



Government of **Western Australia**
Department of **Treasury and Finance**

The Gateway Review

Participating in a Gateway review as a Review Team Member



What is the role of a Review Team Member (RTM)?

Each reviewer is an essential part of the Gateway review team. The RTM will have been selected because of their background, experience and specialist skills. Other reviewers will have different skills and experience, which in combination will enable each area of the review to be covered effectively.

Throughout the Gateway review, the review team should work in partnership with the client organisation.

The RTM is expected to:

- Complete a Confidentiality and Disclosure form.
- Work with the Review Team Leader (RTL) and other reviewers to assess the project by interviewing key stakeholders and evaluating evidence.
- Ensure open and honest interaction with the Senior Responsible Owner (SRO) and the project team. Arrange an informal discussion with the SRO at the end of each day to summarise emerging findings.
- Ensure an open and honest engagement with the project team.
- Contribute to the review team's informal discussion with the SRO at the end of each day to summarise emerging findings.
- Contribute to clear and robust recommendations.
- Ensure that the report presented by the review team is clear and concise.
- Arrive at a consensus with the rest of the review team on an overall assessment of the project's status.
- Work with their RTL to assess the impact of any actions resulting from the recommendations of previous Gateway Reviews.
- Complete a feedback form. This is an important way of ensuring that good practice is maintained and that the Gateway unit can learn from their experiences.

Stages in the Gateway review process

Stage 1: Initiating a review (2–3 months before review)

- Initial meeting between Gateway unit and SRO to discuss review requirements and dates.

Stage 2: Preparation (6–8 weeks before review)

- The Gateway unit proposes review team for SRO approval.
- The Gateway unit will formally engage the review team.
- The agency prepares draft document list.
- The agency books in the interviewees.

Stage 3: Planning meeting (2–3 weeks before review)

- The agency delivers project overview.
- The agency discusses key issues and stakeholders.
- The review team and agency finalise documents and interviewees.
- The Agency distributes documents to the review team after the planning meeting.

Stage 4: Conducting the review (short duration: 3–5 days)

- The review team reviews the project documentation.
- The review team interviews the key project stakeholders.
- Daily briefing with SRO and review team.
- The review team presents draft report to SRO.

Stage 5: Post review (1 week after review)

- The final report is sent to SRO, with a copy to Gateway unit.
- The Gateway unit distributes and collects Gateway Review feedback.
- The agency completes Red Recommendation Action Plan template for any Red recommendations.
- The agency informs the Minister if the project receives a Red recommendation or an overall rating of Red or Amber/Red.

Stage 1 and 2: Initiating the review and preparation

During these stages, the Gateway unit will work with the SRO and the project team to:

- Determine the readiness and stage of the project for a review.
- Finalise dates for the planning meeting and the review.
- Appoint RTMs with suitable skills and experience applicable to the project.
- Identify a preliminary list of stakeholders to be interviewed.
- Draft list of documents to be distributed.

Stage 3: The planning meeting

The planning meeting is an essential part of the Gateway review process and is usually held 2-3 weeks prior to the review.

This meeting provides a forum for the RTMs to gain a more comprehensive understanding of the project. It also provides an opportunity to finalise the interview schedule of key stakeholders and the documents to be made available to the review team.

The review team should bring a list of key questions and clarification points to the planning session.

The Gateway unit will provide the agenda for the planning meeting and a representative from the Gateway unit will chair the meeting.

Following the planning meeting, the review team will receive the nominated documents from the agency, and also receive the final Interview Schedule. Prior to the review, the review team should read all documents to gain a better understanding of the project and its key issues.

Stage 4: Conducting a review

Throughout the review, it is expected that a partnering style will be adopted between the review team, the SRO, the project team and key stakeholders. The key message to all parties should be that the review is not an audit, but an assurance process designed to help projects succeed.

There could be times during the review when members of the review team, the SRO or the project team require support or advice about the Gateway process or their role. The Gateway unit will assist the RTL if required.

The review team will meet with the SRO at agreed points during the review to discuss emerging findings. This will assist in maintaining the principle of 'no surprises' when the RTL presents the report.

All RTMs will have signed confidentiality agreements prior to the planning session. Any remarks or sources of information must not be attributed to the source both in discussions/interviews or in the report.

The Report

The Gateway unit will provide the RTL with a report template for completion during the review. The report template is designed to ensure a consistent approach and style.

The review team will work together to draft the report. The report will include a conclusion with the overall delivery confidence rating of the project; a summary of findings and related recommendations including a Red/Amber/Green (RAG) status for each; a list of interviewees and their roles; and a list of documents reviewed.

