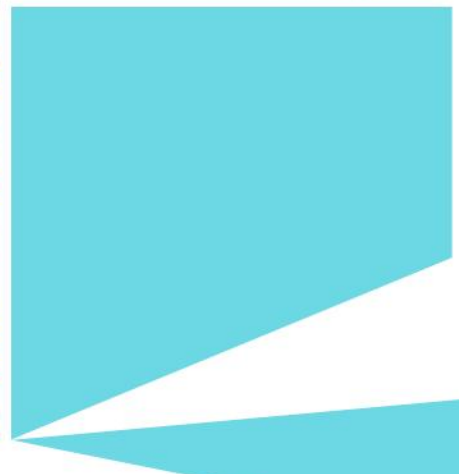
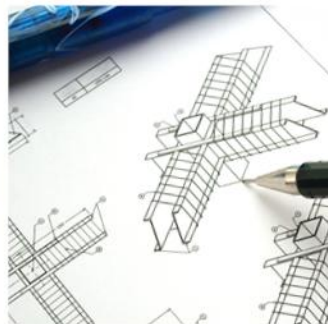


Project Assurance Workbook

Gate 3: Readiness for market

How well has the project developed a procurement and delivery approach to realise the benefits outlined in the business case?



Document history

Date of issue	Version	Prepared by	Description of changes	Approved by
29 May 2025	1.0	Infrastructure Tasmania	Final – Issued for use	Ben Goodsir, General Manager

Contents

Document history	ii
Introduction to project assurance	1
How to use this workbook	1
Project lifecycle	2
Project assurance and agency assurance processes	3
Why do project assurance reviews?	3
Process principles	3
Conducting a review	4
Key focus areas	5
Review ratings	6
PART A: Background on project assurance and the risk based approach	8
Project assurance in Tasmania	9
Risk based approach to project assurance	10
Overview of gate reviews	10
Project assurance review process	11
Review reports	12
SIIRP	13
What does project assurance not do?	13
Roles and responsibilities within a review	14
PART B: Initiating and preparing for a project assurance review	16
How to use part B	17
Gate 3 - Seeking commercial offers	17
Gate 3 project assurance review and documents	18
Initiating the project assurance review	19
Terms of reference for the review	19
Planning meeting	19
Participation and interviews	19
Draft and final review report	20
PART C: Conducting a Gate 3 Review	21
Gate 3 approach	22
Project assurance review	22
Project assurance review team	22
Review team principles and behaviour	23
Review communication protocols	23

Project assurance review report.....	24
Key theme assessment.....	25
PART D: Areas for investigation in a Gate 3 Review	27
What to look for at Gate 3	28
Definition of scope	29
Project decisions.....	30
Application of review success factors.....	31
Optimism bias	31
Key focus area 1: Service need	32
Key focus area 2: Value for money and affordability	33
Key focus area 3: Social, environmental and economic sustainability	34
Key focus area 4: Governance.....	35
Key focus area 5: Risk management	36
Key focus area 6: Stakeholder management.....	37
Key focus area 7: Asset owner's needs and change management	38
Glossary	39

Introduction to project assurance

Project assurance provides independent reviews at key points, or gates, along the lifecycle of a project. These reviews are important for providing confidence to the Tasmanian Government that projects are being delivered on time, to cost and in line with government objectives.

The project assurance framework sets out guidance and minimum requirements for project assurance in Tasmania. Infrastructure Tasmania (ITas) is responsible for administering the framework, which sets out roles and responsibilities for ITas and delivery agencies in the process. It is the responsibility of the delivery agency to meet the framework's requirements.

Project assurances can consider an individual project, or a program consisting of a number of projects (including sector-specific or place-based programs). For the purposes of this workbook, the use of the term 'project' also covers the grouping of projects into a program.

The outcome of each project assurance is a review report. This document will include commentary and recommendations to assist the Senior Responsible Officer (SRO) within the delivery agency to develop and deliver their projects successfully.

How to use this workbook

At Gate 3, the delivery agency is expected to demonstrate it has developed a robust procurement approach and project delivery strategy. The review report informs the government's decision to release the substantive procurement documents to the market to seek a commercial offer.

Project assurance workbooks support a consistent, structured approach to reviews, define roles and responsibilities, and assist delivery agencies and the review team to prepare.

Part A	For delivery agencies and review teams: <ul style="list-style-type: none">background information on the review processinformation on how the review process applies to projects.	PAGE 8
Part B	For delivery agencies: <ul style="list-style-type: none">guidance on how to initiate a reviewdocumentation required.	PAGE 16
Part C	For review teams: <ul style="list-style-type: none">guidance on how to conduct a review.	PAGE 21
Part D	For delivery agencies and review teams: <ul style="list-style-type: none">areas for investigation across the seven key focus areas.	PAGE 27

Project lifecycle

The diagram shows the typical gates of a project's lifecycle where project assurance can be conducted.

Activities		Gate
Initiate	Establish mandate	→ 0 – Project registration
	<ul style="list-style-type: none"> Decision to initiate project. 	<ul style="list-style-type: none"> Registration with ITas. Completion of Gate 0 report template including risk profile assessment and preliminary project assurance plan.
Plan and development	Strategic analysis	→ 1 – Project justification
	<ul style="list-style-type: none"> Develop strategic case. Consider options. Conduct investment logic mapping. 	<ul style="list-style-type: none"> Well defined service need. Evidence of how the project scope meets the service need. Appropriate level of options and cost-benefit analysis.
	Investment decision	→ 2 – Business case
	<ul style="list-style-type: none"> Identify and appraise options. Establish affordability, deliverability and value for money. Develop project brief. Develop procurement strategy. 	<ul style="list-style-type: none"> Completed business case, including detailed risk plan, cost plan and cost-benefit analysis.
Procurement	Prepare for market	→ 3 – Readiness for market
	<ul style="list-style-type: none"> Specify requirements and finalise procurement documentation. 	<ul style="list-style-type: none"> Scope definition. Procurement documentation and commercial approach. Evaluation strategy/plan. Probity plan.
	Competitive procurement	→ 4 – Tender evaluation
	<ul style="list-style-type: none"> Release tender. Evaluate bids and select supplier. Confirm final costings (including contingencies) and update business case. 	<ul style="list-style-type: none"> Evaluation report. Probity report. Summary of variations. Evidence of delivery readiness and handover approach.
Execute	Award contract and delivery	→ 5 – Readiness for service
	<ul style="list-style-type: none"> Award contract and commence contract management. Construct or deliver asset. Establish handover plans. Obtain independent verifier report to confirm scope delivery. 	<ul style="list-style-type: none"> Independent verifier reports confirming scope delivery. Testing and commissioning documentation. Operational readiness documentation. Handover strategy.
Close	Completion	→ 6 – Benefits realisation
	<ul style="list-style-type: none"> Confirm purpose and functionality. Identify if project on track to meet benefits. Report against benefits realisation plan. 	<ul style="list-style-type: none"> Evidence of operational performance. Records of lessons learnt. Benefits realisation plan.

You are here

Project assurance and agency assurance processes

The project assurance process provides recommendations and commentary to assist SROs and delivery agencies to improve projects and assets, with a focus on adding value through the expertise and experience of the review team.

A project assurance provides an independent snapshot of project status at a point in time. It is **not an audit or replacement for a delivery agency's internal governance**. Every Tasmanian Government agency should have its own governance structures and resources in place, to regularly track, report and undertake internal reviews on its portfolio of projects.

Within the project assurance framework, there are 10 different reviews that can be undertaken across the project lifecycle, including specific gate reviews as well as health checks and deep dive processes. Agencies are not expected to undertake every review during the planning and delivery of a project. As part of the project registration process with Infrastructure Tasmania, an appropriate approach to project assurance will be considered in collaboration with agencies.

Why do project assurance reviews?

The Tasmanian Government requires assurance across its capital programs that expected services and benefits will be delivered on time, on budget and in line with government objectives. Project issues and risk management should be transparent, with delivery agencies identifying and mitigating problems before there is an impact on the project, or community and stakeholder outcomes.

Process principles








- Review team members are selected for their skillset and as far as practicable to match to the project's type, needs, stage, scale and complexity.
- The workbook structure, terms of reference and review report template are followed by the review team.
- All parties focus on value-adding to the project and making themselves available to this critical process.
- Review report commentary and recommendations are focused on practical issues and outcomes.
- All review reports are considered confidential and Senior Responsible Officers are considered the owner of the final report at the finalisation of the review process.

