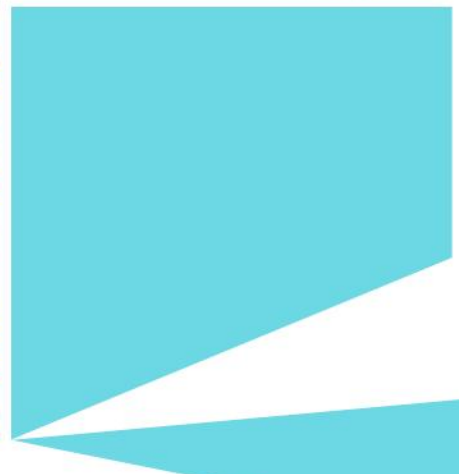
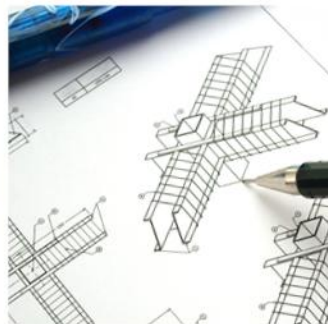


Project Assurance Workbook

Gate 4: Tender evaluation

Will the scope being procured deliver the benefits outlined in the business case and is the project ready to proceed to delivery?



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

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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 4, the delivery agency is expected to demonstrate that the project is being procured in line with the tender evaluation plan, that it will deliver the scope to maximise benefits at optimal cost and the delivery agency is ready to mobilise for delivery.

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 process• information 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 review• documentation 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.
Procurement	Develop business case	→	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.
You are here	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.
Execute	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.
Close	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.
	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.

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	Robust governance means clear accountabilities, responsibilities and reporting lines are identified, and decision making and approvals are appropriate and understood. The SRO and project team must have the required culture, capability and capacity.
	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 project's lifecycle. 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 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 4

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

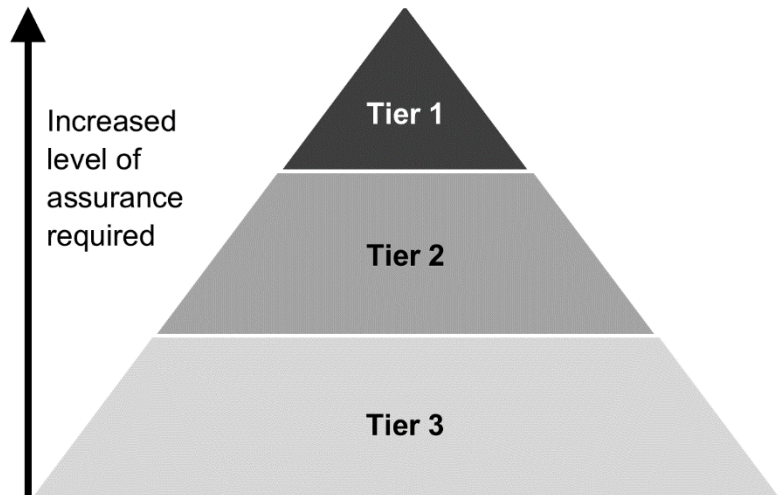
Infrastructure Tasmania (ITas) seeks to share aggregated lessons learnt and good practice across delivery agencies, through the interdepartmental Infrastructure Delivery Committee. This has been established to bring together practitioners to share their insight of the development, procurement and delivery 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, reporting and project monitoring. The assurance pathway is determined at project registration but may change over time through discussions with 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

- Gate 4 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 reports (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.

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. <p>(continued over)</p>

	Role	Responsibility
		<ul style="list-style-type: none"> • Provide regular high-level performance reports to agencies and government, including commentary on recommendations, as/if required. • 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 4

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 4 - Informing the decision to award and mobilise

The Gate 4 review informs government's decision to award the contract for project delivery and confirms the delivery agency's readiness to mobilise for the delivery phase.

