestones.</b> Should be timed so that a final written report is available to Gateway reviewers.	<b>At pre-defined decision points in the programme or project lifecycle.</b> Should be timed to be completed about two – six weeks before decisions are made so that recommendations can be taken into consideration.

## 2.2 Gateway in New Zealand

In 2007 Cabinet directed the State Services Commission to implement Gateway in New Zealand. To date more than 250 reviews have been completed for a wide range of projects and programmes across the country:

- construction (hospitals, schools, roads, tunnels)
- defence
- ICT-enabled business change
- policy.

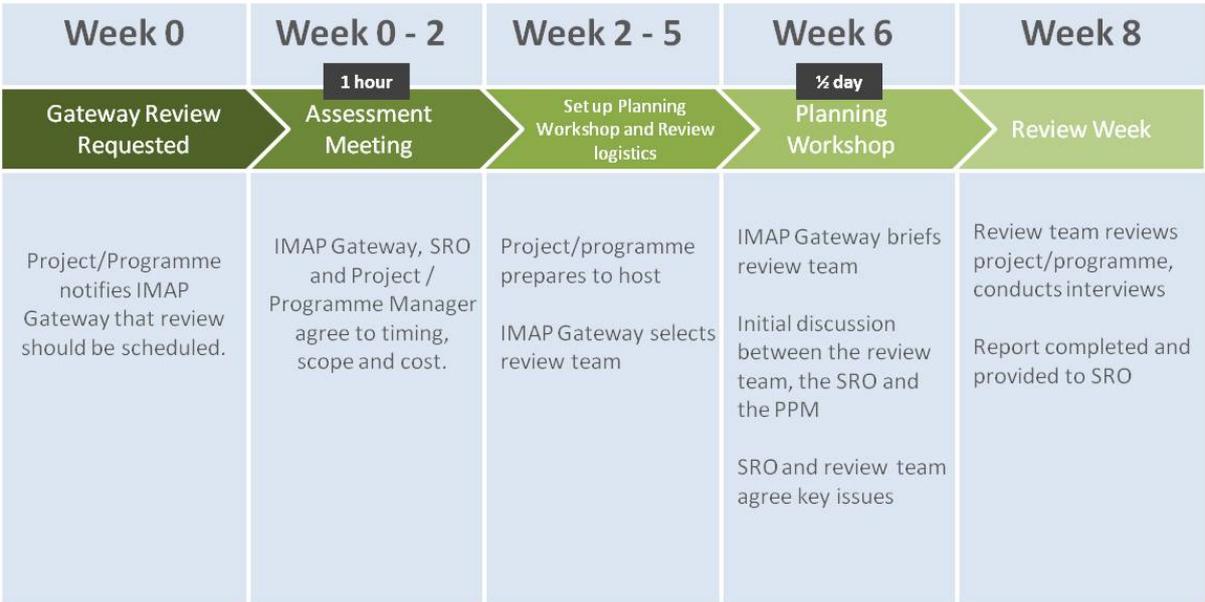
Gateway is Cabinet-mandated for any agent project or programme assessed as High Risk, in the following:

- all departments (including departmental agencies) as defined in the Public Finance Act
- 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.

For information on how the risk level of a project/programme is determined, see Section 3: *Eligibility for Gateway*.

### 2.3 High-level Process Summary

Below is a high-level picture of activity undertaken as part of the Gateway review process. Programmes and projects should allow at least two months for the entire process, from initiation of the review to the completion of the final report. More detailed information about each step is provided in Section 5: *The Review Process*.



### 3 Eligibility for Gateway

Eligibility for Gateway is determined by the completion of a Risk Profile Assessment (RPA).

When an agency is in the early stages of forming any new project or programme, it's vital to determine the inherent risk level of the initiative as soon as possible. This assessment will provide agencies certainty of the appropriate level of engagement with central agencies and monitoring and assurance activity required.

Agencies must complete an RPA for all significant investments identified on multi-year plans. Agencies must provide to Treasury any RPA for any investment proposal that has a medium or high risk profile.