Conducting a review

Project assurances for gates 1 to 5 follow the same format, indicative steps and timeframes shown in the following table.

Step	Activity	Timing
1	Project approaches milestone, delivery agency checks readiness for a review and contacts ITas.	Planning
2	ITas and the delivery agency confirm the review dates.	
3	ITas confirms and appoints reviewers.	
4	ITas prepares the terms of reference in discussion with the SRO and delivery agency.	
5	Delivery agency completes the required templates (see Part B) and provides them to ITas.	
6	Project planning meeting organised by ITas to formally commence the review process.	Week 1
7	Review documents are released to the review team.	
8	Review days (hosted by the delivery agency – up to three days if required): <ul style="list-style-type: none"> Day 1 – Interviews Day 2 and 3 – Interviews/report preparation. The time required should be agreed between the delivery agency, review team leader and ITas, and include debrief sessions at the end of each day of interviews.	Week 2
		Week 3
9	Review team presents and discusses draft review report with the SRO and provides feedback through ITas.	Week 4
10	Review team provides a draft review report to the SRO through ITas.	
11	Delivery agency fact checks final draft review report and provides responses to the recommendations to ITas which will liaise with the review team for finalisation.	Week 5
12	Final review report incorporating response to recommendations finalised by the review team which is provided to the SRO through ITas.	
13	Post-review survey sent out to delivery agency and review team by ITas.	Post-review

Key focus areas

Key focus areas		Description applicable to the gate
	Service need	Identification of the problem or opportunity and the service need, along with the drivers for change. Demonstrated alignment to government policy or strategy, and evidence of demand for the potential new services or enhancements.
	Value for money and affordability	Ensure value is delivered by maximising benefits at optimal cost. Evidenced by a clearly defined scope, a cost-benefit analysis and a robust cost plan to an appropriate level of detail for the lifecycle stage of the project. An assessment of potential or confirmed sources of funding. The whole-of-life, capital and operational cost impacts have been considered.
	Social, economic and environmental sustainability	<p>Understanding the project's long-term impacts, opportunities and obligations. These can be social, environmental or economic. Ensuring the project delivers a positive legacy for the community. Areas explored include:</p> <ul style="list-style-type: none"> • socio-economic equity • resilience to climate change and potential sustainability initiatives • effective place making • integration with broader asset networks • asset adaptability (including technological change) • interface with heritage • the robustness of the project's planning approvals processes.
	Governance	The project governance is robust. Clear accountabilities, responsibilities and reporting lines are identified, and decision making and approvals are appropriate and understood. The SRO and project team have the culture, capability and capacity required.
	Risk management	Ongoing identification and active management of risks and opportunities, using a structured and formal methodology.
	Stakeholder management	Ongoing identification and proactive management of stakeholders, both internal and external to government, using a structured and robust framework appropriate to the stage in the project's lifecycle.
	Asset owner's needs and change management	Demonstration of how change will be managed in the areas of people, organisation, network and systems as the asset enters operations. Proactive management of the handover impacts through the lifecycle of the project. Demonstrated consideration of issues and risks pertaining to the asset manager, operator and end users.

Review ratings

Overall confidence rating (confidence in successful delivery)

The review team will assign the project an overall confidence rating.

Low	Successful delivery of the project is in doubt, with major risks or issues apparent in a number of key areas. Urgent additional action is needed.	The project may need re-baselining and/or the overall viability reassessed.
Medium	Successful delivery is feasible but significant issues exist which require timely management attention.	These issues appear resolvable at this stage and, if addressed promptly, should not impact on cost, time or quality
High	Successful delivery of the project to time, cost and quality appears highly likely	There are no major outstanding issues that at this stage appear to threaten delivery significantly.

Individual recommendations (criticality)

Individual recommendations are classified as either critical (red) or essential (amber) as per the diagram below. Green is used for recommendations strengthening good practice.

Critical	Action required. This item is critical and urgent. The project team should take action immediately.
Essential	The recommendation is important but not urgent. The project team should take action before further key decisions are taken.
Good practice	The recommendation is not considered critical or urgent, but the project development may benefit from implementing this recommendation.

This ensures recommendations are focused on criticality for project success, while still capturing opportunities to embed good practice across project delivery and leadership.

Key focus areas

Each report will provide an assessment of the following key focus areas:

- service need
- value for money and affordability
- governance
- risk management
- stakeholder management
- asset owner's needs and change management
- social, economic and environmental sustainability.

The key focus areas are rated using the following definitions:

Strong	There are no major outstanding issues that at this stage appear to threaten delivery.
Satisfactory	There are issues that require timely management attention.
Weak	There are significant issues in this key focus area that may jeopardise the successful delivery of the project.

GATE 3

Project Assurance Workbook

PART A:

Background on project assurance and the risk based approach

For delivery agencies and review teams

Project assurance in Tasmania

The Tasmanian Government has adopted a formal project assurance framework for infrastructure projects valued at \$50 million and above, being developed and/or delivered by Tasmanian Government agencies.

Infrastructure projects valued over \$10 million can be referred for review at the discretion of Budget Committee, portfolio ministers or heads of agencies.

The framework takes a risk based approach to investor assurance. Each project is assigned one of three risk based project tiers (considering risk criteria as well as the value and profile of the project) and this determines the potential assurance pathway for the project. For projects assessed to have higher risk/profile/value, the assurance pathway prescribes progressively greater levels of scrutiny.

Gate reviews, health checks and deep dives

Gate reviews are short, focused and independent expert reviews held at key points in a project's lifecycle. They are appraisals of infrastructure projects that highlight risks and issues which, if not addressed, may threaten successful delivery. Gate reviews may be supported by periodic health checks which assist in identifying issues which may emerge between decision points. Deep dives are conducted at any stage of a project's lifecycle, but focus on a few major issues that have been identified and are based on the terms of reference. Health checks and deep dives, when required, are also carried out by independent expert review teams.

The results of each gate review, health check and deep dive are presented in a review report that provides a snapshot of the project's progress to strengthen outcomes.

Improving outcomes

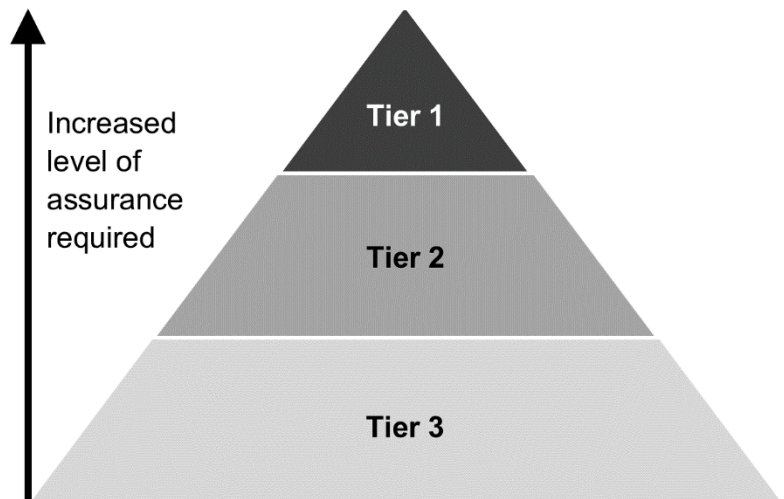
Infrastructure Tasmania (ITas) seeks to share aggregated lessons learnt and good practice across delivery agencies, through the interdepartmental Infrastructure Delivery Committee. This has been established to bring together practitioners to share their insight of the development, procurement and delivery of capital infrastructure projects.

Risk based approach to project assurance

In taking a risk based approach, reviews can be adapted to fit the requirements of all projects.

Registration is mandatory for all capital infrastructure projects with a total estimated cost of \$50 million or greater. It is the delivery agency's responsibility to register projects. The risk tier of a project is determined when it is registered with ITas.

Projects are assigned a project tier from 1 to 3. Tier 1 is the highest level of risk and therefore greater scrutiny is placed on those projects, with greater frequency of gate reviews, health checks, regular reporting and project monitoring. The assurance pathway is determined at project registration but may change over time through discussions between ITas and the delivery agency.



The objective is to ensure that the appropriate level of attention is given to projects as they are developed and delivered, so that government can optimise community benefits. Agencies are expected to have robust portfolio and program management practices in place, to manage issues and risks for both individual projects and across all capital portfolios.