Gate 4 falls within the procurement stage of the project's lifecycle. It is important that Gate 4 considers both procurement compliance and the delivery agency's readiness to manage the delivery of the project.

Gate 4 Reviews require the delivery agency to demonstrate compliance with the probity and evaluation plans.

The review will consider the extent to which the preferred commercial offer captures or exceeds the project scope outlined in the business case, to meet the service need and deliver the intended benefits. The proposed commercial risk allocation should

be consistent with the business case, with appropriate and robust governance and risk management arrangements in place.

A Gate 4 Review is not a re-examination of the delivery agency's procurement decision. The delivery agency must not share proponent (tenderer) names, the preferred proponent or price details with the review team.

Gate 4 Reviews also require the delivery agency to demonstrate readiness to manage delivery with a focus on delivery governance and capability, mobilisation planning, project team resources, handover arrangements, clearly defined responsibilities for stakeholder management and developing a constructive relationship with the selected proponent.

Gate 4

Project phase	Procurement
Lifecycle phase	Competitive procurement
Gate review	Tender evaluation
Key question	Will the scope being procured deliver the benefits outlined in the business case and is the project ready to proceed to delivery?
Review deliverables	<ul style="list-style-type: none">• Evaluation report• Probity report• Summary of departures and variations• Evidence of delivery readiness and handover approach

Gate 4 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 4, documents should exist that clearly present the evaluation and delivery readiness approach. 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. Project presentation providing an executive overview of the project, draft or final probity report, and tender evaluation plan.

Required information to support Gate 4 (if needed, determined by review team)

Presentation providing an executive overview of the project.

Evidence that the project scope contained within tender documentation, consistent with the identified service need and business case, is captured in the preferred commercial offer.

Tender evaluation plan (or equivalent), demonstrating the preferred commercial offer is consistent with procurement documentation and/or summarising any departures.

Probity report (or equivalent).

Evidence that internal and external compliance requirements, including a clearly defined planning approval or planning pathway strategy and associated responsibilities, are in place and consistent with the preferred commercial offer.

Well developed and robust project schedule with all milestones identified and confirmed as realistic through the tender evaluation process.

Evidence that handover and change, including through to delivery and operations, is being proactively managed, with a focus on mobilisation planning

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

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, consistent with the commercial offer.

Evidence that interdependencies with other projects, 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 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 interview list and interview schedule for the review team and for inclusion in the review report. The interviewee list and schedule templates are included in the Gate 4 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 4 will include the:

- SRO
- Project Manager/Director
- Transaction Manager
- Commercial Manager
- Probity Manager
- Chair of Evaluation Committee
- Manager responsible for risk
- Change/Mobilisation Manager.

An interviewee information sheet is available with the Gate 4 suite of documents 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 4

Project Assurance Workbook

PART C:

Conducting a Gate 4 Review

For review teams

Gate 4 approach

The Gate 4 Review is conducted following completion of the evaluation of the commercial offers and identification of the preferred proponent, but **prior to informing the preferred proponent and awarding the contract**. Gate 4 will also assess the delivery agency's readiness for delivery.

The review team should use this workbook to guide the assessment of the tender evaluation process and provide a robust commentary against each of the seven key focus areas. The review team should be persuaded the evaluation of commercial offers has been consistent with the tender evaluation and probity plans in place.

The review team should be confident of **the scope being procured and intended benefits are aligned with the business case and the readiness for delivery**. The outcome of the Gate 4 Review informs government's decision to award the contract for project delivery and mobilise for the delivery stage.

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 at all times 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, including documentation, confidential.• 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 be 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 team leader will agree on the process and timing to conduct 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 versions of reports issued by the review team to ITas are to be in Microsoft Word format.

Topic	Details
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 review report for metrics and trend reporting use 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 the following:

- 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, 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.

