Strategic Assessment
Workbook

GATE

0

Contents

Background

The Gateway Review process examines programs and projects at key decision points. It aims to provide timely advice to the Senior Responsible Officer (SRO) as the person responsible for a program or project. A review provides the SRO with an independent view on the current progress of the program or project and assurance whether it can proceed successfully to the next stage.

Given the aim is to help the SRO at key decision points, each review is short and focussed on the work that is complete at the time. For the best result, a review is carried out shortly before a key decision is made to allow sufficient time for recommendations to be implemented.

The Gateway Review process supports delivery of a wide range of programs and projects and is coordinated through the 3PMO.

Document Amendment Record

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1.0	First Published	29/09/2017	Paula Hollamby, PMO

Overview

About this Workbook

This workbook supports the Gate 0: Strategic Assessment Review.

A Strategic Assessment Review is a broad, strategic review that occurs at the start up stage of a program or project to inform decision-making or during the implementation phase, particularly where there are protracted implementation stages, to confirm the alignment with the established outcomes. Gate 0 reviews may be undertaken several times throughout the life of the programs or particularly complex projects, in addition to other Gateway Reviews that would occur in the normal application of the Gateway Review Process.

This review investigates the direction and planned outcomes of a program, project, policy initiative, or organisational change. The review and the progress of its constituent projects are repeated through the life of a program from start up to closure. An early Gate 0 review of either a program or project is particularly valuable as it assists to confirm that the way forward is achievable before plans have been finalised and before funds have been expended on a Business Case.

This workbook describes the key products, appraisal questions and sources of supporting information, including best practices for review teams. It offers key questions to explore and evidence to look for. Because each program, project or policy is unique and circumstances change, the workbook should be used as a guide to the range of appropriate questions and evidence, rather than a full checklist of mandatory items.

The Wider Context of Program Delivery

Programs are delivered in the wider context of carrying forward policy and strategic objectives and improving organisational performance.

Once a way forward for delivery is identified, major policies and organisational change are often implemented as a program. When policies or change programs are announced, the means of implementing them is clear while other aspects need considerable policy development. A program structure provides a means of managing progress at different rates while ensuring coherence and keeping the focus of the outcomes. The program's potential to succeed is checked as it is established, using a Gate 0 Review. The review can be repeated whenever key decision points are reached or as desired throughout the program's lifecycle.

A program may contain a number of linked sub-programs, projects or other pieces of work. These may be delivered in a coordinated sequence to achieve the program outcomes with balance of cost, benefit and risk. The program's projects may be reviewed separately as part of their own Gateway Review at key decision points from start up through to the point where they have contributed the benefits set out in the project's business case. Feedback from a final project review informs the ongoing program review.

Programs can be managed as part of a corporate portfolio of organisational programs, which may be competing for resources and may have changing priorities. Program managers should be aware of interdependencies between their program and other programs within the department.

Types of Programs

Change may be delivered by the program in different ways such as:

- constructing and delivering new facilities – typically led by the specification of the outputs required, with a clear view of what is required and a well defined scope;

- changing the way the department works – led by a vision of the outcomes and benefits and typically involves uncertainty about the change, but with clear delivery approaches that can be used to achieve the vision;

- policy change focused on changes and improvements in society, driven by a desired outcome but likely to be ambiguous and complex to define in terms of what it will involve. The scope may need to be revisited as uncertainty is resolved;

- if a project is large or complex, it is broken down into a series of related projects and managed as a program.

Due to these differences, Gate 0 Reviews are more flexible to account for the needs of the individual program or project while still providing good advice to the SRO.

Strategic Assessment

Gate 0 investigates the strategic direction and concept development of the proposed investment against the wider departmental or whole of government goals or needs. Gate 0 usually applies to Category 1 HVHR investments, however it can be applied to any type of proposed investment to help confirm that:

- the policy merit is sound and evidence based;

- strategic options in response to the problem have been sufficiently explored and;

- the way forward is achievable.

The same set of questions is used for every Gate 0 Review, but the focus is adjusted depending in the nature of the program and the stage of its lifecycle. For example, the governance arrangements and stakeholder involvement may be the most difficult aspect of a large program. In contrast, the management of smooth transition to new ways of working may require the most attention in a large change management decision.

At the start of the program, the strategic priorities should be clear and the main focus will be on what can be achieved realistically. At subsequent stages managing the impact of change, risks and resources will become more important and there may be the additional complexity of changing policy priorities. At program closure, evaluating outcomes, the final review of the achievement of outcomes and identifying the lessons learnt for future programs will be the main features of the review. The SRO and Review Team should agree the particular focus of each review when it is planned.