Overview of gate reviews

Gate reviews are short, focused and independent expert reviews into the progress and direction of a project at key points in its lifecycle. Each of the gates occur at a point within a project phase, timed to inform government decision making and project progression.

Project phase	Lifecycle phase	Gate	Informs
Initiate	Establish mandate	0 - Project registration	Assess risk and sequence appropriate reviews.
Plan and development	Strategic analysis	1 - Project justification	Proceeding to develop the business case.
	Investment decision	2 - Business case	The investment decision.
Procurement	Prepare for market	3 - Readiness for market	Readiness to release procurement documentation.
	Competitive procurement	4 - Tender evaluation	Robustness of the evaluation process and readiness to mobilise.
Execute	Award contract and delivery	5 - Readiness for service	Readiness of the asset to enter service/operations.
Close	Completion	6 - Benefits realisation	Benefits promised have been delivered.

Project assurance review process

Each gate review has a clear purpose, reflecting the increasing requirement for certainty as a project moves through its lifecycle. Health checks and deep dives are reviews conducted at any point through the project lifecycle. All gate reviews, health checks and deep dives include the involvement of an independent expert reviewer, review team lead and/or review team. These individuals are appointed by ITas based on their independence from the project, experience and expertise.

Gate 0 – Project registration

As project development is at an early stage in the project lifecycle, Gate 0 is the registration process for a project, undertaken by ITas. The Gate 0 report provides an opportunity to consider the project assurance pathway for an individual project.

Gates 1 to 5 – Project development and delivery

Gate reviews are independent expert reviews conducted over a short period. The structure of each of these reviews is similar and focused on high value areas that have greatest impact on successful project development and delivery.

Seven key focus areas support a consistent structure in undertaking reviews and preparing review reports. Review report commentary and recommendations are intended to address the key focus areas, the terms of reference and be constructive in raising issues essential to the project's success.

Health checks and deep dives

Health checks are similar to gate reviews. They follow the same format to address and rate overall delivery confidence, as well as the seven key focus areas.

Health checks may be conducted at any stage of the project lifecycle but are most likely to be of value when there are long durations between gates. Health checks are useful to identify any emerging issues between key decision points.

Deep dives have limited terms of reference and do not cover the seven key focus areas. Instead, they examine and report on a specific or detailed technical issue(s).

Gate 6 – Benefits realisation

The purpose of the Gate 6 benefits realisation report is firstly to support the close out of the delivery stage, and secondly to assess delivery against the government's purpose and benefits in choosing to invest in the project. The report is to be finalised 4–8 months from the date of first operations.

Instead of a review team, ITas appoints an independent expert lead reviewer to work with the responsible agencies to complete the Gate 6 report, following a structured template. The most appropriate agency leads the preparation of the initial draft and then the lead reviewer completes the draft content of the report, including the overall rating and recommendations. The lead reviewer then provides the Gate 6 report for review and finalisation.

Review reports

The primary output of any project assurance review is a high-quality written report, which follows the appropriate review report template. It includes an executive summary, commentary on each of the seven key focus areas, review ratings, the recommendations table, and observations of good practice or areas of opportunity. The review report will also cover other matters identified in the terms of reference.

The primary purpose of the review report is to inform project progress and key issues impacting decision making. The review team provides a rating of how well the project team has addressed each key focus area, and an overall rating of the level of confidence in the project's development and delivery. Once finalised, the review report is provided to the Senior Responsible Officer (SRO) and ITas. The delivery agency is expected to act on the recommendations documented in the review report.

Report distribution	<ul style="list-style-type: none">• Gate 3 reports are considered the property of the delivery agency and are provided directly to the SRO.• Review team members must not distribute copies of any versions of review reports directly to delivery agencies, project teams or any other party.• The review team leader sends the draft review report to ITas for distribution.• The review report must not be distributed outside of the responsible delivery agency until the report is finalised, including agency responses to the review recommendations.• Copies of final review report (including agency responses to the review recommendations) are only distributed by ITas in accordance with the protocols outlined in the project assurance framework.• The final review report must not be distributed to any other parties unless directed by the delivery agency.• The SRO or delivery agency head may distribute the final review report at their discretion, having regard to the confidential nature of the report.
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SIIRP

The Department of Treasury and Finance administers its own review and assessment process for government sector infrastructure investment proposals, called the 'Structured Infrastructure Investment Review Process' (SIIRP). Under SIIRP, infrastructure investment proposals are subject to a series of decision points before being considered for funding through the State Budget process and must meet reporting requirements throughout the life of the project.

Given the processes involved with the project assurance framework, the departments of State Growth, and Treasury and Finance maintain regular liaison and collaboration efforts to ensure appropriate alignment between SIIRP and the framework to reduce unnecessary duplication where appropriate.

What does project assurance not do?

A project assurance review is not an audit. The reviews are intended to be confidential and constructive, providing an expert assessment of a project's status and recommendations to support the successful delivery of the project.

Delivery agencies should note that reviews will not:

- make an enforceable recommendation to halt a project
- quality check or provide direct detailed assessment of management plans and project team deliverables
- provide a forum for stakeholders or other parties to inappropriately disrupt the direction or nature of a project
- provide a detailed mark-up of management plans and specific project team deliverables
- represent a government decision in relation to funding, planning, approvals or policy.

Roles and responsibilities within a review

The typical roles and responsibilities within a project assurance review are outlined below.

	Role	Responsibility
Senior Responsible Officer (SRO)	The delivery agency executive (usually the Secretary or Deputy Secretary) with strategic responsibility, who is the single point of overall accountability for project, including responsibility for governance and of benefits.	<ul style="list-style-type: none"> • Delegate (in writing) appropriate work activities to the project team. • Endorse the project risk profiling assessment, and agree to the terms of reference, names of interviewees and documents shared with ITas. • Actively engage with ITas and the assurance review team, including fact checking queries. • Provide responses to the draft report recommendations. • Owns and is responsible for addressing or remedying any recommendations in the final report.
Assurance Review Team	To undertake a gate review, health check or deep dive in line with the agreed terms of reference.	<ul style="list-style-type: none"> • Undertake a confidential, independent assurance review in line with the terms of reference. • Write a draft and final report setting out the findings and reasoning for the assurance review and share with ITas and the SRO.
Delivery agency	To develop and/or deliver a project that will undergo a gate review, health check or deep dive.	<ul style="list-style-type: none"> • Nominate an SRO. • Make resources available to support successful delivery of the project and assurance reviews.
Infrastructure Tasmania (ITas)	To administer and review the framework.	<ul style="list-style-type: none"> • Work with delivery agencies to ensure that a project is risk profiled and assigned a risk-based tier rating. • Establish and administer project assurance panel comprising experts with skills, experience and capability across relevant infrastructure sectors and project delivery. • Appoint Assurance Review Teams with expertise specific to each project. • Guide and coordinate the gate review, health check or deep dive. • Monitor quality, scope and consistency of assurance reviews. • Provide regular high-level performance reports to agencies and government, including commentary on recommendations, as/if required. <p>(continued over)</p>

	Role	Responsibility
		<ul style="list-style-type: none"> • Collect and analyse data and insights to identify common issues, common themes, data trends and analytics to be included in an annual report. • Work with agencies, industry and assurance review teams on how to best address challenges at a whole of government level. • Explore opportunities to share lessons and insights across government agencies and project management communities. • Maintain and continuously review policy, process and provide advice to government.

Gate 3

Project Assurance Workbook

PART B:

Initiating and preparing for a project assurance review

For delivery agencies

How to use part B

Part B assists delivery agencies to prepare for the project assurance review, including collating documentation and preparing for the project briefing and interviews.

Gate 3 - Seeking commercial offers

The Gate 3 Review informs the government's decision to release the substantive procurement documents (for example, the request for tender) to the market to seek a commercial offer.

Gate 3 falls within the procurement stage of the project's lifecycle. The review focuses on the delivery agency's intended market engagement and documentation seeking substantive commercial offers from proponents for the delivery of the project.

As the project moves through the procurement stage it is critical that the expected benefits sought in the business case are captured in the procurement documents facing the market. The scope of the project should be clear. There should be a well considered risk allocation between the government and the proponent(s) reflected in the project's contracting approach.

The delivery agency should demonstrate the progress made in planning for the project's delivery and provide confidence that the delivery agency can manage the delivery of the project to time, cost and government objectives.

It is also important that the delivery agency demonstrates it can adequately resource the project for effective market engagement and timely evaluation of offers.