Key themes	Key matters for consideration
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 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 4
Project Assurance Workbook



PART D:



Areas for investigation in a Gate 4 Review

For delivery agencies and review teams

What to look for at Gate 4

The Gate 4 Review seeks to answer the question: **Is a scope being procured that will deliver the benefits outlined in the business case and is the project ready to proceed to delivery?**

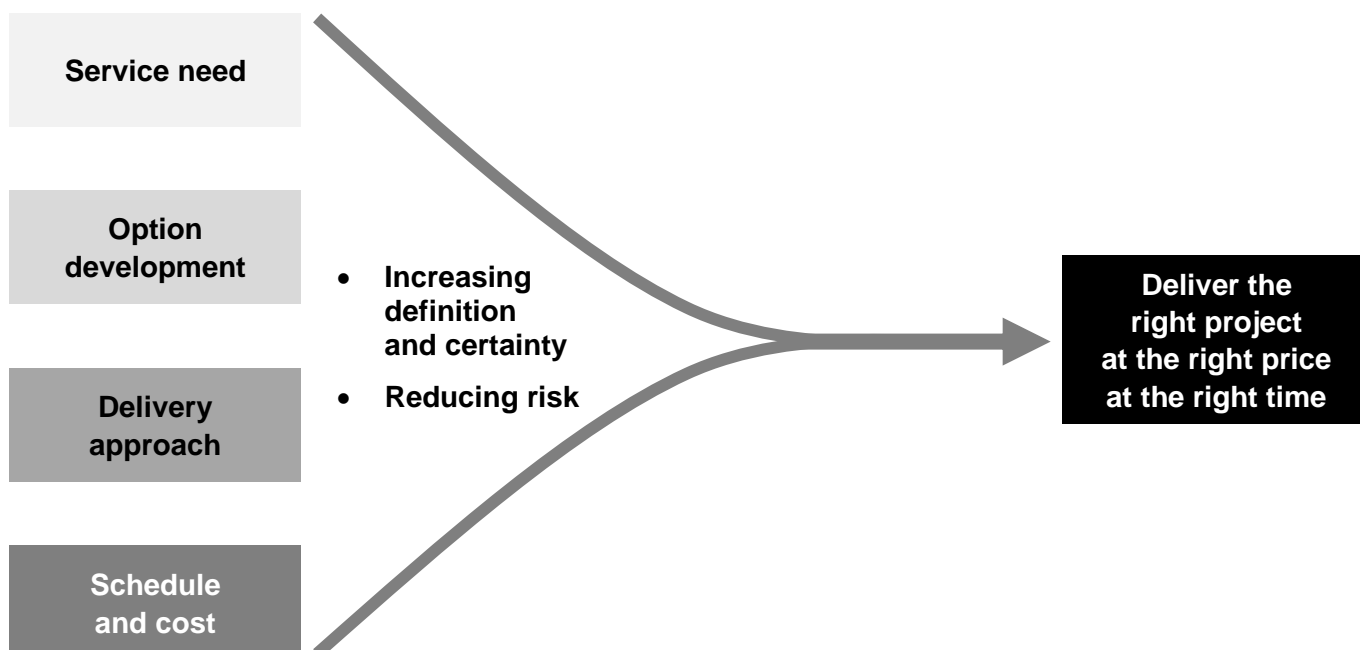
Key focus area	General description applicable to gate	How key focus area is applied at Gate 4
 Service need	<p>Identification of the problem or opportunity and the service need, along with the drivers for change.</p> <p>Alignment to government policy, or strategy and evidence of demand for the potential new services or enhancements.</p>	<p>Service need and outcomes embedded in commercial offers.</p> <p>Any scope changes do not compromise achieving the service need or business case objectives</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>Consistent evaluation of commercial offers against evaluation criteria, including maximising benefits 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.</p> <p>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 project's planning approvals processes.</p>	<p>Social, environmental and economic sustainability requirements have been evaluated within the preferred commercial offer.</p> <p>Required planning approvals are in place or have a clear pathway and realistic timetable.</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 governance in the fair and equal evaluation of commercial offers.</p> <p>Delivery governance structure understood and matched to the scale and complexity of the project.</p>
 Risk management	<p>Ongoing identification and active management of risks and opportunities, using a structured and formal methodology.</p>	<p>Risk allocation agreed, no outstanding commercial risk issues.</p> <p>Ongoing risk mitigation methodology agreed and in place for delivery.</p>