If you are unsure if your initiative meets this criterion, you should complete an RPA.

The RPA is a spreadsheet-based questionnaire that once complete will generate a risk rating for the programme/project of Low, Medium or High. When completed, the RPA provides an indicative risk rating. This is an agency's initial self-assessment of a project's inherent risk. When this initial risk rating is **medium or high**, the agency must send the completed RPA to the Treasury ([investmentmanagement@treasury.govt.nz](mailto:investmentmanagement@treasury.govt.nz)).

The Treasury consults with other central and related agencies, and after discussions with the submitting agency if necessary, makes the final decision on the inherent risk rating.

**Gateway is Cabinet-mandated for project/programmes with an agreed inherent risk rating of HIGH.**

For further information on the RPA process, visit:

<http://www.treasury.govt.nz/statesector/investmentmanagement/think/riskprofile>

For advice on any component of the RPA process, contact a member of the Treasury IMAP team, or email [investmentmanagement@treasury.govt.nz](mailto:investmentmanagement@treasury.govt.nz)

## 4 Requesting a Gateway Review

The first step in the review process is for a project/programme to assess their schedule to determine when a Gateway review would be appropriate. A Gateway review should be held some weeks before key decision points, to enable review findings to be incorporated in the material for decision – for example, a Gate 2: Delivery Strategy/Detailed Business Case should take place when the BC development is 85-95% complete.

The Senior Responsible Officer (SRO) should then contact the IMAP Investment Reviews team to arrange an Assessment Meeting. This should be arranged at least two months before the proposed Gateway review.

How to contact the IMAP Investment Reviews team: [gatewayunit@treasury.govt.nz](mailto:gatewayunit@treasury.govt.nz)

### Team Members

<b>Celia van Vliet</b>	<a href="mailto:Celia.vanvliet@treasury.govt.nz">Celia.vanvliet@treasury.govt.nz</a> +64 4 917 6925	Programme Manager, Investment Reviews
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# 5 The Review Process

## 5.1 The Assessment Meeting

**Purpose:** To agree timing of review and identify any issues the SRO wishes the team to investigate.

Once it is determined that a Gateway review is required, the programme/project needs to arrange a one-hour assessment meeting with the IMAP Investment Reviews team. Attendees should include the SRO and the Programme/Project Manager. The scope of a Gateway review is as outlined in the Review Workbooks; however, the SRO may have specific concerns that s/he wishes the team to consider. The timing of the Gateway review is verbally agreed during this meeting, and shortly afterwards the Gateway team will email a Gateway Review Agreement for approval by the SRO.

## 5.2 Planning Workshop and Review Week Planning

- Arrange Planning Workshop and review week logistics (venue, catering).
- Schedule review week interviews with key stakeholders.
- Complete draft agenda and provide key programme/project documentation to the review team.

The time between the Assessment Meeting and Planning Workshop should be used to identify and book the appropriate stakeholders for review interviews and to collate the required documentation. See *Annex 1 – Planning Checklist* for a full list of activities that programmes and projects should complete in order to prepare for a successful review.

## 5.3 The Planning Workshop

**Purpose:** to familiarise the review team with the programme/project, and to agree documentation to be made available and stakeholders to be interviewed.

The planning workshop is a half-day session involving the Programme/Project Manager, the SRO, the review team, and representatives from the IMAP Investment Reviews team. It is an essential part of the review process for a number of reasons. It is often the first time a review team will meet each other and the programme/project representatives. It gives an opportunity for the review team to familiarise themselves with the initiative and determine the best approach for the review, as well as confirming stakeholders to be interviewed and answering any concerns the programme/project representatives may have. The key outputs from this meeting are:

- an understanding of the key issues the SRO wishes the review to focus on
- a list of stakeholders that the review team wishes to interview
- a list of documents that the review team wishes to see.