Purpose of Gate 0: Strategic Assessment

This Gateway Review will:

- review the outcomes and objectives for the program (and the way they fit together) and confirm that they make the necessary contribution to the overall strategy of the department;

- ensure that the program is supported by users and key stakeholders;

- confirm that the program's potential to succeed has been considered in the wider context of state government policy and procurement objectives, the department's delivery plans and change programs, and interdependencies with other programs or projects in the department;

- review the arrangements for leading, managing and monitoring the program as a whole and the links to individual parts (e.g. to existing projects);

- review the arrangements for identifying and managing the main program risks (and the individual project risks), including external risks such as changing business priorities;

- check that provisions for financial and other resources have been made for the program (initially identified at program initiation and committed later) and that plans for the work to be done through to the next stage are realistic, properly resourced with sufficient people of appropriate experience, and authorised;

- after the initial review, check progress against plans and the expected achievement of outcomes.

- check that there is engagement with the market as appropriate on the feasibility of achieving the required outcome; and

- where relevant, check the program takes account of joining up with other programs, internal and external.

Project Documents

Examples of evidence relevant to the areas of investigation covered in the sections following should be available before the Gateway Review process commences.

The information is likely to be found in the documents suggested below, but may be located in other program or project documents, or elsewhere in the department's systems. These documents include:

- departmental strategic plans, business plans, objectives and government policy documents. This should set out the strategy and policy objectives in relation to a set of public services or explain the objectives of the change agenda;

- investment concept brief and investment logic map;

- any relevant service level agreements and associated targets and delivery plans;

- a program / project brief or business case. This document will be loosely formed at the outset and developed over the life of the program. It should provide progressively more detailed information about:

    - objectives: a description of the purposes, outcomes sought, key deliverables and timescales plus the main success criteria against which the program will be measured;
    - background: outline of the key drivers for the program, showing how it will contribute to policy outcomes or the organisational business strategy;
    - a model of the intended outcome(s) as a vision of the future and how the vision will be delivered through the organisation(s) involved, delivery agents, new services, etc.;
    - scope: the boundaries of the program;
    - the required benefits from the program: these will be elaborated in a benefit profile for each defined benefit, covering a description of the benefit, when it will be realised and the measures and performance indicators that will be used to assess achievement levels and their costs;
    - the main assumptions and constraints on which the program will be founded and dependencies with other programs or strategies;
    - stakeholders: a list of the key stakeholders and their role in the program, with a strategy and plan for communicating and engaging with them;
    - finance: the financial provision made for the program and its components;
    - organisation: the way in which the program is to be organised, led and linked to other related programs;
    - risks: the main risks so far identified, a strategy for managing them and need for any contingency arrangements;
    - issues: a strategy for capturing and resolving issues;
    - outcomes: a benefit management plan with a strategy for measuring results and achieving outcomes; and
    - components: a list of the projects in the program's portfolio and interdependencies that have to be delivered successfully if the program is to achieve its objectives and their current status.

- a plan covering the work to be done over the short to medium-term:

    - identifying the streams of work and sub-programs and the main deliverables and milestones for each one and the contribution each is to make to the program outcomes; and
    - resource estimates, e.g. funding for delivery bodies, people, systems.

The Review

This section contains topics that would commonly be considered when undertaking a Gate 0: Strategic Assessment. Review Teams are expected to use their own expertise in determining whether these topics are relevant and appropriate for the specific program or project under review. The Review Team may determine additional topics be considered that are also critical to the assessment of the project.

When to repeat Gate 0: Strategic Assessment

Gate 0 is:

- applied at the start up of a program (the initial Gate 0 Review);
- repeated at the appropriate key decision points during the program (the mid stage Gate 0 Review); and
- applied at the end of a program (the final Gate 0 Review).

Initial Gate 0: Strategic Assessment Review

The program start up process draws together the justification for the program based on policy or departmental / government objectives that are to be secured, an analysis of the stakeholders whose cooperation is needed to achieve these and an initial assessment of the program's likely costs and potential for success.

An initial Gate 0 Review may come after the departmental strategy for change has been set, before public commitment is made and before a development proposal is put before the appropriate authority to proceed. This review would focus on the justification for the program.

Typically, the initial review would take place following the production of a program brief or similar document which contains an outline of the program's objectives, desired benefits, risks, costs and timeframe.