Key focus area	General description applicable to gate	How key focus area is applied at Gate 4
 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>Proactive management of internal and external stakeholders. Consideration of stakeholder management through the delivery stage.</p> <p>Changes to scope proposed in the preferred commercial offer evaluated against stakeholder needs.</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.</p> <p>Demonstrated consideration of issues and risks pertaining to the asset manager, operator and end users.</p>	<p>Required change-management processes in place to move effectively from procurement into the delivery stage.</p> <p>Engagement of asset owner/manager in the evaluation, to ensure all issues and risks are identified and considered.</p>

Definition of scope

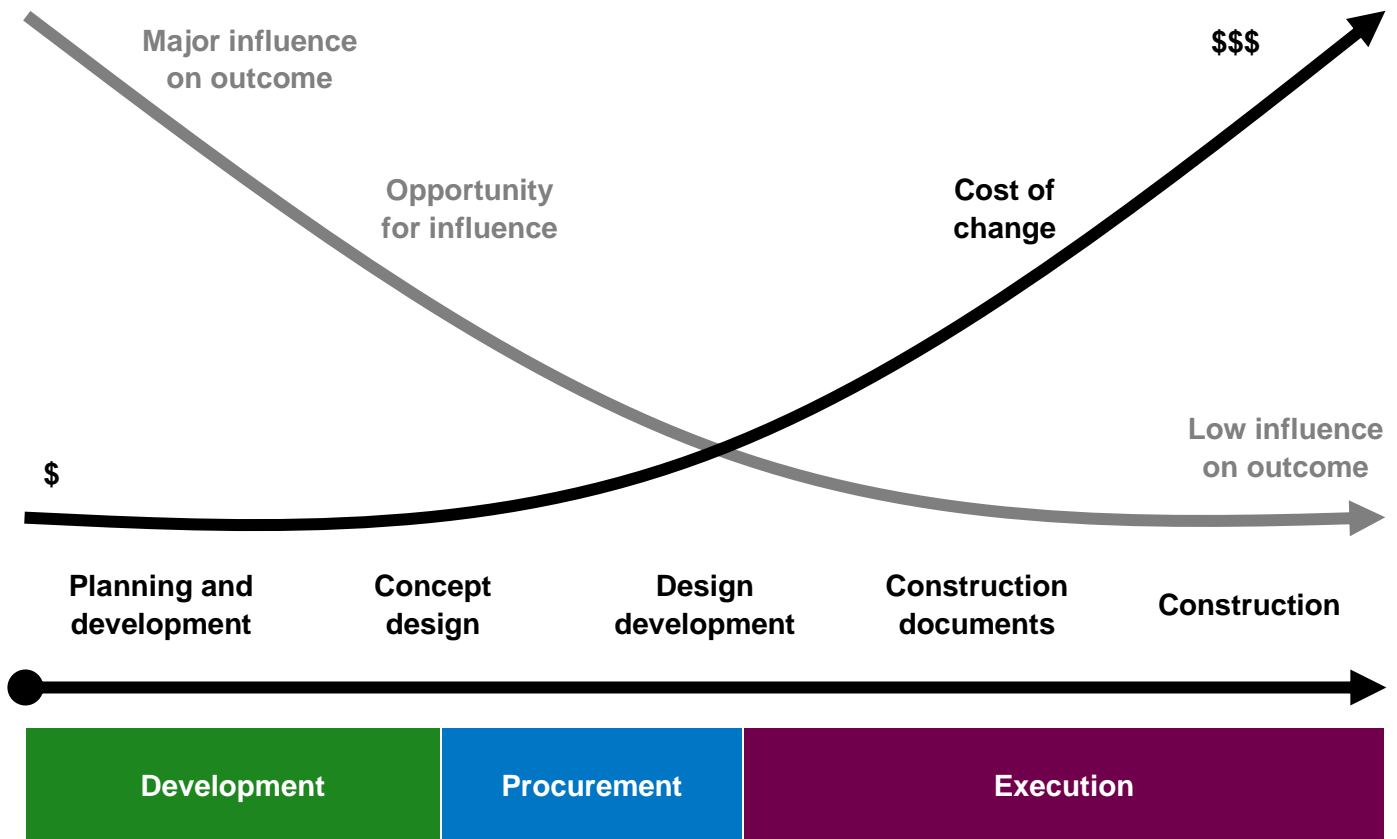
As projects progress through their stages, there should be a strong convergence in the definition of scope, cost and time, to deliver the desired outcome and objectives. Project assurance reviews support a project through this process. Reviews use the key focus areas to ensure that economic and social 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 4 application



