

WHAT IS THE ROLE OF THE SENIOR RESPONSIBLE OWNER (SRO)?

The SRO is a critical member of the Gateway review process. The Gateway review team will regard the SRO as the client for the review and will work in partnership with them. The SRO can help ensure the success of the review by:

- Nominating a key contact person ie. Project Manager/ Director to work with the Gateway Unit to coordinate the planning meeting and the review itself
- Arranging for project documents to be available to the review team approximately two weeks prior to the review
- Ensuring that stakeholders are invited to be interviewed and providing interviewees with some background on the review process
- Attending the planning meeting in person to discuss the project including key issues and stakeholders with the review team
- Being available for meetings with the review team at the commencement of the review and daily briefings
- Receiving the report in person on the final afternoon of the review
- Providing any comments on the report to the Review Team Leader (RTL) within one week of the completion of the review
- Completing and returning the feedback form that will be sent to the SRO by the Gateway Unit following the review
- Completing an Action Plan template detailing the relevant actions against any Red recommendations in the Final Report.

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

STAGES IN THE GATEWAY REVIEW PROCESS

STAGE 1: INITIATING A REVIEW

(2-3 months before review)

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



STAGE 2: PREPARATION

(6-8 weeks before review)

- Gateway Unit provides a shortlist of potential reviewers to the agency.
- Selection of review team by agency.
- Formal engagement of review team by Gateway.
- Draft document list prepared by agency.
- Interviewees booked in by agency.



STAGE 3: PLANNING MEETING

(2-3 weeks before review)

- Project overview delivered by agency.
- Discussion of key issues and stakeholders by agency.
- Finalisation of documents and interviewees by review team and agency.
- Distribute documents to review team after the planning meeting.



STAGE 4: CONDUCTING THE REVIEW

(Short duration: 3-5 days)

- Review project documentation by review team.
- Interview key project stakeholders by review team.
- Daily briefing with SRO and review team.
- Review team presents draft report to SRO.



STAGE 5: POST REVIEW

(1 week after review)

- Final report sent to SRO, with a copy to Gateway.
- Collection and distribution of feedback by Gateway.
- Agency complete Action Plan template for any red recommendations.

STAGE 1: INITIATING THE REVIEW

During the initial meeting between the SRO and the Gateway Unit, decisions will be made in respect to:

- The readiness of the project for a review
- Approximate dates for the planning meeting and the review itself
- Skills and experience required of the review team members
- Stakeholders to be interviewed
- Types of documents to be available to the review team.

The SRO may wish to invite members of their project team to this meeting, particularly those who will be involved in the coordination of the review, such as the Project Director/Manager.

The Gateway Unit will outline likely costs associated with the review, including consultants' fees, travel, accommodation and meals.

All review team members sign confidentiality agreements prior to the planning meeting.

STAGE 2: PREPARATION

Before the Planning Meeting:

- The Gateway Unit will provide a shortlist of potential reviewers to the agency. The agency is responsible for selecting the team
- Reviewers will be selected on the basis of a suitable mix of skills and experience applicable to the project
- Gateway will formally engage the reviewers
- The Gateway Unit will send the SRO (or their delegate) an interview schedule template for completion. Selection of suitable interviewees is a critical part of the review. The order of the interviewees can also be important. A draft should be made available to the review team prior to the planning session
- Gateway will provide a document list template detailing the types of documents relevant to the Gate
- The agency will send a draft list of preliminary project documents before the planning meeting to the Gateway Unit to forward to the review team members.

STAGE 3: THE PLANNING MEETING

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

This meeting provides a forum for the SRO to give an overview of the project and to discuss key project issues that need to be assessed during the review. It also provides an opportunity to finalise the interview schedule and the documents to be made available to the review team.

The Gateway Unit will provide the SRO with the agenda for the planning meeting. A room with teleconference facilities will need to be organised by the SRO as interstate review team members usually attend this meeting over the phone. A representative from the Gateway Unit will chair the meeting. 1-2 days following the planning meeting the agency will distribute the nominated documents to the review team.

STAGE 4: CONDUCTING THE REVIEW

On the first morning of the review, the SRO will provide a comprehensive overview of the project, and discuss any key issues and focuses for review.

Throughout the review, it is expected that a partnering style will be adopted between the SRO, project team, review team and key stakeholders.

There could be times during the review when the SRO requires support or advice about the Gateway process or role of the SRO. The Gateway Unit and the RTL can provide that support.

The SRO will meet with the review team, usually at the end of each day, to discuss emerging findings. This will assist in maintaining the principle of 'no surprises' when the review team presents the report to the SRO.

All remarks or sources of information will not be attributed to the source both in discussions/interviews or in the report. A site visit, where applicable, is also beneficial to the review team.




For the duration of the review, the SRO will need to organise:

- A comfortable room at or near the project office for the review team to conduct interviews and prepare the report
- Lunch, morning and afternoon tea for the review team
- Easy access to the building/room (eg access cards)
- Access to an electronic whiteboard, a 'stand-alone' laptop and a projector.

THE REPORT

On the final day of the review, the review team will present the draft report to the SRO and discuss the findings and recommendations. The SRO may invite whoever they wish to the report presentation. However, ownership of the report rests with the SRO.

The report will include a conclusion with the overall Red/Amber/Green (RAG) status of the project, a summary of findings and related recommendations including a RAG status for each, a list of interviewees and their roles, and a list of documents reviewed. After the review, the SRO will have seven days to consider the draft report and have the opportunity to correct any factual errors. The RAG status is non-negotiable.

	Red	To achieve success the project team should take action immediately.
	Amber	The project should go forward with actions on recommendations to be carried out before the next Gateway review of the project.
	Green	The project is on target to succeed but may benefit from the uptake of recommendations.

The RTL will liaise with the SRO to make any changes to the report, and maintain consultation with the review team during this period. The RTL is responsible for delivering the final report, with any amendments or corrections, to the SRO within one week of the end of the review.

At the close of the review, a Recommendation Action Plan template (www.finance.wa.gov.au → Government Procurement → Gateway) must be completed by the SRO for all red recommendations in the Final Report. It will detail the relevant actions for each recommendation and a due date. This completed template must be forwarded to the Gateway Unit within two weeks of the conclusion of the review. The Gateway Unit will monitor the progress of these actions and report to the Gateway Steering Committee (GSC) any high risk recommendations with outstanding actions. Any further action will be agreed by the GSC.



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Participating in a Gateway Review as the Senior Responsible Owner