The initial review provides assurance to the SRO that the scope and purpose of the program has been adequately researched, that there is a shared understanding of what is to be achieved by key stakeholders, that it first within the department's overall policy or strategy and priorities. It also provides assurances that there is a realistic possibility of securing the resources needed for delivery and that any procurement takes account of government policy.

The Review will also examine how its components will be organised (such as sub-programs and projects) to deliver the overall program objectives, and that the management structure, monitoring and resourcing are appropriate. In short, the initial Gate 0 review aims to test whether stakeholder's expectations of the program are realistic in terms of costs, risks, outcomes, resource needs, timetable and general achievability.

Mid Stage Gate 0: Strategic Assessment Review

Subsequent Gate 0 Reviews revisit the same questions to confirm that the key stakeholders have a common understanding of desired outcomes and that the program is likely to achieve them. Gate 0 Reviews are repeated at appropriate key decision points during the program, for example:

- at scheduled milestones, such as the completion of a set of projects in the program portfolio;
- when there is a significant change to desired outcomes;

- when the way outcomes are delivered must change (e.g. as a result of government changes) or when it becomes apparent that the program will not provide the necessary outcomes and needs to be reshaped;

- when the SRO has concerns about its effectiveness;

- when there is a change in program ownership; or

- when transferring lessons learnt to other programs after a substantial amount of successful delivery has taken place.

A repeated Gate 0 Review will focus on establishing the continued validity of the business case for the program and ensuring that the outcomes and desired benefits of the program are on track.

Final Gate 0: Strategic Assessment Review

A final Gate 0 Review will take place at the conclusion of the program to assess the overall success of the program, the extent to which the desired outcomes and benefits have been achieved and to check that the lessons learnt have been analysed and disseminated.

1.   Policy and Business Context

How to use this section for:	
An initial Gate 0 Review	If it is early in the program lifecycle, information may be uncertain because options are still being explored to identify a way forward. There must be clear links between the strategy and why the program is needed. The governance framework will be outlined, but an SRO and/or PM should already be identified.
	Capability to deliver will be considered at a high level, ideally supported by indicative estimates based on evidence from similar initiatives.
	There should be mechanisms in place for lessons learnt regardless of the stage of the program lifecycle. High level risks should have been identified even at a very early stage. Review Teams will positively evaluate actions taken to implement recommendations made in any earlier assessment of deliverability.
	At program initiation, all areas in this section will need thorough investigation as they provide the foundation for successful delivery.
A mid stage Gate 0 Review	The focus on each area in this section is whether assumptions or circumstances have changed, e.g. a change in policy direction, continued availability of skills and resources.
A final Gate 0 Review	The critical area at the final stage is to confirm the link to departmental strategy is still robust and supported by executive and senior stakeholders.

Areas to Probe:		Evidence Expected:
1.1	Is the policy or program innovative in planning to succeed?	• new approaches have been explored and existing systems challenged; and • the structure allows responsiveness and flexibility in achieving outcomes.
1.2	Is the strategy to which this program contributes agreed with the sponsoring group?	• a clear direction set out in the business strategy which is owned by key stakeholders and informs all investment including public service reform or organisational change.
1.3	Does the program reflect the current policy and environment and is it aligned with current strategy?	• documented evidence that the sponsoring group has agreed the scope of the program and its alignment with objectives, strategy and/or change priorities; and • where there are significant changes in policy priorities, in stakeholders' views, or the key objectives, details of a reappraisal of the program.
1.4	Is the governance framework fit for purpose and is there commitment to key roles and responsibilities for this program within current priorities?	• evidence of commitment from the sponsoring group, a willingness to take ownership, and a clear understanding of their roles in achieving successful outcomes; • key roles have been identified and assigned (e.g. responsible minister, SRO, PM, program manager, business change manager or equivalent) and sub-program managers with named individuals who have been given responsibility for the transition to new ways of working; and • clear governance arrangements to ensure sustainable alignment with the business objectives of all business units involved.
1.5	Does the project, program or policy require new governance arrangements within the department?	• for whole of department policy or programs, evidence all parties involved know how they are engaged in the policy or program and are committed to its delivery; and • clear governance arrangements to ensure sustainable alignment with departmental objectives of all organisations involved.