Service need

Service need and outcomes embedded in commercial offers. Any scope changes do not compromise achieving the service need or business case objectives.

Preferred commercial offer is consistent with scope and fully meets the service need.



Impact of any non-compliance on scope and service need is understood, documented and quantified. Risks are allocated and mitigated.



Realisation of benefits has been a core focus of the evaluation.



- How have the service need, problem definition and project objectives been evidenced and articulated?
- How has the project team confirmed that the scope procured is in line with the service need and benefits outlined in the business case?
- What are the scope or service need compromises (if any) made in accepting the preferred commercial offer? How were these evaluated and agreed?
- How will the preferred commercial offer deliver the project in line with the planned schedule? Is the schedule subject to a risk analysis?
- To what extent does the acceptance of the preferred commercial offer improve, compromise or make it harder to achieve any of the benefits outlined in the business case?
- How have non-compliances of the preferred commercial offer been recorded?
- Are there any additional benefits or changes in scope driving an improved outcome, as a result of the acceptance of the preferred commercial offer?
- What is the performance regime (such as key performance indicators or performance specifications) included in the preferred commercial offer, to ensure the scope delivered facilitates and drives benefits realisation?
- What alternative solutions or options have been proposed by the preferred commercial offer and how have these been considered?

Optional areas to explore

For programs

- How does any aspect of the preferred commercial offer impact the overall delivery performance of the program?





For civil infrastructure and assets

- Nil

For buildings and places

- Nil

Key focus area 2: Value for money and affordability

Gate 4 application			
 <p>Value for money and affordability</p>	Consistent evaluation of commercial offers against evaluation criteria, including maximising benefits at optimal cost.		
	 <p>Preferred commercial offer and scope within budget, with transparent treatment of any assumptions and exclusions.</p>	 <p>Preferred commercial offer assessed against deliverability criteria and appropriately adjusted against risk weightings.</p>	 <p>Preferred commercial offer preserves expected benefits and delivers community outcomes.</p>
<ul style="list-style-type: none"> How has the procurement strategy outlined in the business case been followed? How have risk weightings, including the final agreed contractual risk allocation, been appropriately and consistently applied to the cost of the preferred commercial offer? How has the evaluation ensured the preferred commercial offer results in the maximisation of benefits at optimal cost? How have operational and whole-of-life cost impacts of the preferred commercial offer (including known ancillary and enabling requirements) been evaluated? How has the asset owner/operator been involved in verifying the costs? How have the assumptions and exclusions of the preferred commercial offer been evaluated? Did they impact significantly on the financial offer of the proponent? Are the resourcing, funding plans and broader agency support in place to ensure efficient mobilisation and delivery of the project? What is the scope of the utilities investigation and liaisons with utility supply companies that have been completed? Is there a clear understanding of utility relocation, or the scope of work and time to complete new utilities, with an appropriate risk allocation detailed in the contract documents? What is the scope of the site investigation that has been completed? Is there a clear understanding of site conditions, time to complete any necessary remediation and an appropriate risk allocation detailed in the contract documents? 			
Optional areas to explore			
<p>For programs</p> <ul style="list-style-type: none"> What is the evidence to confirm the overall program affordability? What economies of scale have been achieved through the procurement approach to the project? <p>For civil infrastructure and assets</p> <ul style="list-style-type: none"> What is the approach to value engineering and innovation within the delivery stage to maximise benefits while minimising cost? <p>For buildings and places</p> <ul style="list-style-type: none"> How does the level of complexity in the proposed architectural form of the preferred commercial offer potentially impact cost and drive variations in delivery? 			

