Gateway Review Process

Gate 1 – Concept and feasibility workbook

Prepared for [insert SRO]

Project name

[Insert date]

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ISBN 978-1-925551-44-0

Published July 2024

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# The Gateway Review Process

## About the Gateway Review Process

Gateway review is a process the Victorian Government applies to its most significant projects and policy initiatives to help ensure they are well managed and delivered to plan. It provides an independent assessment of a project's health at a point in time and improves the capability of project management via lessons learned.

The Gateway Review Process examines programs and projects at key decision points. It aims to provide timely advice to the Senior Responsible Owner (SRO) as the person responsible for overseeing the delivery of the project and transitioning it into operation. A review provides the SRO, and in turn, the Steering Committee, with an independent view on the current progress of the program or project and assurance that it can proceed successfully to the next stage.

Given the aim is to help the SRO at key decision points, each review is short and focused on the work that is complete, or should be, at the time of the review. Gateway Reviews serve the dual purpose of providing recommendations to help projects succeed and assessing them against best practice. For the best result, a review is carried out shortly before a key decision point to allow sufficient time for any recommendations to be incorporated.

The Gateway Review Process (GRP) is mandatory for all High Value/High Risk (HVHR) projects. Projects are designated as HVHR if they are budget funded projects that have:

* a total estimated investment (TEI) over $250 million
* a TEI of $100-250 million and have been assessed as medium to high risk
* have been classified as high risk regardless of TEI.

The Project Profile Model (PPM) is DTF's risk-based assessment tool used to inform whether a project should be subject to the HVHR project assurance framework. It can be found on the DTF website.

## About this booklet

This booklet supports a *Gateway Review 1: Concept and Feasibility* review.

Gateway Review 1 investigates the strategic direction and concept development of the proposed investment against the wider agency, portfolio or whole-of-government (see Figure 1) goals or needs. Gate 1 reviews are not commonly completed as stand-alone reviews as the Government no longer has a two-stage budget process that includes asset filtering. The Gate 1 reviews are, instead, commonly combined with Gate 2 reviews prior to lodgement of a business case in the State budget process.

Gate 1 reviews should be applied as stand-alone reviews where an agency is preparing a strategic assessment, preliminary business case or other submission (including cabinet submissions) to secure development funding for a full business case for a project that is likely to meet the HVHR thresholds.

Gate 1 review usually applies to investments subject to the HVHR framework to help confirm that:

* the policy merit is sound, and evidence based
* strategic options in response to the problem have been sufficiently explored
* the way forward is achievable.

This booklet describes the appraisal questions and sources of further information, including information about better practice. It provides review teams with questions to explore and suggest evidence to support those questions. Because the nature of each problem is unique, and circumstances change, the booklet should be used as a guide to the range of appropriate questions and evidence, not as a complete checklist of mandatory items.

Figure 1 shows the point at which Gateway reviews take place throughout the investment lifecycle.

Figure 1: Overview of the Gateway review process



# Stage 1: Concept and Feasibility

## Gateway Review 1: Concept and feasibility

Every investment develops in response to an identified problem. Problems may relate to meeting a policy target, adapting to a changing environment, meeting user demand for a particular service, or avoiding a lost opportunity. Before developing and implementing a project solution, it is critical to develop an agreed understanding and properly characterise the problemyour proposal seeks to address, in terms of its cause and effect. Only once this is done can an agency decide what benefits or objectives the project solution is trying to achieve in addressing the problem.

Understanding the problem enables an agency to identify dimension and prioritise the investments they believe are most deserving of attention from government. The Victorian Investment Lifecycle and High Value High Risk Guidelines require agencies to conduct this process internally. The Department of Treasury and Finance (DTF) recommends utilising the tools provided in the [Investment Lifecycle](http://www.lifecycleguidance.dtf.vic.gov.au/section.php?section_ID=1) Guidelines and using an accredited [Investment Management Standard (IMS) facilitator](http://www.dtf.vic.gov.au/CA25713E0002EF43/pages/investment-management-support-in-adopting-the-practices-engaging-an-accredited-facilitator) to guide the organisation through the process.

Once the problem and benefits are identified, scoped and understood, agencies will establish the critical importance of the identified benefits and decide whether they should proceed to identifying, documenting, and justifying the best strategic way forward. Agencies should evaluate project options once this policy analysis is complete.