An IMAP Investment Reviews team representative will attend the Planning Workshop to assist the Review Team Lead (RTL), to answer any queries about Gateway and give advice on other central agency processes that may be relevant, and to ensure that the process is followed.

Planning Workshops are generally held on a Monday or Friday morning two weeks before a review, and follow the standard agenda below:

Time	Topic	Actions
9am	Gateway Review Team and IMAP Investment Reviews team introductions	<ul style="list-style-type: none"> <li>• Introductions (including NZ Gateway team &amp; process)</li> <li>• Purpose of the day</li> <li>• Establish a Code of Conduct, including security requirements</li> <li>• Potential issues from pre-reading</li> <li>• Use of group skills</li> </ul>
10am	SRO & Programme/Project Team join the meeting	<ul style="list-style-type: none"> <li>• Introductions</li> <li>• Objectives and agenda</li> <li>• Code of Conduct shared with SRO</li> <li>• Overview of Gateway Process Q&amp;A (including RAG)</li> <li>• Content of specific Gateway Review</li> <li>• Presentation on the current status of the Programme/Project by SRO</li> </ul>
11am	Issues identification for the Gateway Review	<ul style="list-style-type: none"> <li>• Programme/Project Team issues</li> <li>• Review Team potential issues</li> <li>• Additional documentation</li> <li>• Key personnel/stakeholders for interview</li> <li>• Timing of the Review</li> <li>• Hosting requirements</li> <li>• Security – discuss security requirements (interviews, documents)</li> </ul>
12pm	Working lunch	Action planning: <ul style="list-style-type: none"> <li>• Interview scheduling and logistics</li> <li>• Agreed plan for the Review</li> <li>• Agree roles</li> <li>• Review Team confirm plan and personal logistics for the Review</li> </ul>
1pm	Close (provisional)	

### Code of Conduct

A code of conduct is agreed between the review team at the start of the workshop and discussed with the SRO and programme/project team. It should be a statement of principles that all parties will adhere to, ensuring a consistent and professional approach in the way the review is carried out.

## 5.4 The Review Week

**Purpose:** To undertake review and complete review report.

This is the week in which the majority of review activity takes place. The review team convenes at the host agency and holds interviews between Monday and Wednesday with key programme/project stakeholders. These could include key programme/project staff, business owners, vendor representatives, external stakeholders and in certain circumstances, the responsible Minister. Interviews are interspersed with document review and general discussion and brainstorming. Debrief sessions are held with the SRO at the end of each day. On Thursday, the team consolidates their findings and drafts the Review Report. This is presented to the SRO at the debrief session that evening for initial feedback and overnight review. The team incorporates any feedback and hands over the final report by lunchtime Friday.

As quality assurance of the review process, a representative from the Gateway team attends the Tuesday and Thursday debrief sessions with the SRO, as an observer to ensure that engagement protocols are followed. For reviews out of Wellington the Gateway representative attends on Thursday only.

## 6 The Review Report

The review team will present a final Review Report to the SRO before they leave the site on the final day of the review. The report will contain:

- a conclusion with an overall Gateway RAG status based on the review team’s assessment of delivery confidence
- a summary of findings with corresponding prioritised recommendations
- suggested timing of the next Gateway review
- a list of stakeholders interviewed and documents reviewed over the course of the week
- a summary of the previous Gateway report’s recommendations and their current progress.

A draft of the report is provided to the SRO on Thursday evening in order to provide an early indication of the findings, and to allow the programme/project to correct any errors of fact before the report is finalised the following day.

### 6.1 Delivery Confidence

The overall Gateway RAG status in a Review Report is based on an assessment of delivery confidence. Under this model the review team provides a statement of their view of the project/programme’s ability to deliver outcomes and benefits against its agreed objectives, and considers whether the initiative will deliver to time, cost, scope and quality.