Gate 3 will test the robustness of the project's market engagement strategy, commercial and risk management approach.

In planning a Gate 3 Review, the delivery agency should consider the time required to respond to the review report recommendations, as well as make any necessary updates to procurement documentation prior to releasing it to the market.

Gate 3

Project phase	Procurement
Lifecycle phase	Prepare for market
Gate review	Readiness for market
Key question	How well has the project developed a procurement and delivery approach to realise the benefits outlined in the business case?
Review deliverables	<ul style="list-style-type: none">• Clear scope definition• Procurement documentation• Procurement and commercial approach• Evaluation strategy• Probity plan

Gate 3 project assurance review and documents

The delivery agency is responsible for initiating a project assurance review at the appropriate time. Agencies should seek authorisation as required and the review should be led by the Senior Responsible Officer (SRO) within the delivery agency.

Review teams require evidence that work has been completed, but documentation should not be created solely for a review. It is intended that delivery agencies **use existing project documentation**.

At Gate 3, documents should exist that include information relating to project procurement. The table below highlights the information required to assess the project against the seven key focus areas. In collating the documents, it may also be useful to refer to Part D of this workbook.

The delivery agency must complete a document register for the review team. Typically, no more than 30 documents that are most relevant to the project should be provided.

Required information to support Gate 3 (if needed, determined by review team)

Procurement documentation including a project scope and benefits consistent with the business case (or with evidence and approvals supporting any change).

Evidence that the design development process fully considered and explored community outcomes, integration within the built environment (place making) and potential for future adaptations and has resulted in final design for inclusion in procurement documentation.

Confirmation of how the project will achieve all social, environmental and economic sustainability requirements, legislative considerations and meet planning approval conditions.

Evidence that internal and external compliance requirements including a clearly defined planning pathway strategy and associated responsibilities have been captured in the procurement documentation.

Documented approach to probity and tender evaluation.

Documented project cost plan (including contingency) and delivery schedule identifying milestones consistent with approvals and procurement documentation.

Documentation and analysis of project's recurrent and whole-of-life costs.

Structure of the current and proposed project team including roles and responsibilities and a description of the outline sourcing strategy to meet future needs (governance structure).

Description of identification and engagement of stakeholders, demonstrating management of issues, impacts and concerns, with clearly allocated roles into delivery.

Evidence risks are being identified, considered and actively managed within an appropriate commercial framework.

Evidence that interdependencies with other projects (including those of other relevant agencies) and impacts on existing services and networks that may occur as a result of the project (including through delivery/construction) are being identified and investigated.

Initiating the project assurance review

The delivery agency contacts Infrastructure Tasmania (ITas) to initiate the review.

On initiation of the review, ITas will initially prepare a project assurance plan in collaboration with the delivery agency, help draft the terms of reference and when appropriate appoint the review team. The delivery agency uses this time to collate project documentation and coordinate interviewees.

The review commences with the release of the project supporting documents to the review team. This is followed by the planning meeting and interviews.

ITas will assist the delivery agency to agree:

- dates for the planning meeting and interview day(s)
- any urgency in the completion of the review report
- any issues to be covered in the terms of reference.

Terms of reference for the review

In consultation with the SRO and delivery agency, ITas will help draft the terms of reference for the review in consultation with the delivery agency and provide them to the review team prior to the commencement of the review. The terms of reference provide the review team with important project-specific information and identify aspects of the project that ITas and/or the delivery agency see as issues. The terms of reference should be used in conjunction with the appropriate project assurance review workbook.

Delivery agencies should collate sufficient evidence and schedule appropriate interviewees to address the terms of reference.

Planning meeting

The planning meeting is an opportunity for the review team, SRO and ITas to discuss and agree the terms of reference, supporting documentation, interviewee list and interview schedule. Supporting documentation is usually provided either prior to or after the planning meeting, with interviews scheduled to take place approximately two weeks later.

Participation and interviews

The delivery agency must provide an interviewee list and interview schedule for the review team for inclusion in the review report. The interviewee list and schedule templates are included in the Gate 3 suite of documents.

The delivery agency prepares an interview schedule and provides it to the review team and ITas for comment. The review team has discretion over the final list of interviewees and, if deemed necessary, can request additional interviewees, which the delivery agency must then arrange. The interviewees nominated should be appropriate to cover each of the seven key focus areas and the terms of reference.

Typically, interviewees for Gate 3 will include the:

- SRO
- Project Manager/Director
- Transaction Manager
- Commercial Manager
- probity advisor
- manager responsible for risk
- manager responsible for planning approvals
- manager responsible for whole-of-life cost considerations
- project team members, including design, scheduling and communications
- representatives of the intended operator
- stakeholders from other agencies or user groups.

An interviewee information sheet is available on the ITas website and it may be useful for the agency to provide this to interviewees unfamiliar with the review process.

Draft and final review report

The review team will prepare a draft review report and provide it to ITas in the first instance and then to the SRO.

The SRO then:

- checks the report for factual accuracy and provides marked-up corrections of any factual issues in the commentary (this does not extend to challenging or rewriting review team observations, professional opinions or recommendations)
- provides responses to the recommendations made in the draft report in the table provided
- returns report to ITas which will liaise with the review team for finalisation.

The report only becomes final once the review team has reviewed and approved the updated report and the agency's responses.

ITas will send a copy of the final review report to the SRO.

Gate 3

Project Assurance Workbook

PART C:

Conducting a Gate 3 Review

For review teams

Gate 3 approach

The Gate 3 Review is conducted **prior to the release of the substantive procurement documents** to the market to seek a commercial offer for the delivery of the project.

The review team should use this workbook to guide an assessment of the **project's delivery strategy and readiness for market**, along with the robustness of the market engagement approach and commercial strategies.

Project assurance review

The project assurance review is conducted through an examination of the project documentation provided, and interviews with project team members and stakeholders. The review is structured around the seven key focus areas and is informed by the terms of reference.

Typically, a gate review includes:

- project documentation released to the review team
- a planning meeting attended by the delivery agency Senior Responsible Officer (SRO) and Infrastructure Tasmania (ITas)
- interview day(s) organised by the delivery agency with daily debrief sessions between the review team and SRO
- a review report drafted by the review team
- a review debrief with the SRO organised by the delivery agency, and attended by the review team leader and ITas
- finalisation of the review report and issue to the delivery agency.

Project assurance review team

For each review, ITas selects the review team from the review panel. Typically there are three members, but this can vary depending on the review requirements. One of the review team members will be assigned as the review team leader.

Each member of a review team must be independent of the project. Reviewers must immediately inform ITas of any potential or current conflict of interest that arises prior to or during the review. This may preclude them and/or their organisation from participating in the project in any capacity.

ITas seeks to appoint a review team with the mix of skills and expertise to allow the team to expertly address each of the seven key focus areas, as relevant to the project stage and the nature of the project. Each member is expected to contribute within their area of expertise, work collaboratively with their review team colleagues and take responsibility for producing a high-quality written review report using the appropriate template.

Review team principles and behaviour

The review team is expected to add value to the development and delivery of the project by:

- being helpful and constructive in conducting the review and developing the review report
- being independent, with the review report's recommendations not directed or influenced by external parties
- adhering to any terms of reference for the review
- providing a review report that clearly highlights substantive issues, their causes and consequences.
- providing specific and actionable recommendations.

Project assurance reviews are not adversarial or a detailed assessment of management plans and project team deliverables. ITas requires professional and respectful behaviour during the review.

Review communication protocols

Topic	Details
Report confidentiality	<ul style="list-style-type: none">• Review reports are primarily for the consideration and noting of the SRO and delivery agency to support delivery of a successful project, to assist in making decisions about the project or to take action as required.• All review reports are ultimately owned by the SRO and delivery agency.• All participants must keep all information and documents confidential at all times.• Review team members must not directly contact the delivery agency or stakeholders without the permission of ITas.
Report distribution	<ul style="list-style-type: none">• Review team members must not distribute copies of any versions of review reports directly to delivery agencies, project teams or any other party.• The review team leader sends the final draft of the review report to ITas for review and distribution.• There is no informal element to a review or the review report. A review report is not to distributed without permission of ITas.• The review team may not keep any copies of any version of the review report, or supporting documents, following submission to ITas.
Review debrief	<ul style="list-style-type: none">• ITas and the review lead will agree on the process and timing of a review debrief with the delivery agency, following the development of the review report. ITas will liaise with the SRO to approve the agency representatives that attend the debrief.• There is no informal element to reviews. A debrief to the SRO or any agency executive must not occur without the approval of ITas.
Report format	<ul style="list-style-type: none">• All review reports must include a document control table.• All review reports must include a list of people interviewed by the review team.• All reports from the review team to ITas are to be in Microsoft Word format.
Report transmittal	<ul style="list-style-type: none">• The delivery agency SRO is the ultimate owner of the final review report and is responsible for document circulation.• ITas keeps a record of the final review report for metrics and trend reporting only.• All participants should minimise the use of hard copies of delivery agency documents and must not keep documents in any form following the review.