Agencies may prepare a preliminary business case ahead of a full business case and budget submission. Gate 1 reviews assist the SRO of a project to decide whether the agency is able to present a compelling case in a submission with:

* strong policy merit (has a well-defined problem and identified clear, important and desirable benefits)
* adequate exploration of strategic options that could address the problem and realise the benefits
* an identified way forward (the proposed solution is only required to be ‘indicative’ at this stage, it is not confirmed until full business case stage).

## Aim of a Gate 1 review

Gate 1 review is aimed at assisting the SRO by advising them:

* whether the project team has done sufficient work on a preliminary business case submission to allow the investor to make a well-informed judgement as to whether the project should proceed with the preparation of a full business case
* whether the agency has the capacity and capability to deliver a robust submission in the transition to the full business case stage.

## When should a Gate 1 take place

Gate 1 review should be conducted once a preliminary business case has been substantially completed.

# Conducting Gateway Review 1: Concept and feasibility

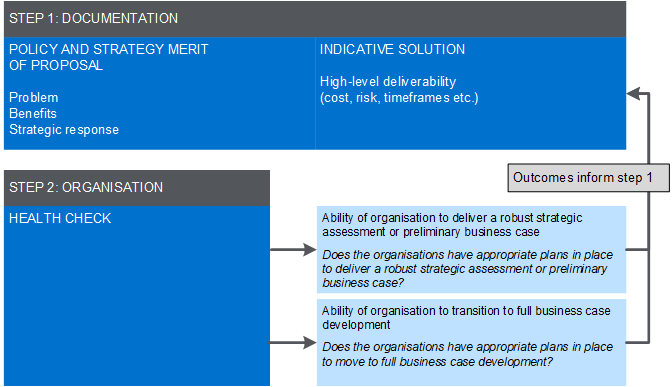
## Summary

Conducting a Gate 1 review ensures the preliminary business case is sufficiently robust. To do this, agencies need to demonstrate that they have:

1. identified and properly defined the problem
2. defined the benefits that would result from fixing the problem, in a way that is SMART (Specific, Measurable, Achievable, Relevant and Time-bound)
3. explored the appropriate strategic response
4. outlined an indicative solution.

In addition, Gate 1 review conducts a ‘health check’ of the organisation and project team developing the proposal to identify any risks to either the development of the preliminary business case, or any risks to the investment in transitioning to the next stage (full business case). The outcome of the health check may also inform and identify any gaps in the robustness of the preliminary business case (step 1). See Figure 2: Gateway Review 1 process.

Figure 2: Gateway Review 1 process



## Sources of information to inform your review

The Review Team is provided with key documentation and information on the areas of investigation prior to the Gateway review. By this stage of the investment lifecycle, it is usual that the documents would have been prepared, and discussions and workshops would have taken place to various levels of detail and completion depending on the proposal. Such documents, workshops and discussions often serve to inform the preliminary business case, and therefore should be captured accurately.

### Key sources of information

There are two main recognised business cases: the preliminary business case, and the full business case. Strategic assessments are also recognised as a useful way for departments to filter investments before these are submitted to Government.

The preliminary business case allows departments and agencies to test the investment case with Government prior to committing to the development of a full business case. In some circumstances, particularly for large and complex projects, it may be appropriate to develop a preliminary business case which seeks funding for further development into a full business case.

The full business case is formed of two key components:

* the investment case: Sets out the rationale for the investment, provides evidence of the scale of need, measures the impact of the problem and analyses response options
* the delivery case: Demonstrates how the preferred solution can successfully deliver the intended benefits on time and on budget.

### Other sources

The preliminary business case can be an important tool in assisting the government’s investment decision-making process. However, it constitutes only part of the important documents and consultation that may have occurred by this stage of a project’s lifecycle.

The Gateway review team should also consider the following documents (if not already contained within the preliminary business case) in their assessment of the project’s readiness for the next phase:

* the business strategy or business plan that sets out the organisation’s strategy and policy objectives in relation to a set of public services or explains the objectives of the organisation’s change agenda
* any long-term planning documents
* any relevant service-level agreements and associated targets and delivery plans
* the main assumptions and constraints on which the project will be founded and dependencies with other projects, programs or policy
* a list of the projects in the program’s portfolio and interdependencies that must be delivered successfully if the project is to achieve its objectives, and their current status
* outcomes from Project Development and Due Diligence (PDDD) analysis
* the financial provision made for the proposal and its components
* a plan covering the work to be done over the short to medium term, including:
  + identifying the streams of work and the main deliverables and milestones for each, and the contribution each is making to project outcomes
  + resource estimates, for example, funding for delivery bodies, people and systems.