Definitions of delivery confidence ratings are as follows:

Rating	Criteria Description
<b>Green</b> 	Successful delivery of the project/programme to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly.
<b>Amber-Green</b> 	Successful delivery appears probable however constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
<b>Amber</b> 	Successful delivery appears feasible but significant issues exist requiring management attention. These appear resolvable at this stage and if addressed without delay, should not impact delivery or benefits realisation.
<b>Amber-Red</b> 	Successful delivery of the programme/project is in doubt with major risks or issues apparent in a number of key areas. Prompt action is needed to address these, and whether resolution is feasible.
<b>Red</b> 	Successful delivery of the project/programme appears to be unachievable. There are major issues on project/programme definition, schedule, budget, quality or benefits delivery, which at this stage do not appear to be manageable or resolvable. The Project/ Programme may need to be re-baselined and/or its overall viability re-assessed.

## 6.2 Recommendations

Recommendations in the review report are categorised by criticality. This priority rating is based on the following definitions:

- **CRITICAL (do now):** critical and urgent. To increase the likelihood of a successful outcome it is essential that the programme/project takes action immediately
- **ESSENTIAL (do by <date>):** critical but not urgent. To increase the likelihood of a successful outcome the programme/project should take action in the near future
- **GOOD PRACTICE (consider):** the programme/project would benefit from the uptake of this recommendation.

Essential and Good Practice recommendations should be linked to programme/project milestones wherever possible, ie to milestone dates and/or a specified timeframe.

## 7 Escalation and Enhanced Notification

Gateway reviews do not stop programmes or projects. However, if an initiative has significant issues it is useful to bring these to the attention of individuals and groups who will be able to assist in their resolution.

Therefore, if a programme or project receives an Amber-Red or Red delivery confidence rating in their Review Report, an enhanced notification and escalation process is triggered. This results in the report recommendations (not the full report) being distributed to a wider, but still limited, audience. The escalation process requires programmes and projects to complete an Action Plan, which summarises how they will address the issues and recommendations outlined in the Gateway Review report. The SRO can then request an Assurance of Action Plan review to be arranged by the IMAP Investment Reviews team.

For further information on the escalation and enhanced notification process, contact the IMAP Investment Reviews team.

## 8 After the Review

### 8.1 Post-review feedback

The SRO is required to complete a Gateway feedback form that asks for feedback on various aspects of their Gateway review. This should be returned to the IMAP Investment Reviews team who will use this information as an input to internal process improvement. The feedback process is open, and reviewers are entitled to view SRO feedback.

Review Team Leaders also provide feedback on team members and reviewers provide feedback on the Review Team Leader. This is a further quality assurance process that helps the IMAP Investment Reviews team maintain the quality of the review process; it also serves to identify exceptional team members who have the potential to be team leaders.

### 8.2 Value for money

The Gateway process considers the programme/project at key decision points in its delivery. Value for money is demonstrated through:

- improvements in procurement, programme/project and contract management (these gains will be identified through a reduction in the number of red and amber recommendations)
- potential whole-life costs avoided by application of key recommendations from the Gateway review.

### 8.3 Lessons Learned

The IMAP Investment Reviews team collates recommendations from each report and enters them into a lessons learned database to identify trends across programmes and projects in the public sector. Recommendations are anonymised in order to uphold the confidentiality of the Gateway process. IMAP Gateway periodically releases lessons learned reports to share key findings, copies of which can be found here:

[www.treasury.govt.nz/information-and-services/state-sector-leadership/investment-management/review-investment-reviews/gateway-reviews/gateway-reviews-lessons-learned](http://www.treasury.govt.nz/information-and-services/state-sector-leadership/investment-management/review-investment-reviews/gateway-reviews/gateway-reviews-lessons-learned)

## 9 Roles and Responsibilities

This section describes the key roles and responsibilities of key individuals or teams

### 9.1 The Programme/Project SRO

- The client; recipient of the review report.
- Prime responsibility for commissioning reviews.
- Must be available for Planning Workshop and daily debrief sessions during review week.

As the person accountable for the successful outcome of a programme/project, the SRO is the client for both the Treasury IMAP Investment Reviews team and the Gateway Review Team.

