**Gate O**

**Strategic assessment**
Gate O is a review of an entire program or portfolio. It is focused on determining whether the initiative is aligned to government policies and strategies, and objectives and achieving the desired business outcomes. It provides the business case for the project and is based on a review of key external and internal factors that may impact the project. It should consider:
- the need and rationale for the project;
- the potential benefits and impacts of the project;
- the risks and constraints for the project;
- the resources required to deliver the project;
- the feasibility of the project;
- the alignment to government policies and strategies;
- the alignment to business and strategic plans;
- the alignment to government priorities;
- the alignment to government strategies, frameworks, and policies.

**Gate 1**

**Preliminary evaluation**
Gate 1 focuses on the preliminary business case and feasibility study. The gate activities are designed to ensure the project is ready for the next phase. It should include:
- identifying the main program risks;
- understanding the current state of the program;
- identifying the project team;
- understanding the project stakeholders;
- understanding the project's goals and objectives;
- understanding the project's scope and objectives;
- understanding the project's importance and feasibility;
- understanding the project's timing and duration;
- understanding the potential benefits and impacts of the project;
- understanding the potential risks and constraints of the project;
- understanding the potential resources required to deliver the project;
- understanding the potential feasibility of the project;
- understanding the potential alignment to government policies and strategies;
- understanding the potential alignment to business and strategic plans;
- understanding the potential alignment to government priorities;
- understanding the potential alignment to government strategies, frameworks, and policies.

**Gate 2**

**Readiness for market**
Gate 2 investigates the initial business case assumptions and explores the potential impact of the project and its alignment to government and organizational policy and programs. It aims to:
- determine whether the project contributes to wider organizational and public sector strategies, values and a culture of excellence;
- determine whether the preliminary business case adequately identifies the business opportunities and actions that will be achieved;
- determine whether the preliminary business case meets the needs of the business, is affordable and achievable and will deliver value for money;
- determine the scope, scale and requirements, values and standards;
- determine whether internal and external activities are in place to support the project;
- determine whether the critical success factors and required capabilities have been identified and agreed with stakeholders;
- determine if we have a sufficient scope of options to meet the business need and have the best options selected for further investigation;
- determine if major risks and do we have suite risk management plans;
- determine if we have adequate financial controls, including our costings assumptions and are these plans for the project in place or do we need to develop new plans;
- determine the risks and opportunities of the project;
- determine if we have adequate risks and risk management plans and processes;
- determine if we have adequate risk and issue management plans and processes.

**Gate 3**

**Investment decision**
Gate 3 focuses on the updated final business case that highlights the risks and opportunities and options are made to investment teams to make an informed decision. It aims to:
- determine if we have a clearly defined and agreed project management structure, with key roles and responsibilities identified;
- determine if we have a market strategy and have considered the project's impact on the market;
- determine if we have a clearly defined and agreed project management structure, with key roles and responsibilities identified;
- determine if we have adequate risks and issue management plans and processes;
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**Gate 4**

**Readiness for service**
Gate 4 focuses on the readiness of the agency to implement the program or project to the low environmental. It aims to:
- determine if we have a clearly defined and agreed project management structure, with key roles and responsibilities identified;
- determine if we have adequate risks and issue management plans and processes;
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**Gate 5**

**Benefits realization**
Gate 5 confirms the desired benefits of the project are delivered. It should evaluate the benefits of the project and identify any actions to be taken. It aims to:
- determine if we have adequate risks and issue management plans and processes;
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**Further information**
Further information is available on the Queensland Treasury Gateway website at http://www.qld.gov.au/gateway

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The information in this document is based on the OGC Gateway. Published by the OGC, 2007. The OGC Gateway, Trade in a Gateway, is a standard developed, owned and published by the OGC. OGC is a consortium of 25 government agencies. See www.opengov.org.org...
Benefits of the Gateway process

Effectively managed and controlled programs and projects are intended to deliver successful delivery of the government’s strategic objectives. Gateway reviews provide independent guidance to project owners, their teams and commissioning agencies by identifying issues and risks that may impact delivery.

The program or project’s risk profile can be downloaded at gateway-review-process.shtml

Gateway reviews take advantage of the experience and expertise of government and private sector individuals who come from different stages of the program’s or project’s lifecycle to provide an independent view on how to improve the program’s or project’s delivery.

The review aims to produce candid and practical guidance to project owners, their teams and commissioning agencies by identifying issues and risks that may impact delivery.

For Queensland Government, these benefits translate to the following for the project owners:

- relevant project cost and time owners
- improved alignment of programs or projects with government strategic objectives
- increased investment confidence of government projects
- improved skills and across government staff through participation in reviews.

What programs or projects are Gateway reviews applicable to?

Gateway reviews are applicable to a wide scope of programs or projects, including:

- policy development and implementation
- strategic direction
- operational programs and projects
- construction/demolition: development
- legal matters: strategy

The flexibility of the Gateway process allows it to be applied to any program or project being developed at any stage of the project.

The 15 activities, commencing with the project owner and progressing through to the final report, present the findings and recommendations.

A Gateway review is not a substitute for a rigorous governance framework that manages an agency’s key processes, including:

- business planning
- investment appraisal and business case management (including benefits management)
- project and project management
- risk management
- procurement or acquisition
- service and contract management.

Role of the project owner

The project owner is the individual accountable for the success of the program or project and is responsible for identifying and delivering the identified benefits.

A Gateway review is conducted in a collaborative basis where the project owner’s inputs are noted and their views and advice are documented.

Role of the review team

The review team is made up of individuals from outside the agency program project and an expert for that stage of the program or project.

The review team will work cooperatively and collaboratively with the project stakeholders and benefit owners to achieve the desired outcomes.

The review team leader and members are contracted through the Gateway unit.

How does a Gateway review work

Each review follows a similar sequence of activities, commencing with the project owner completing a critical path model and culminating with the review team providing the project owner with recommendations for the management of the program or project.

Reviews are typically undertaken in five to six days for a broad view of the project and in three to four days for a more detailed analysis, depending on how the review team assesses which works and activities included in the project or program.

A Gateway review is not suitable for a large or complex program or project that requires detailed examination of the program or project.

The review will be interested in the program’s or project’s risk profile, risk management strategy, governance framework, any issues or risks that may impact delivery and the extent to which its project’s business alignment.

Further Gateway documentation

The Gateway unit has prepared documentation to assist those involved in reviews to understand the process and fulfil their roles and responsibilities. A Gateway review guideline provides further guidance on:

- how to conduct a Gateway review
- the areas of investigations and topics to be explored
- examples of the types of evidence the reviews will be seeking.

These topics, and the examples of evidence required, should be regarded as indicative and not limiting and may vary according to the context of the project or program.

When a review is repeated, there will be variations in the subsequent of each review.