Project assurance review report

The **primary output** of a project assurance review is a high-quality written report that is candid and clear, absent of errors and without contradiction or inconsistencies.

The **primary purpose** of the review report is to provide commentary and recommendations to the delivery agency SRO to support successful project delivery.

The review team should utilise the appropriate review report template incorporating the review ratings and the review recommendations table. The terms of reference form part of the review report.

Review reports must include:

- an executive summary that addresses the review team's key findings, and includes the recommendations rated as critical and the overall review rating with a succinct justification
- commentary, including a rating, on the project's response to each of the seven key focus areas
- relevant recommendations under each key focus area, listed, justified and rated (consistent with the ratings guide)
- commentary under 'other matters' for issues that do not fit within the seven key focus areas (including issues identified in the terms of reference)
- a recommendations table in the format provided by ITas, including each recommendation with its rating and categorisation by theme (see next page).

Key theme assessment

Each year, ITas is required to prepare a report on key themes emerging across all reviews. This relies on an analysis of the review recommendations that is categorised according to 18 key themes. Review teams are requested to assign one of the 18 key themes to each recommendation made.

Key themes	Key matters for consideration
Quality of the business case	<ul style="list-style-type: none"> • Case for change is not clearly or sufficiently articulated and justification for the investment is not substantiated. • Analysis, assumptions or documentation lack rigour and clear articulation.
Governance	<ul style="list-style-type: none"> • Governance frameworks are not fit-for-purpose or understood. • Lack of definition around roles, poor understanding of responsibilities and decision making frameworks, and single-point accountability. • Lack of active senior level support.
Discipline in risk management	<ul style="list-style-type: none"> • Key project risks overlooked, missed or not adequately considered. • Risk management strategy/plan requires strengthening, mitigation measures and contingency management have not been developed or are not up to date.
Stakeholder engagement	<ul style="list-style-type: none"> • Stakeholder strategy/management plan is missing or not up to date. • Lack of adequate stakeholder consultation, and/or stakeholder views have not been considered and addressed appropriately.
Benefits realisation	<ul style="list-style-type: none"> • Lack of a benefits realisation framework strategy/plan, or does not adequately identify, quantify or assign responsibility for benefits.
Project resourcing	<ul style="list-style-type: none"> • The resource plan for current and next stages in the project lifecycle have not been developed, the resources identified are not adequate, or key roles lack appropriate capability and expertise.
Project management and reporting	<ul style="list-style-type: none"> • Inadequate project management, scheduling discipline or project controls. • The schedule has not been appropriately developed and is not reflective of the project's risks and timing.
Procurement	<ul style="list-style-type: none"> • Inadequate procurement strategy or planning, or documentation does not ensure transparency in the decision making process. • Delivery strategy not appropriately detailed and project staging not addressed.
Options analysis	<ul style="list-style-type: none"> • Identification or assessment of options to meet service need is inadequate. • Alternative options, including a realistic base case, are poorly justified. • Lack of a clear justification for the preferred option.
Commercial capability	<ul style="list-style-type: none"> • Insufficient rigour, process and accuracy around cost estimates and contingency estimating, planning and management. • Funding for the next phase not confirmed or allocated, gaps in

Key themes	Key matters for consideration
	project funding, lack of suitable funding strategy.
Approach to planning and approvals	<ul style="list-style-type: none"> • Pathway to planning consent in a timely manner not identified or articulated.
Change management	<ul style="list-style-type: none"> • Lack of an effective mechanism to identify the changes necessary to achieve project outcomes. • Inadequate change-management plan.
Operational readiness planning	<ul style="list-style-type: none"> • Inadequate mechanisms to ensure readiness planning, prioritisation, management and operation. • Operational governance and management structures not determined or established.
Sharing knowledge across government	<ul style="list-style-type: none"> • Inadequate processes to capture and share lessons learnt (errors and successes).
Integration with precinct across services	<ul style="list-style-type: none"> • Inadequate consideration of interfacing networks, precincts, projects and services.
Understanding government processes	<ul style="list-style-type: none"> • Relevant Tasmanian Government guidelines, frameworks and processes not considered, employed or complied with during project development and delivery.
Clear project objectives	<ul style="list-style-type: none"> • The project objectives do not align to government priorities, are not clear or do not articulate the service need. • The project scope, scale and requirements have not been appropriately articulated. • The project scope does not align with the objectives and KPIs have not been developed.
Sustainability	<ul style="list-style-type: none"> • Inadequate consideration, documentation and assessment of the social, economic and environmental impacts of the project.

Gate 3
Project Assurance Workbook






PART D:



Areas for investigation in a Gate 3 Review

For delivery agencies and review teams

What to look for at Gate 3

The Gate 3 Review seeks to answer the question: **How well has the project developed a procurement and delivery approach to realise the benefits outlined in the business case?**

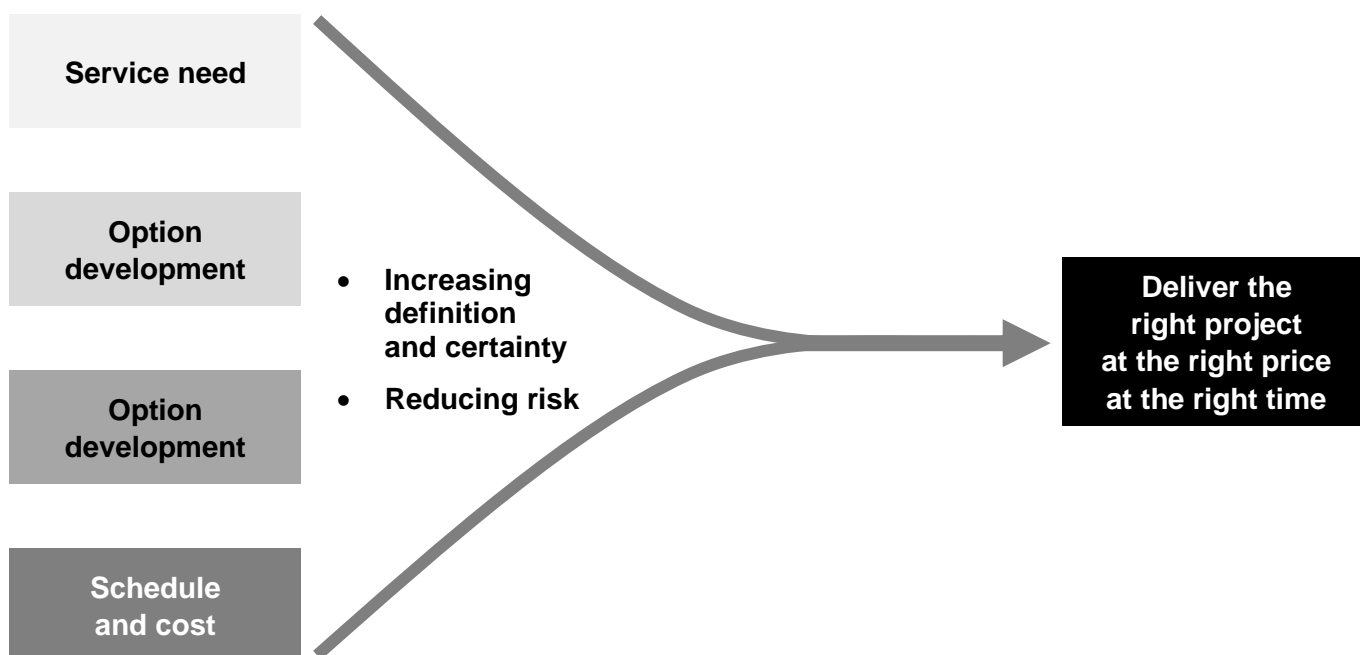
Key focus area	General description applicable to gate	How key focus area is applied to Gate 3
 Service need	<p>Identification of the problem or opportunity and the service need, along with the drivers for change.</p> <p>Demonstrated alignment to government policy or strategy and evidence of demand for the potential new services or enhancements.</p>	<p>Scope to be procured addresses the problem or opportunity and clearly reflects the service need.</p> <p>Desired outcomes are clearly documented and captured in procurement documentation.</p>
 Value for money and affordability	<p>Ensure value is delivered by maximising benefits at optimal cost. This should be evidenced by a clearly defined scope, a cost-benefit analysis and a robust cost plan, to an appropriate level of detail for the lifecycle stage of the project.</p> <p>An assessment of potential or confirmed sources of funds. The whole-of-life, capital and operational cost impacts have been considered.</p>	<p>Delivery strategy for the project ensures procurement to the approved funding envelope. Supported by efficient market engagement, scope clarity and prioritisation of project elements in the case of budgetary constraints.</p> <p>Evaluation criteria reflects the requirement for maximum benefit at optimal cost.</p>
 Social, environmental and economic sustainability	<p>Understanding the long-term impacts, opportunities and obligations created by the project. Ensuring the project delivers a positive legacy for the community. Areas explored include: socio-economic equity, resilience to climate change, effective place making, integration with broader asset networks, asset adaptability (including technological change), interface with heritage, and the robustness of the project's planning approvals processes.</p>	<p>Social, environmental and economic sustainability requirements integrated into the procurement documentation and evaluation process.</p> <p>Place principles and the project's relationship to the service network and place-based plans articulated through the procurement documentation.</p>
 Governance	<p>The project governance is robust. Clear accountabilities, responsibilities and reporting lines are identified, and decision making and approvals are appropriate and understood.</p> <p>The Senior Responsible Officer (SRO) and project team have the culture, capability and capacity required.</p>	<p>Robust project procurement and evaluation governance structure, with clearly articulated responsibilities and reporting lines, and appropriate delegations in place, with an emphasis on tenderer engagement, probity, procurement to timeframes and fair evaluation.</p>
 Risk management	<p>Ongoing identification and active management of risks and opportunities, using a structured and formal methodology.</p>	<p>Risks and opportunities identified and appropriately evaluated, and documented within a structured methodology, to inform the evaluation process.</p> <p>Clear risk allocation between the government and the proponents.</p>