1.6	Are the required skills and capabilities available, taking account of the department's current commitments and capacity to deliver?	• the department has brought together or plans to bring together the resources it needs to plan and achieve the desired outcomes and has access to external sources of expertise; • the team is realistic about the complexity of the changes and how they can be managed and can demonstrate learning from previous and/or other programs; • key roles within the program are identified and assigned to individuals; • key individuals have an appropriate track record of successful delivery; • the program has access to expertise which can benefit those fulfilling the requisite roles; and • an appropriate allocation of key program or project roles between staff, consultants or contractors.
1.7	Can the department learn from experience with this program and other programs?	• evidence that the department has processes in place to incorporate lessons learnt from this program and its components into wider best practice; and • evidence that the department learns from the experiences of others.
1.8	Is there a framework for managing issues and risk to this policy or program?	• defined roles, responsibilities and processes for managing issues and risk across the program, with clearly defined routes for bringing issues and risks to the attention of senior management.

2.   Business Case and Stakeholders

How to use this section for:		
	Even at the very early stages of the program, there must be a clear understanding of the outcomes needed for the program, even though the overall scope and way forward may not yet be clear. Measures of success will be in outline. Key stakeholders should already have been identified.	
An initial Gate 0 Review	The components of the program, sub-programs and projects and their resource requirements will not be certain at this stage.	
	There should be early indicators of additional factors that could affect success. Program controls will not have been established in detail.	
	At program initiation, all areas in this section will require through investigation.	
A mid stage Gate 0 Review	Assumptions will need to be revisited, in particular: • whether stakeholders remain supportive; • whether the program is still affordable; • management of issues relating to additional factors that could affect success; and • the effectiveness of program controls.	

A final Gate 0 Review	The main areas of investigation are continued clarity of understanding about the required program outcomes and support stakeholders as the program closes.

Areas to Probe:	Evidence Expected:
2.1 Is there a clear understanding of the outcomes to be delivered by the policy or program and are they sound?	• a description of the program's business or policy drivers and objectives and how they contribute to the overall objectives for a particular service or the department's change agenda; • an outline of the required outputs or outcomes and their relationship to each other; • definition of the benefit profiles for the program for each of the benefits expected; • evidence that the way forward is likely to achieve the intended outcome; • for policy implementation, a rationale and objectives statement, appraisal of options and evaluation plan for the option being pursued; and • description of the link between government performance and delivery targets and commitments of senior management.
2.2 Does the program demonstrate a clear link with wider government objectives?	• analysis to show the relationship to government policies; • identification of options that reflect the requirements of new initiatives; • relevant impact assessment and appraisal issues such as regulatory impact, sustainable development and environmental appraisal have been taken into account; and • demonstrated link between strategic objectives and outcomes and the programs deliverables.
2.3 Is there an understanding of the scope of the program? Does it overlap or interface with other internal or external programs or policies?	• a description of the program scope to date; and • details of any overlap or linkages with existing internal or external programs or policies.
2.4 What will constitute success?	• definition of key critical success factors and how the required quality of performance will be measured; • description of main outcomes and analysis of their leading and lagging indicators; • relationship between program outcomes and government targets or major policy initiatives; • projected performance over the life of the program, with key performance targets and measures agreed with stakeholders; and • evidence that the program can be evaluated in a practical and affordable way.

2.5	Who are the stakeholders and do they support the program? How are they being engaged?	• a list of key stakeholders and statements of their needs and support for the program; • plan for communicating with and involving stakeholders in appropriate ways and securing common understanding and agreement; • for multi-agency programs, clear lines of accountability for resolving any conflicting stakeholder requirements; and • recognition of the need to involve external delivery partners and industry, plus the supply side.
2.6	What are the component projects and sub-programs of the program, and why is it structured in this way?	• description of program and/or sub-programs and main projects with an explanation of how each will contribute to the required outcomes, key deliverables and identification of key interdependencies; and • evidence that implementation will be broken up into manageable steps and phased delivery will be used where appropriate.
2.7	Is the proposed program affordable?	• an estimate of the program cost based on previous experience or comparison with other similar programs, broken down as appropriate by program outputs and/or sub-programs and main projects; • available funds identified and methods of securing additional necessary funding determined; • provision in the current spending review allocation including an allowance for risk; and • market soundings and assessment of likely cost profiles.
2.8	What are the additional factors that could affect success?	• main risks identified at the outset with nominated risk owners, options for mitigating these risks considered, the need for contingency plans recognised and, where appropriate, business continuity plans; • description of dependencies or other programs already underway that could affect the outcomes of the program; • engagement with delivery chains and the market to determine capability to meet the need and, where appropriate, to identify suitable options for delivery; • where suppliers or partners are already in place, evidence that their ability to deliver has been considered; and • a legal framework for the program and its projects exists, is comprehensive and sound.
2.9	Have program controls been determined, especially where constituent projects will transfer to other agencies?	• overall program controls defined (progress tracking, risk management, issues identification and resolution and impact assessment); • interdependencies between other programs and projects defined with high level plans for managing them; • for collaborative programs, accountabilities and governance arrangements for different agencies are defined and agreed; • parties in the delivery chain are identified and an approach to working together is established; • processes are in place to manage and record key program information and decision making.