We expect SROs to commission and support the Gateway review and ensure that all necessary information is available to the review team.

The purpose of a Gateway review is to provide an SRO with information and advice that they can use to increase the chances of success for their initiative. To enable this, it is vital that the SRO attend at least part of the Planning Workshop and is available to the team for debrief sessions during the review week. A solid relationship with the team members makes a great difference in the team's understanding of their needs and ensures the SRO can make the best use of the review team's time and experience.

The review team will present the SRO with verbal feedback and a written report at the end of the review week. It is expected that the SRO will take ownership of the recommendations in the report and ensure that appropriate actions are taken to address the recommendations in the advised timeframe. The progress and status of the recommendations will be attached to the review report of the next Gateway review that the SRO commissions; this is to enable IMAP to assess value for money of the process and lessons learned.

#### Summary of key actions

SROs need to:

- request a Gateway review at least eight weeks in advance, aligning with the appropriate programme/project milestone
- attend, or nominate a delegate to attend, an Assessment Meeting to ensure the appropriate Gateway review is identified, resourced and scheduled
- attend the Planning Workshop and be prepared to discuss programme/project status, issues and the scope of the review
- discuss their personal view of the programme/project at the start of the review
- ensure that they, or a designated member of the programme/project team, are available during the review to discuss emerging findings
- receive the Review Report at the end of the review
- complete the Review Feedback Form and return it to the IMAP Investment Reviews team.

## 9.2 The Programme/Project Manager

- Responsible for the day-to-day management and control of the programme or project.
- Primary interface between the review team, IMAP and the programme or project team throughout the review process.

The Programme/Project Manager is the key representative of the programme or project team for a Gateway review. The IMAP Investment Reviews team will engage directly with Programme/Project Managers to arrange the Planning Workshop and the review itself, as well as asking for key documents to be made available before the Planning Workshop. The review team will work with Programme/Project Managers during the review and may ask for additional documents or information as required.

### Summary of key actions

Programme/Project Managers need to:

- ensure their SRO, or nominated delegate, attends the Assessment Meeting to :
  - ensure the appropriate Gateway review is undertaken
  - agree the dates for the Planning Workshop and review
  - arrange the venue and necessary facilities
- familiarise themselves with the Gateway review workbook relevant to the agreed Gate review
- attend the Planning Workshop with the SRO to discuss:
  - the programme/project status and issues
  - the scope of the review
- brief the review team at the Planning Workshop on the status of the programme/project and agree the logistics of the Gateway review
- ensure that all those to be interviewed are briefed on the purpose of the review and what's expected of them
- discuss their personal views of the programme/project at the beginning of the review
- ensure that requested documentation is available during the review
- arrange the logistics of the review, ensuring availability of interviewees as required by the review team
- ensure their SRO is available for debrief sessions during review week.

## 9.3 The IMAP Investment Reviews team

- Responsible for securing review team.

- Attends Planning Workshop and some debrief sessions during review week in order to provide general advice on Gateway.
- Responsible for recording and analysing lessons learned.

The IMAP Investment Reviews team is responsible for arranging Gateway and other Investment reviews in conjunction with programme/project representatives. A key task for the team is to secure a team of four reviewers to complete the review; matching the skills and experience of individuals in the reviewer database with the particular requirements of a given review. The IMAP Investment Reviews team has no input to the review or the Review Report.

The Gateway team collates recommendations from each report and enters them into a lessons learned database to identify trends across programmes and projects in the public sector. Further information on this analysis can be found in section 8.3: *Lessons Learned*.

## 9.4 The Review team

- Responsible for completing Review Report.
- Attends Planning Workshop, reviews programme/project documentation and completes interviews with key stakeholders in order to determine delivery confidence and inform report recommendations.

The review team is comprised of four individuals; three Review Team Members (RTMs) and one RTL. Representation from public and private sector will be included on the team in order to get a broad range of experience and skills. The IMAP Investment Reviews team will be the conduit between the review team and the programme/project under review until completion of the Planning Workshop.