Key focus area	General description applicable to gate	How key focus area is applied to Gate 3
 Stakeholder management	<p>Ongoing identification and proactive management of stakeholders, both internal and external to government, using a structured and robust framework appropriate to the stage in the project lifecycle.</p>	<p>Evidence that stakeholders have been identified and engaged through appropriate activities to inform the procurement stage and documentation. Stakeholder approach is being sought and allocation of responsibilities is clear in documentation.</p> <p>Stakeholders external to the process are effectively managed during procurement.</p>
 Asset owner's needs and change management	<p>Demonstration of how change will be managed in the areas of people, organisation, network and systems as the asset enters operations.</p> <p>Proactive management of the handover impacts through the lifecycle of the project. Demonstrated consideration of issues and risks pertaining to the asset manager, operator and end users.</p>	<p>Involvement of the asset owner/operator, and consideration and documentation of operational requirements for the project.</p> <p>Proactive identification of handover points and required change-management processes to move effectively through procurement and into delivery.</p>

Definition of scope

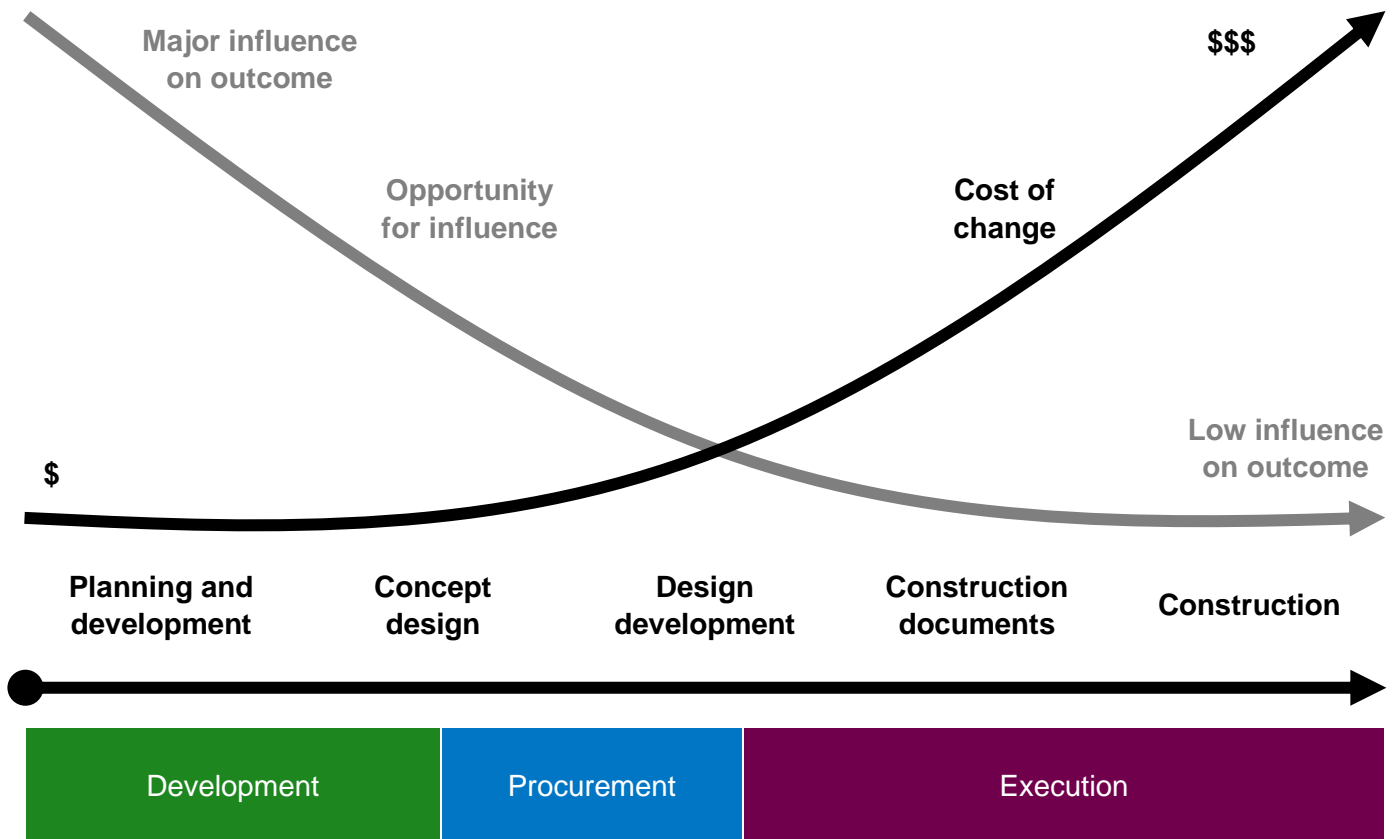
As projects progress through their stages, there should be a strong convergence in the definition of scope, cost, and time, to deliver the desired outcome and objectives. Project assurance reviews support a project through this process. Reviews use the key focus areas to ensure that economic and social impacts have been considered, and stakeholder groups have been engaged in developing the optimum solution to address the service need or problem.

This can be illustrated as a funnel representing increasing certainty on development and delivery.



Project decisions




Reviews also recognise that scope changes have a greater impact on cost as the project progresses through its lifecycle. Robust decision making and clarity of direction early in project development is important to successful project delivery. A lack of clarity and late decision making will result in higher costs and greater uncertainty of outcomes.



Application of review success factors

In examining each of the key focus areas, the review team should be guided by the three success factors below which underpin delivery confidence. The success factors provide an overarching context for each key focus area and should assist in developing lines of enquiry, as they can provide context and be incorporated into the review report.

As a project progresses through its lifecycle, there is an expectation that detail and evidence will increase, providing increased confidence that the requirements of the key focus areas are being met.

 Increasing scope confidence	<ul style="list-style-type: none">• Well defined service need.• Value for money approach in developing an evidence-based solution.• Increasing clarity and detail in defining the solution.• Increasing understanding and clarity within the delivery agency of how to deliver the solution.
 Managing risk	<ul style="list-style-type: none">• Increasingly granular and effective identification of risk.• Assessment, prioritisation and planned mitigation of uncertain events that could adversely affect the achievement of the project objectives.
 Realising benefits	<ul style="list-style-type: none">• Increasing definition of the project objectives and benefits.• Linking of those benefits to the service need.• Embedding an end-to-end process to ensure that the benefits and objectives of the investment are realised.