3.   Management of Intended Outcomes

How to use this section for:	
An initial Gate 0 Review	If the initial review is in the early stages of planning for the program, the key aspects to investigate in depth are: • main outcomes identified; and • relationships between outcomes. Plans for achieving the outcomes are likely to be unclear at an early stage, but there should be evidence of high-level plans for the way forward (or a set of options for consideration, with a preferred option identified) and a reasonably clear indication of how success will be measured (e.g. a trajectory for take-up of a service). At program initiation, all areas must be investigated in depth to confirm that expectations for delivery are realistic and that performance can be measured with reasonable accuracy.
A mid stage Gate 0 Review	The main focus of this mid stage review is to check that plans for delivery of outcomes remain achievable.
A final Gate 0 Review	The topics in this section may not need to be covered at program closure.

Areas to Probe:	Evidence Expected:
3.1 Have the main outcomes been identified?	• up to date list of the main outcomes and desired benefits, linked to strategic outcomes and the deliverables from specific projects.
3.2 Are the planned outcomes still achievable or have any changes in scope, relationship or value been properly agreed, and has the business case or similar document been reviewed?	• the outcomes and their relationship to each other is identified; • credible plans for achievement of outcomes; and • ongoing commitment from stakeholders to the outcomes and their achievements.
3.3 Are key stakeholders confident that outcomes will be achieved when expected? Is it on track to deliver?	• confirmation that planned outcomes have been achieved to date; • mechanisms for collecting performance data are in place and there is a plan for evaluating impact of a program in operation; • program board is confident that planned milestones will result in high quality deliverables that will, in turn deliver the necessary outcomes; and • commitment from key stakeholders that program deliverables will achieve the desired outcomes.

3.4	Is there a plan for achieving the required outcomes?	• a benefits management strategy and/or similar plan has been developed to ensure that outcomes are delivered in terms of performance measures or key performance indicators; • plans to identify appropriate baseline measures against which future performance will be assessed; • plans to carry out performance measurement against the defined measures and indicators; • where planned outcomes have not been achieved, evidence that the problems have been identified and plans are in place to resolve them; and • clarity on how the objectives from the sub-programs or projects link to the outcomes of the program.

4. Risk Management

How to use this section for:	
An initial Gate 0 Review	If the initial review is in the early stages of planning for the program, the major risks must be identified at a high level with an indication of how they will be managed and initial consideration of the requirements for contingency plans. At program initiation, all aspects of risk management must be probed in depth.
A mid stage Gate 0 Review	The main focus is on checking that risk management is effective.
A final Gate 0 Review	The status of the risk register at program closure will be the principal area to investigate – which risks have now been removed and which risks (if any) will be transferred to the risk register for a new initiative or corporate risk log.

Areas to Probe:		Evidence Expected:
4.1	Have the major risks been identified?	• up to date list of major risks to the overall program (strategic, political, legislative or reputational) analysed by likelihood and impact; • identification of early warning indicators; • evidence that the risks of success have been considered and contingencies identified; • evidence of regular review of risks, mitigation options and contingency plans.
4.2	How will risks be managed?	• identification of a governance framework and procedures for risk management in the program and allocation of responsibilities; • details of the risk allocation with high level plans for managing them;

		• action plan to manage and mitigate the risks identified; and • evidence of the escalation process.
4.3	Have assurance measures for the program been put into place?	• critical friends of the program (e.g. internal audit, procurement, technical specialists and/or peer reviewers) been appointed, with evidence that they challenge assumptions, decisions and risks; • evidence that recommendations from critical friends are acted upon; • Gateway Reviews, health checks and or policy reviews incorporated into the plans; • evidence that Gateway Review recommendations are turned into action plans; • evidence that the program is subject to the department's assurance framework; and • evidence that market or supply considerations are understood and acted upon.
4.4	Is there a contingency plan and, where appropriate, business continuity plans?	• decisions about contingency and business continuity arrangements made with appropriate plans; • the program's effects on public services are analysed and decisions made about those for which contingency arrangements will be needed; and • milestones relating to contingency measures in plans and the milestones being achieved as expected.
4.5	Have lessons from similar programs been considered?	• details of how applicable issues identified from previous similar programs are considered in the current program.