Key focus area 3: Social, environmental, and economic sustainability

Gate 4 application



Social, environmental, and economic sustainability

Social, environmental and economic sustainability requirements have been evaluated within the preferred commercial offer. Required planning approvals are in place or have a clear pathway and realistic timetable.

Preferred commercial offer has been evaluated and responds to sustainability requirements.



Required planning approvals or pathway is confirmed. Appropriate resources nominated for delivery.



Evaluation of the preferred commercial offer has considered economic, social and environmental enhancements.



- What evidence confirms the planning pathway for the project, the agreement of responsibilities and an understanding of the key issues?
- How did the evaluation panel consider place making and access to services within the evaluation?
- How does the preferred commercial offer impact on the integration with the broader asset network and services? How was this evaluated?
- How did the evaluation panel appropriately assess the minimisation of environmental impacts (through materials, energy, water or footprint) and the adoption of ethical, fair and transparent purchasing through delivery?
- How did the evaluation panel, including the asset owner/operator, consider future adaptability, including climate resilience, emissions reduction, asset reconfiguration and response to technological change?
- How were the sustainability initiatives evaluated to appropriately balance the maximisation of benefit with optimal cost?
- What resourcing and processes, including information management, are in place to ensure sustainability commitments made in the preferred commercial offer are reported and delivered?
- What gaps or enhancements exist (if any) between the preferred commercial offer and the social and community benefits outlined in the business case?

Optional areas to explore

For programs

- Nil





For civil infrastructure and assets

- Does the preferred commercial offer achieve relevant sustainability ratings (such as an Infrastructure Sustainability Council Rating)?





For buildings and places

- Does the preferred commercial offer achieve relevant sustainability ratings (such as GREENSTAR)?





Key focus area 4: Governance

Gate 4 application				
 Governance	Robust governance in the fair and equal evaluation of commercial offers. Delivery governance structure understood and matched to the scale and complexity of the project.			
	All evaluation processes have been followed and signed off, in line with the governance framework and probity plan. 	Governance in place to facilitate progression from procurement to delivery. 	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 evaluation? Has it been effective? • What evidence demonstrates compliance with probity in the evaluation of the commercial offers? • What evidence demonstrates the evaluation plan, as agreed through project governance, has been followed? • What evidence demonstrates the evaluation of the commercial offers was undertaken in accordance with the delivery agency policy? • What was the evaluation panel's expertise, independence and delivery agency representation? Was it sufficient and appropriate? • How has the evaluation panel mapped the benefits from the business case to the preferred commercial offer? • What is the approval process to move to preferred proponent and contract award? Is it robust? • What is the proposed project and delivery agency governance structure for delivery. How will it ensure appropriately skilled resourcing, project controls (for example, a program, milestones, information management or change control), data security, monitoring of key risks, opportunity management (including risk, schedule and whole-of life cost reduction) and reporting? • What evidence demonstrates the SRO has sufficient engagement, expertise, capacity and financial delegation (inclusive of contingency management) at a level appropriate to oversee delivery of the project? • How does the organisation handle failure or setbacks within projects? Can you provide examples of how these situations were managed and what was learned from them? 				
Optional areas to explore				
For programs <ul style="list-style-type: none"> • How does the evaluation plan ensure that each of the component projects within the program will deliver the required outcomes and benefits? • What is the governance hierarchy 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 4 application				
 Risk management	Risk allocation agreed, no outstanding commercial risk issues. Ongoing risk mitigation methodology agreed and in place for delivery.			
	 <p>Scope enhancements or exclusions from the preferred commercial offer weighted within the evaluation process.</p>	 <p>Non-compliance and departures captured and documented. Commercial and financial risk to government understood.</p>	 <p>Risks to achieving benefits assessed through the evaluation process.</p>	
<ul style="list-style-type: none"> How has the risk management approach been updated to reflect the preferred commercial offer and emerging delivery issues? How has the commercial risk allocation between government and the proponents been evaluated and reflected in the contingency? Is it appropriate? How have commercial non-compliances or departures been captured and evaluated? How are the risks to on time completion of the project mitigated through the preferred commercial offer? What potential regulatory or legislative risks (if any) are emerging from the acceptance of the preferred commercial offer? To what extent will the acceptance of the preferred commercial offer place at risk the outcomes identified in the business case? What are the mitigations for 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 <ul style="list-style-type: none"> How has an appropriate escalation process been established to allow project risks to be considered at 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 6: Stakeholder management