Optimism bias





Optimism bias refers to the tendency to overestimate the likelihood of good events occurring and underestimating the likelihood of experiencing adverse events. Optimistic errors are an integral part of human nature, requiring conscious effort to manage and improve accuracy in project estimates and analysis.

Practical steps for project teams to avoid optimism bias in project analysis include:

- use independent peer reviewers to verify that cost, demand and benefit estimates are realistic
- undertake risk workshops with key stakeholders, and people with knowledge of the project and the potential risks
- involve the operator and asset owner to review the assumptions made and the risks identified, including the likelihood of the risk occurring and impact if the risk were to occur.

Key focus area 1: Service need

Gate 3 application

 Service need	Service need refined to inform the project scope. Key risks to service need addressed and opportunities for broader benefits examined and maximised.		
	Project scope in tender documentation accurately reflects the service need and objectives outlined in the business case. 	Required project approvals are in place for the specified scope to facilitate a tender. 	Value-add opportunities to maximise benefits facilitated through the tender documentation. 

- How does the intended scope for procurement meet the service need, as outlined in the business case?
- What scope elements have been refined since the business case, to drive benefits beyond those outlined in the business case?
- What evidence demonstrates the scope to be procured is well understood, communicated and agreed within the project team, including the SRO?
- How will the maturity of procurement and planning documentation potentially drive variations in scope in delivery?
- What is the level of confidence that the scope to be procured can be achieved within the project's planned schedule, on time?
- How well are the project requirements, objectives and scope communicated through the procurement documentation?
- How does the procurement of the project demonstrate alignment with government policies?
- How does the tender documentation facilitate innovative market responses and promote efficiencies, including modularisation, repeatability or re-use of designs?
- What performance regime (such as key performance indicators or performance specifications) is proposed in the procurement documentation, to ensure the scope delivered facilitates and drives benefits realisation?

Optional areas to explore

For programs

- How is the configuration of the packages of projects or works appropriate to meeting the needs of the overall program scope?
- How have the program procurement options been optimised to deliver maximum benefit?

For civil infrastructure and assets

- Nil

For buildings and places

- Nil

Key focus area 2: Value for money and affordability

Gate 3 application



Value for money and affordability

Delivery strategy ensures procurement to the approved funding envelope, supported by efficient market engagement, scope clarity and prioritisation of project elements in the case of budgetary constraints. Evaluation criteria reflects the requirement for maximum benefit at optimal cost.

Alignment of scope with final cost plan. Delivery strategy adopted to facilitate fit within the funding envelope.



Availability of funding consistent with project budget estimate and procurement method.



Benefits captured through delivery strategy, tender documentation and evaluation processes.



- How is the procurement methodology suitable for achieving maximum benefit at optimum cost?
- Has there been sufficient quality of design development completed to ensure a robust cost plan?
- How does the scope to be procured align with the cost plan? Are assumptions in the cost plan appropriate, including contingency?
- How has the cost plan been validated prior to the release of the procurement documentation?
- What evidence confirms funding approval, alignment with the cost plan and the procurement approach?
- How have potential impacts from the delivery strategy, including the procurement approach, been appropriately reflected in the overall budget?
- How have operational and whole-of-life cost considerations, inclusive of asset owner/operator input, been reflected, benchmarked and documented in the procurement approach?
- How do the tender evaluation criteria drive maximum benefits at optimal cost?
- How does the procurement documentation ensure comparable and consistent evaluation across the proponents' commercial offers?
- How does the procurement approach (for example, its timeframe or level of documentation) minimise costs in the procurement process for both government and proponents?
- Are the resourcing, funding plans and broader agency support in place to ensure efficient market engagement with proponents and evaluation of commercial offers?
- What is the approach to value management and opportunity identification (including modularisation, repeatability or re-use of designs), to ensure the scope within procurement reflects the most efficient way to deliver the service need and minimises cost?

Optional areas to explore

For programs

- What is the evidence to confirm the overall program affordability?


For civil infrastructure and assets

- What is the scope of the utilities investigation and relations with utility supply companies? Is there a clear understanding of utility relocation, or scope of work and time to complete new utilities?
- What is the scope of the site investigation that has been completed? Is there a clear understanding of site conditions, time to complete necessary remediation and an appropriate risk allocation detailed in the contract documents?





For buildings and places

- How will the approach to architectural form development be controlled during the procurement phase, to ensure it does not drive further cost?

Key focus area 3: Social, environmental and economic sustainability

Gate 3 application			
 <p>Social, environmental, and economic sustainability</p>	<p>Social, environmental and economic sustainability requirements integrated into the procurement documentation and evaluation process. Place principles and the project's relationship to the service network articulated through the procurement documentation.</p>		
	<p>Tender documentation drives a commercial and scope response that delivers social, environmental and economic outcomes.</p> 	<p>A clear pathway to obtaining approvals, including planning prior to commencement of delivery, is in place.</p> 	<p>Tender documentation provides enough flexibility to realise improved benefits in social, environmental and economic sustainability.</p> 
<ul style="list-style-type: none"> • What evidence demonstrates agreement and confirmation of the planning pathway for the project, associated responsibilities and understanding of the key issues? • What evidence is there to confirm appropriate progress in the development of approvals documentation, in line with the project's overall delivery expectations? • How has heritage been appropriately dealt with in the procurement documentation, to maximise benefits while optimising cost? • How have opportunities for place-making been reflected in the procurement documentation? • How does the project scope include obligations in the procurement documentation to allow for efficient integration with the broader asset networks and services? Has the owner/operator confirmed the integration methodology and compatibility? • How will the evaluation process ensure the asset delivered will maintain or enhance access to services for the community? • How will the evaluation process explicitly give weight to environmental impacts (such as materials, energy, water or footprint)? Is this process achieved in a fair, ethical and transparent manner? • How will the evaluation process assess the asset's future adaptability, including event shock and stress resilience, or asset reconfiguration in response to technological change? 			
Optional areas to explore			
<p>For programs</p> <ul style="list-style-type: none"> • Nil 			
<p>For civil infrastructure and assets</p> <ul style="list-style-type: none"> • How do sustainability initiatives required through the procurement documentation appropriately balance the maximisation of benefit with optimal cost? • How have relevant sustainability/environmental ratings (such as an Infrastructure Sustainability Council Rating) appropriate for the project been achieved? 			
<p>For buildings and places</p> <ul style="list-style-type: none"> • How have relevant sustainability/environmental ratings (such as GREENSTAR) appropriate for the project been achieved? 			

Key focus area 4: Governance

Gate 3 application				
 Governance	Robust project procurement and evaluation governance structure, with clearly articulated responsibilities and reporting lines, and appropriate delegations in place. An emphasis on tenderer engagement, probity, procurement to timeframes and fair evaluation.			
	Governance framework developed and key roles are in place. The SRO is identified. 	Risks around network and place integration are considered. 	Baseline data is captured to support evaluation of benefits and impacts. 	
<ul style="list-style-type: none"> What has been the formal project and delivery agency governance structure to support the development of procurement documentation? How will this change for procurement evaluation? How has probity been put in place for the engagement with proponents and evaluation of commercial offers? What is the evidence to show the assessment and evaluation approach has been agreed and adopted by the project governance, and that interfaces with other agencies or the asset owner/operator are adequately accounted for? What evidence demonstrates the SRO has sufficient engagement, expertise, capacity and financial delegation, at a level appropriate to oversee engagement with proponents and the evaluation of commercial offers? What is the evidence to show the governance and project team for the procurement stage of the project have clear responsibilities, accountabilities and decision making delegations? What is the evidence to show the project team has in place the appropriate skilled resources, project controls (such as milestones, information management or change control), data security, key risk monitoring and reporting, to support engagement with proponents and evaluation of the commercial offers? How is appropriate visibility and transparency through the project team and governance demonstrated and maintained? How does the culture within the project team positively support efficient procurement of the project? How can you demonstrate there is a clear understanding through the governance structure of how the benefits will be measured and achieved in the evaluation of commercial offers? Is there evidence of endorsement for the release of the procurement documentation to seek a commercial offer from the market? 				
Optional areas to explore				
For programs <ul style="list-style-type: none"> How does the governance ensure that each of the component projects within the program will deliver the required outcomes and benefits? What is the governance hierarchy in place to ensure project procurement and reporting can be rolled up to the program level? 				
For civil infrastructure and assets <ul style="list-style-type: none"> Nil 				
For buildings and places <ul style="list-style-type: none"> Nil 				


Key focus area 5: Risk management


Gate 3 application




Risk management

Risks and opportunities identified and appropriately evaluated, and documented within a structure methodology to inform the evaluation process. Clear risk allocation between the government and the proponents.