### Project Development and Due Diligence (PDDD)

One important element to consider when assessing a full business case is whether an appropriate level of PDDD has occured. While the level of PDDD is not typically a focus during a Gate 1 review, it would be best practice for project teams to be planning to undertake due dilligence work at this stage to inform the development of a full business case.

PDDD refers to specific investigation, planning and analysis that may be conducted for a project at each stage of the asset lifecycle. PDDD helps identify key risks and issues including technical, contextual and environmental matters and enables risk to be better estimated.

The level of PDDD analysis in a business case may be scaled according to risk profile, value and GRP stage of the proposal in accordance with the PDDD Guidelines.

For further information on PDDD, refer to: <http://www.opv.vic.gov.au/Resources-and-publications>

# Detailed guide to a Gate 1 review

A Gate 1 review is conducted to confirm that the preliminary business case presents a compelling case with:

* strong policy merit (has a well-defined problem and identified clear benefits)
* adequate exploration of strategic options that could address the problem and realise the benefits
* an identified way forward (preferred solution should be indicative only at this stage).

The areas Gateway review 1 should consider are outlined below.

## Problem

|  |  |
| --- | --- |
| Areas to probe | Potential evidence |
| Is it clear what the problem is that needs to be addressed, both the cause and effect?  Is there sufficient evidence to confirm the cause and effect of the problem?  Does the problem need to be addressed now and by the current government?  Does the defined problem capture its full extent/scope? | * Review the problem or issue being addressed to confirm it clearly outlines the problem that needs to be addressed, both the cause and effect. * Confirm there is sufficient and balanced evidence to verify the cause and effect of the problem. * Confirm the problem is specific to this investment and that it has been defined in such a way that properly captures the full extent/scope of the problem. The organisation should be able to demonstrate if the issue is widespread or a systematic problem that is not being addressed in its entirety. The organisation should justify why it is only addressing the problem to the extent that it is proposing to. * An investment concept brief, investment logic map and benefit management plans are well formulated and complete. * It should be evident that sufficient research has been conducted to support the information that justifies the problem. |

## Benefits

|  |  |
| --- | --- |
| Areas to probe | Potential evidence |
| Have the benefits that will result from fixing the problem been adequately defined?  Are the benefits of high value to government or this organisation?  Does the proposal’s sponsoring group, e.g., Ministers or the organisation’s management board, agree with the business strategy and is it robust? | * The benefits that will result from fixing the problem (or addressing the issue) should be adequately defined. * The benefits that would result from fixing the problem should be of high value to the government. * The benefits should make the necessary contribution to the overall strategy of the organisation and its senior management, and interfaces effectively with broader high-level government policy objectives and initiatives:   + a description of the link to government performance, wider government objectives and delivery targets and/or commitments of senior management   + details of any overlap or link with existing internal or external programs or policies. * Project team should confirm that the project’s potential to succeed has been considered in the wider context of the organisation’s delivery plans and change programs and any interdependencies with other programs or projects in the organisation’s portfolio and those of other organisations. |
| Does the proposal reflect the current policy and organisational environment and does the scope of the project fit with the strategy or program?  How well does this investment support the identified policies and service needs of the organisation over the next 10 – 15 years? | * Documented evidence that the sponsoring group, e.g., minister or the board, have agreed to the scope of the problem/procurement activity as defined and the alignment of benefits sought with policy or program objectives, organisational strategy and/or change priorities. * Evidence of a reappraisal of the policy or program where there are significant changes in policy priorities (in stakeholders views or in the key benefits). * An analysis to show the project’s relationship to relevant cross-cutting government policies. * Alignment of the proposal to the organisation’s service logic and investment prioritisation in consideration of the identified policies and service needs of the organisation over the next 10 – 15 years. |
| Are the KPIs SMART (Specific, Measurable, Achievable, Relevant, Time-bound) and will they provide strong evidence that the benefits have been delivered?  Have key dependencies critical to benefit delivery been considered? | * A description of the policy drivers behind the benefits and how they contribute to the overall objectives of senior management for a particular public service or the organisation’s change agenda. * A definition of key critical success factors and how the required quality of performance will be measured. * The KPIs to measure the benefits are defined using the SMART objective setting model. This will mean the impact of the investment can be tracked and its success can be attributed. * A description of the main outcomes and an analysis of the leading and lagging indicators. * An appropriate forum for reporting benefits should be outlined. * There should be evidence that the investment can be evaluated in a practical and affordable way. |