The review team is responsible for using their experience, Gateway training, and guidance provided to come to an accurate assessment of delivery confidence and to complete a well-considered and actionable Review Report.

## 9.5 Interviewees

- Responsible for providing full and frank feedback to the review team.

Those named as key stakeholders to be interviewed in a Gateway review do not need to prepare for their session. Interviews will generally take the form of an informal discussion with the review team and will take between 30 minutes to an hour. Interviewees should be open and frank in their feedback in order for the review team to form an accurate assessment of programme/project status.

# 10 Confidentiality and Disclosure

The Gateway Review Report is confidential to the SRO. Only two copies of the report are made: one for the SRO and the other for the IMAP Investment Reviews team to extract

generic lessons learned, enable value for money analysis and check report quality and compliance with the process.

When escalation and enhanced notification processes are triggered the review report may need to be released to a wider, although still limited, audience.

Programmes/projects are welcome to share the report with interested parties if they wish. However, agencies should note that the report is intended for the SRO and is therefore not structured to provide contextual information that a wider audience may need to understand the rating assessment and associated recommendations. We recommend therefore that programmes/projects accompany report provision with a discussion or further documentation such as an Action Plan.

The Gateway review is a partnership between the SRO and the review team to increase a programme/project's chances of success. Openness and honesty between the review team and the programme/project are key to the success of the review.

The review team will need to see all documentation that is relevant to the evidence needed for a specific Gateway review, and will treat its sensitivity appropriately. It is of benefit to the programme/project to provide access to documents for the review to ensure that maximum value is obtained from the process. The review team is required to spend time reading appropriate documents before the review begins, therefore initiatives must make documents available in time and in an appropriate format that is compliant with security and clearance needs. Any documentation provided to the review team is on the basis that it will be treated in complete confidence.

Documentation is only used for the purposes of the review; the review team is required to destroy all documents, their notes and any copies they hold of the Review Report before leaving the agency.

All Gateway Review Reports include the following text:

*This report contains headline finding and recommendations only, and is not intended to be interpreted in isolation from the daily discussions and briefings which have accompanied this report's delivery to the project SRO.*

*The provision of free and frank advice is key to the effective operation of the OGC Gateway methodology. Release of such advice could prejudice the Gateway process as such advice might not be provided in the future. To ensure that all relevant matters are considered please consult the Treasury IMAP Investment Reviews team before any public release of a Gateway report under the Official Information Act.*

# Annex I: Preparation Checklist

Below are some recommended actions from the IMAP Investment Reviews team for projects and programmes to complete in order to ensure a successful review.