5. Review of Current Outcomes

How to use this section for:	
An initial Gate 0 Review	This section would not normally apply, but some of the topics may been to be considered.
A mid stage Gate 0 Review	All areas will need to be investigated in depth to confirm that the program remains on track and that issues are being managed effectively.
A final Gate 0 Review	This section of the review concentrates on confirming that the expected outcomes have been achieved that no outstanding issues remain.

Areas to Probe:		Evidence Expected:
5.1	Is the program on track?	• program report and plan updated; • milestones achieved as planned; • plan for benefits measurement and achievement is on track;

		• risk register is up to date; • progress reports for constituent work streams; • resources and funding used to date; • issues being resolved; • confidence from delivery partners that future milestones and plans are realistic; and • interdependencies with other programs being managed.
5.2	Have problems occurred and if so, how have they been resolved?	• issues documented, with details of action taken; • governance framework with escalation routes to senior management; • program plan updated to reflect changing issues and risks; • recommendations from any earlier assessment of deliverability actioned; and • recommendations from last Gateway Review actioned.
5.3	Have options for potential ways forward been identified?	• documentation of various solutions including policy, asset and non-asset options; • a comparison of retention maintenance and replacement indicative costs; and • an options analysis or feasibility studies that may or may not be available at this stage.

6.   Readiness for Next Phase (Proving Phase)

How to use this section for:	
An initial Gate 0 Review	If the initial review is in the early stages of planning for the program, plans may be in too early a stage of development to provide reliable evidence. At program initiation all areas would apply to this review, with the main focus on ensuring that everything is in place to start delivering the required outcomes.
A mid stage Gate 0 Review	All areas should be probed in depth.
A final Gate 0 Review	This section would not normally apply at program closure, but some of the topics may need to be considered.

Areas to Probe:		Evidence Expected:
6.1	Is there a continuing need for the program?	• the desired outcomes of the program are still aligned to the department's strategy; • continuing commitment from stakeholders; • the program is organised to deliver the outcomes when needed; and • the program business case has been updated as necessary and is still valid.

6.2	What assumptions have been made about the program?	• a list of major assumptions made in preparing the program brief, updated to reflect any changes that could affect success and current assessments of the validity of all assumptions.
6.3	How will change be managed?	• plans for managing the transition to new ways of working and/or structures and/or policies, with any key barriers identified (such as cultural resistance to change) and the approach to overcoming them agreed.
6.4	Affordability – are the funds to reach the next phase available?	• budget provision for the program; and • adequate approaches for estimating, monitoring and controlling the expenditure on the program are established.
6.5	Are the required internal or external individuals and organisations suitably skilled, available and committed to carrying out the work?	• information showing who needs to be involved, when and what they must deliver; • identification of the key skills required for the next phase of the program; • key roles in place with skills matched to the nature of the work; and • evidence these resources will be available when needed throughout the next phase.
6.6	Achievability – are the plans for the next phase realistic	• plan developed showing streams of work (such as sub-programs and projects), deliverables or milestones and the route map to achieve them, timescales, costs and resourcing, stakeholder involvement, risk management and benefits management; and • evidence that the robustness of the plans has been tested and found to be adequate.
6.7	Are appropriate management controls in place?	• accountabilities allocated to the SRO; • program management controls and reporting mechanisms are defined and operational; and • plans for ongoing management of the delivery chain are in place.
6.8	Where procurement is part of the program, how is capability and capacity for acquisition going to be managed?	• a procurement strategy in place and evidence of its application to policy or program and its projects; and • a market management plan is in place demonstrating a good understanding of supply side capability and capacity.
6.9	Is the business case established and being maintained?	• confirm a business case has been prepared and is current.
6.10	Is a benefit management plan active and are benefits being reported?	• confirm the benefit management strategy is complete with a method of reporting planned benefits.

Resources

Gateway Review Resources

Refer the Gateway Review Process Overview

Workbooks have been prepared for each Gateway Review. The workbooks provide further guidance on:

- the structure of each review;
- areas of investigation and topics to be explored; and
- examples of the types of evidence / artefacts that the Review Team will seek.

Additional Information

For further information, please contact the Project Office:

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