Gate 4 application				
 Stakeholder management	Proactive management of internal and external stakeholders. Consideration of stakeholder management through the delivery stage. Changes to scope proposed in the preferred commercial offer evaluation against stakeholder needs.			
	Stakeholder needs were considered by the evaluation panel. 	Stakeholder engagement accountabilities for delivery are clear. Support and ongoing management strategies in place and resourced. 	Ownership of benefits and responsibilities for benefits realisation are clear. 	
<ul style="list-style-type: none"> • How were stakeholders involved in the evaluation of commercial offers? Was this appropriate? • What gaps or enhancements (if any) to the proposed stakeholder engagement approach are emerging from the preferred commercial offer? • How have the stakeholder management responsibilities and accountabilities been allocated between government and proponents? Is this sufficiently clear for delivery and appropriate? • How is the stakeholder engagement plan for the delivery resourced and reflected in the project's current and future governance structure? • What are the additional impacts (if any) emerging from the commercial offer to existing operations or stakeholder activities during delivery of the project? 				
Optional areas to explore				
For programs <ul style="list-style-type: none"> • Nil 				
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 7: Asset owner's needs and change management

Gate 4 application				
 Asset owner's needs and change management	Required change management processes are in place to move effectively from procurement into the delivery stage. Engagement of asset owner/manager in the evaluation to ensure all issues and risks are identified and considered.			
	Inclusion of asset owner through procurement evaluation. 	Operational risks assessed against the preferred commercial offer. 	Benefits owned by asset owner/operator are clear. 	
<ul style="list-style-type: none"> How has the evaluation panel ensured that the asset owner/operator, operational performance and information requirements have all been considered in the evaluation of the commercial offers? To what extent will the preferred commercial offer potentially result in workforce or human resource changes? How has this been evaluated? How has the approach to network interfaces been considered in the evaluation? What are the required business systems changes (such as technology, interoperability, processes or procedures)? Have they been included within the evaluation? How were end-user needs and outcomes considered in the evaluation process? What is the plan to facilitate the handover to the team responsible for delivery? What is the plan to facilitate and drive the change management task (communication, accountabilities, delivery agency ownership) resulting from the acceptance of the commercial offer? How has the benefits realisation approach been updated, in accordance with the preferred commercial offer? What are the plans to address any potential service disruption, either during delivery or in operations. Has the asset owner/operator approved the plans for operation disruption? 				
Optional areas to explore				
For programs <ul style="list-style-type: none"> How has the overarching program-level change-management strategy been addressed in the evaluation? 				
For civil infrastructure and assets <ul style="list-style-type: none"> Nil 				
For buildings and places <ul style="list-style-type: none"> What are the plans to manage delivery works, if being undertaken in an operating environment? 				

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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