#	Action	Description															
1	<b>Designate review support</b>	Preparation for a Gateway Review requires significant administrative effort, so projects and programmes under review find it best to select an individual in their team as early as possible to have primary responsibility for logistics. Once confirmed, please provide the Gateway team with their contact details so that they can get in touch to provide any advice or support needed.															
2	<b>Book review dates for the SRO</b>	<p><b>Your SRO will need to be available for Gateway meetings at particular points during the review process. Below is a list of times you should try and book in their diary as soon as you can:</b></p> <table border="1"> <thead> <tr> <th>When</th> <th>Topic</th> <th>Time</th> </tr> </thead> <tbody> <tr> <td><b>Planning Workshop</b></td> <td><b>Planning session</b> between the Gateway team and reviewers, and the SRO and Project Team (typically Project Manager and review support person).</td> <td>10am – 1pm (first hour of the planning workshop is an introductory session between Gateway representatives and the review team only)</td> </tr> <tr> <td><b>Review week</b></td> <td><b>SRO Debrief</b> to discuss emerging findings and present the draft report</td> <td> <ul style="list-style-type: none"> <li>A 30 minute at 5pm on Monday, Tuesday and Wednesday</li> <li>A one-hour session after 4.30pm on Thursday for the review team to present the draft report</li> </ul> </td> </tr> <tr> <td></td> <td><b>Draft report discussion</b></td> <td>A 15-30 minute session early Friday morning</td> </tr> <tr> <td></td> <td><b>Receipt of final report</b></td> <td>A 30-minute session at around noon on Friday, to finish no later than 1pm</td> </tr> </tbody> </table>	When	Topic	Time	<b>Planning Workshop</b>	<b>Planning session</b> between the Gateway team and reviewers, and the SRO and Project Team (typically Project Manager and review support person).	10am – 1pm (first hour of the planning workshop is an introductory session between Gateway representatives and the review team only)	<b>Review week</b>	<b>SRO Debrief</b> to discuss emerging findings and present the draft report	<ul style="list-style-type: none"> <li>A 30 minute at 5pm on Monday, Tuesday and Wednesday</li> <li>A one-hour session after 4.30pm on Thursday for the review team to present the draft report</li> </ul>		<b>Draft report discussion</b>	A 15-30 minute session early Friday morning		<b>Receipt of final report</b>	A 30-minute session at around noon on Friday, to finish no later than 1pm
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3	<b>Confirm meeting room reservations and catering</b>	<p>Your project or programme will need to block-book meeting rooms for Gateway meetings and interviews, so it's a good idea to secure your venue as soon as you can. You will need to reserve a room for:</p> <p>a) <b>Planning Workshop: attending will be</b> four review team members, the SRO and selected members of the project team, as well as an IMAP Investment Reviews team representative.</p> <p>b) <b>Review week: to be used by the four review team members (plus interviewees) all day.</b></p> <p>Your project/programme should make arrangements for lunch, morning and afternoon tea for the reviewers during review week. For the planning workshop, please arrange for morning tea and lunch for everyone attending.</p>															

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4	<b>Complete the draft Planning Workshop Agenda</b>	The draft <i>Planning Meeting Agenda</i> needs to be completed in its entirety and returned to the Gateway team a minimum of one week prior to the planning workshop, but we suggest you aim to submit this two weeks before the meeting. The completion of the agenda will help you with review planning, as it will shape your thinking about who among your key stakeholders will need to be interviewed, as will the <i>Interview Schedule</i> template.
5	<b>Logon to the Shared Workspace</b>	Prior to the planning workshop, you will be invited to log on to a secure online shared workspace, via <a href="http://www.see.govt.nz">www.see.govt.nz</a> . The workspace enables the project team, review team and Gateway unit to load, edit and use project documentation for the duration of the review (review team members will have “read only” privileges). Since the shared workspace will be used extensively during the review, it is recommended that review support and other project team members that will use the workspace log on prior to the planning workshop, to ensure that they are able to use it without hindrance. To use the shared workspace you will need a RealMe account, which can be created online. Note that each member of the project team will be sent an email invite to log on to the shared workspace; the email invite has an access code that is linked to your work email (e.g. the email address this current email message is being sent to). If the email address you used to set up your RealMe account is different from your work email, please reply to this message and inform us of the other email address so we can provide you with a shared workspace access code for the alternative email address.
6	<b>Provide pre-reading</b>	<p>So that the review team can be up to speed on your project/programme prior to the planning workshop, we ask that you provide some documentation to the Gateway unit a minimum of one week prior to the planning workshop, but preferably two weeks in advance. The documents provided will familiarise the review team with the project at a high-level, so any documents giving a broad overview of the project are appreciated. Documents may include:</p> <ul style="list-style-type: none"> <li>• a project brief</li> <li>• project timeline</li> <li>• updated risk register</li> <li>• recent steering committee minutes</li> <li>• recent draft business case</li> <li>• other recent documents that could help the review team</li> </ul>
7	<b>Book interviewees for review week</b>	We advise that you now begin to make tentative bookings for interviews of people relevant to the project, in particular any interviewees that may have busy calendars. Interviewees should be tentatively booked for one-hour slots from 9am-5pm on the Monday to Wednesday of the review week. At the planning workshop, the review team will confirm the interviewees they will need to speak with and also give more specific guidance as to the interview schedule.