On the final day of the review, the review team will present the draft report to the SRO and discuss the findings and recommendations.

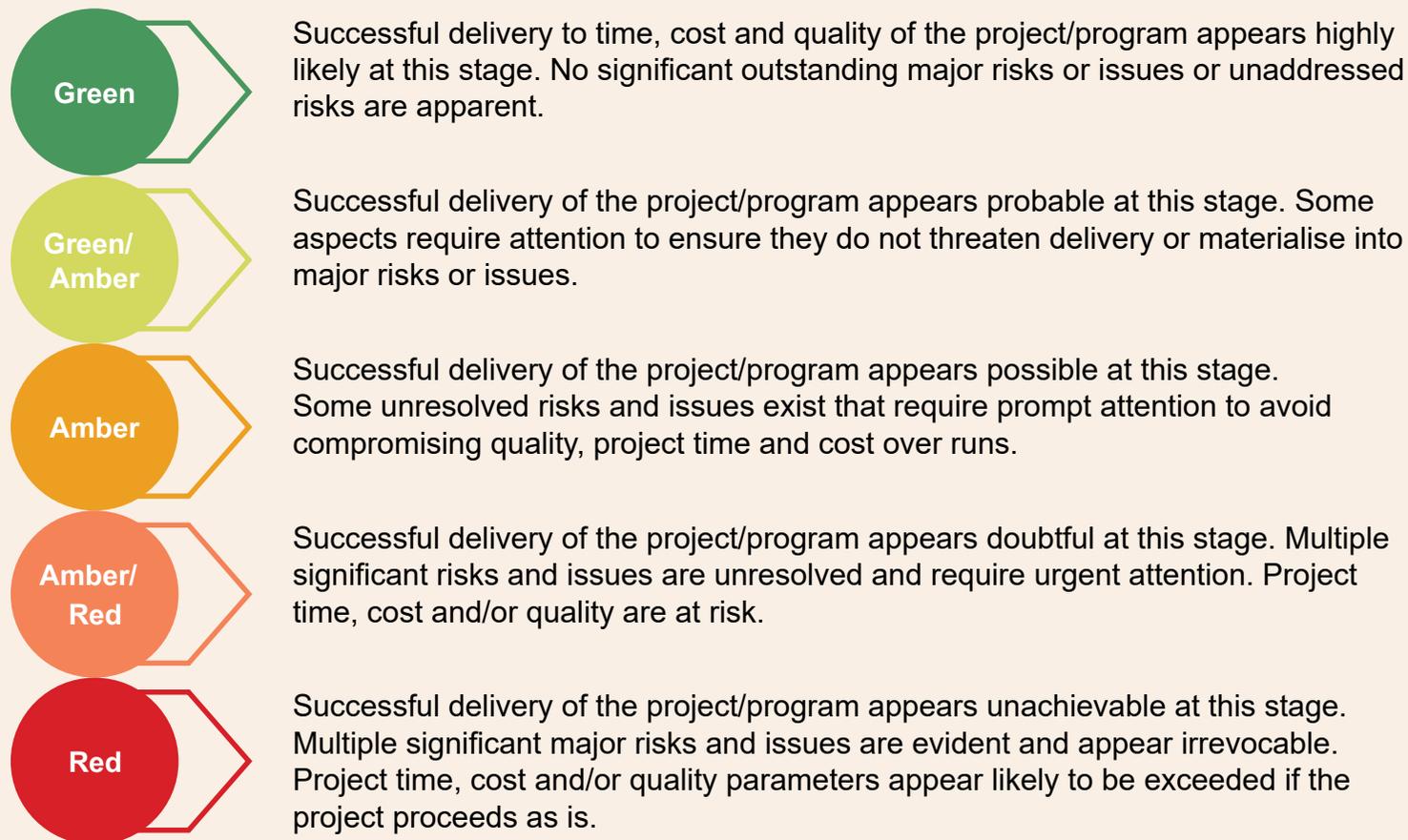
After the review, the SRO has seven days to consider the draft report and is given the opportunity to correct any factual errors. The RAG status is not negotiable.

The RTL is responsible for delivering the final report to the SRO within one week of the end of the review.

Please note any reference to 'projects' also includes 'programs'.

Overall delivery confidence rating:

The overall rating of the project/program is based on the Gateway review team's confidence in the project/program's ability, on its current trajectory, to deliver outcomes and benefits, to agreed time, cost, scope, and quality.



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