Risk assessment of confirmed scope completed.  Allocation of commercial and delivery risks is clear and efficient.

Risk assessment of selected procurement method completed and documented. Mitigation measures in place. 

Risks to benefit realisation identified and assessed. 

- What is the evidence to demonstrate the risk management approach remains current, including risks to procurement, through the development of the project?
- How do the procurement documentation requirements adequately address risk, appropriate to the project's scale and procurement approach?
- Have the risks to completion on budget and on time been captured? Have they been incorporated into the cost plan at a level sufficient for the project's scale and complexity, and how will these be dealt with during procurement and evaluation?
- How are regulatory or legislative risks identified and addressed in the procurement and evaluation of the project?
- What is the commercial risk allocation? Does it reflect industry feedback and market appetite? Is it appropriate, clear and efficient?
- What are the key risks to the realisation of benefits? How are these to be mitigated?
- How have the tender documents considered the risks that emerge from contractors, where the government has a high commercial exposure?
- Could you share examples of when project staff promptly escalated specific project risks and critical issues to senior management? How does the organisation measure and encourage transparency and courage in these situations?

Optional areas to explore

For programs

- What is the risk escalation process to allow project risks to be considered at the program level and is it appropriate?





For civil infrastructure and assets

- Nil





For buildings and places

- Nil

Key focus area 6: Stakeholder management

Gate 3 application				
 Stakeholder management	Evidence that stakeholders have been identified and engaged, through appropriate activities to inform the procurement stage and documentation. Stakeholder approach is being sought and allocation of responsibilities is clear in documentation. Stakeholders external to the process are effectively managed during procurement.			
	Ongoing monitoring of stakeholder support through procurement, with clear protocols established. 	Clearly articulated client and contractor obligations and expectations. 	Stakeholder engagement activity informs benefits sought through the tender documentation. 	
<ul style="list-style-type: none"> • Has an appropriate level of market engagement been undertaken and considered in the procurement documentation to ensure competitive responses? • How does the engagement with proponents during the procurement stage support the maximisation of benefits for the project? • What is the ongoing engagement approach with key stakeholders (internal and external) through the procurement stage of the project and who is responsible for leading this activity? • Does the procurement documentation adequately address stakeholder engagement and management requirements, appropriate to the project's scale and procurement approach? • What are the stakeholder management responsibilities and accountabilities between the government and proponents? Are they clear? • How have outcomes from intra- and inter-agency consultation been incorporated into the procurement documentation? • How is the stakeholder engagement plan for procurement and delivery resourced and coordinated across the delivery agency, and reflected in the project's current or future governance structure? 				
Optional areas to explore				
For programs <ul style="list-style-type: none"> • How does the planned stakeholder engagement approach demonstrate a level of sophistication appropriate to the scale of the program, especially with stakeholders external to government? • What are the established program and project level stakeholder engagement approaches? • How is stakeholder influence being mapped and managed at both program and project level? 				
For civil infrastructure and assets <ul style="list-style-type: none"> • How does the stakeholder management plan demonstrate sufficient granularity to address issues across communities impacted by the length or scale of the project? 				
For buildings and places <ul style="list-style-type: none"> • Nil 				

Key focus area 7: Asset owner's needs and change management

Gate 3 application				
 Asset owner's needs and change management	Involvement of the asset owner/operator, and consideration and documentation of operational requirements for the project. Proactive identification of handover points and required change-management process to move effectively through procurement and into delivery.			
	Engagement of asset owner/operator in development of tender specification, asset testing and handover. 	Change management planning processes for project lifecycle, addressing delivery, completion, and handover. 	Asset owner/operator understands benefits and engaged in benefits realisation planning through the procurement stage. 	
<ul style="list-style-type: none"> How has the asset owner/operator been actively involved in the development of the procurement documentation, information requirements, specifications, benefits identification, pre-commissioning requirements and works interfaces? How have the operational, maintenance and other lifecycle management activity requirements, performance levels and asset information requirements been reflected in the procurement documentation? Has this been signed off by the asset owner/operator? What is the approach to the procurement of asset operations and maintenance? Will the approach to procurement have workforce or human resources impacts? How has this been considered? How have the approaches to network or system interfaces and change management been included in the procurement documentation, including hold points for asset owner/operator endorsement of proposed system change? What are the required business systems changes (for example, information, technology, interoperability, processes or procedures) in the procurement documentation? How are end-user needs incorporated into the procurement documentation? What is the plan to facilitate the handover to the team responsible for evaluation of commercial offers? Who is responsible for leading this change? How has any potential service disruption, during delivery or in operations, been reflected and addressed in the procurement documentation? 				
Optional areas to explore				
For programs <ul style="list-style-type: none"> How has the overarching program-level change-management strategy been reflected in the procurement documentation? 				
For civil infrastructure and assets <ul style="list-style-type: none"> Nil 				
For buildings and places <ul style="list-style-type: none"> Nil 				

Glossary

Term	Definition
assurance reviews	Refers to gate review, health checks and deep dives.
Assurance Review Team	A team of expert independent reviewers, sourced from the Project Assurance Services Panel engaged by Infrastructure Tasmania to undertake a gate review, health check or deep dive.
deep dive	Deep dive reviews are similar to health checks but focus on a specific and often technical issue. These reviews are usually undertaken in response to an issue raised by project teams, SROs, Cabinet or the like.
delivery agency	The government agency tasked with developing and/or delivering a project.
gate	Key decision point(s) in a project/program's lifecycle when a gate review may be undertaken.
gate review	<p>A review of a project/program by an independent team of experienced practitioners at a specific key decision point (gate) in the project/program lifecycle.</p> <p>A gate review is a short, focused, independent expert appraisal of the project/program that highlights risks and issues, which if not addressed may threaten successful delivery. It provides a view of the current progress of a project/program and assurance that it can proceed successfully to the next stage if any critical recommendations are addressed.</p>
health check	A health check is an independent review carried out by a team of experienced practitioners seeking to identify issues in a project/program which may arise between gate reviews.
program	<p>Programs provide an umbrella under which related projects and activities can be coordinated. A program is likely to be longer term and have a life that spans several years.</p> <p>Projects that form part of a program may be grouped together for a variety of reasons including co-location, similar nature (for example, agency capital program or road upgrades) or shared outcome.</p> <p>The component parts of a program are usually individual projects or smaller groups of projects (sub-programs). In some cases, these individual projects or sub-programs may have a different project tier to the overall program.</p>

project	<p>A project is a group of interrelated activities that are planned and then executed in a particular sequence to achieve planned and agreed outcomes, within a predetermined timeframe. A particular project may or may not be part of a program. A project has the following characteristics:</p> <ul style="list-style-type: none"> • defined scope and finite resources • has a definable start and end dates • introduces a change • creates a unique result, product or service • has its own governance structure
project assurance	<p>The governance, reporting and independent expert project review process that assesses the health and viability of a project. Project assurance can provide investors and other stakeholders with the confidence that the project can deliver to time, budget and quality.</p>
Project Assurance Services Panel	<p>Established and managed by Infrastructure Tasmania, the panel includes experts with skills, experience and capability across infrastructure sectors and project delivery. The project assurances service panel ensures quick mobilisation and coordination of review teams and the consistent application of the project assurance framework.</p>
project tier	<p>The project tier classification is comprised of three project tiers, where Tier 1 encompasses projects deemed as being the highest risk profile (Tier 1 – high value, high risk projects), and Tier 3 with the lowest risk profile. Tier classification considers a project's overall risk profile and the project's estimated total budget.</p>
regular infrastructure project reporting	<p>Routine reporting of projects prepared by the Department of Treasury and Finance and provided to government.</p>
Senior Responsible Officer (SRO)	<p>The delivery agency secretary or deputy secretary with strategic responsibility and the single point of overall accountability for a project/program. The Senior Responsible Officer (SRO) is the owner of the business case, accountable for all aspects of governance and delivery of benefits. Some project management methodologies refer to this role as the Project Executive, Sponsor or Client.</p>



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