## Strategic response

|  |  |
| --- | --- |
| Areas to probe | Potential evidence |
| Has a reasonable spread of strategic interventions been identified and packaged into sensible strategic options?  Strategic assessment demonstrates procurement solution will improve service delivery and/or achieve organisational efficiencies?  Is there evidence to demonstrate that the strategic options are feasible?  Were the strategic options evaluated fairly to reflect their ability to respond to the problem and deliver the benefits?  Is the preferred strategic option the most effective way to address the problem and deliver the benefits? | * Demonstrated exploration of strategic responses to the problem, including measures to:   + change demand   + change supply   + change productivity. * Strategic interventions should be packaged up cleverly into groups of feasible strategic options that jointly address the benefits sought. * Where it is unclear at this stage what the best strategic response is, agencies should consider taking more than one possible response forward for further examination. |

### Indicative solution

|  |  |
| --- | --- |
| Areas to probe | Potential evidence |
| **Project options** |  |
| Consistent with the preferred strategic option, have a reasonable spread of project options been analysed?  Is the recommended project solution the best value-for-money way to respond to the problem and deliver the expected benefits? | * A high-level comparative analysis of shortlisted project options should have taken place. The options analysis should be focused on ascertaining the best value-for-money way to respond to the problem and deliver the expected benefits. The project options analysis is likely to be high level at this stage; however, based on the size and cost of the proposal, it may include social, environmental, economic and financial analysis. * High-level rationale justifying that the recommended solution is the best way forward. |
| **Scope** |  |
| Is the solution specified clearly and fully? (all business changes and assets)  Is there an understanding of the scope of the recommended solution? | * The organisation should have an indication of its likely preferred project or program solution. This solution should be specified clearly and fully – outlining all business changes and assets that would be required to implement it. * A description of the proposal scope as far as it is known. * Details of any overlap or link with existing internal or external policies or programs. * A description of program strands and/or sub-programs and main projects with an explanation of how each will contribute to the required outcomes. * Key deliverables and an identification of key interdependencies should be outlined. |
| **Deliverability** |  |
|  | * At this stage, there should be high-level evidence that the solution can really be delivered. As the focus at Gateway 1 review is mostly on evidence to prove the policy and strategic merit for the proposal, evidence of the deliverability is not required to be detailed or finalised at this stage; however, the deliverability should be mapped out in a high-level form. |
| **Cost** |  |
| Are the cost assumptions realistic and can the solution be delivered for the estimated cost? | * The cost estimates should be sufficiently reliable to provide an ‘order of magnitude’ of the final cost. The cost estimate will be used as a component of the analysis to determine which project investment options should be considered further in the full business case. * Estimated capital costs should be provided with a brief description including:   + the estimated range of TEI   + the basis for this estimate   + outline of cost inclusions/exclusions consistent with scope   + cost assumptions that were used. * Where the project will also have an operating impact, project team should also provide estimates of the changes to ongoing operating costs. |
| **Procurement** |  |
| Has a procurement strategy been nominated?  For alliancing projects, where procurement is necessary to move the proposal forward to the full business case stage, how is capability and capacity for acquisition to be managed? | * There may be an anticipated procurement method nominated at this point; however, analysis or details of the procurement strategy is not required at this time. * A market management plan is in place and evidence of a good understanding of supplier capability and capacity exists. |
| **Stakeholders** |  |
| Who are the stakeholders, how have they been identified and are they supportive?  Are key stakeholders confident that outcomes will be achieved when expected? | * A list of key stakeholders and statements of their needs and support for the project. The list needs to allow for institutional, agency and community stakeholders. * For cross-cutting projects, clear lines of accountability for resolving any conflicting stakeholder requirements. * Where appropriate, there should be recognition of the need to involve external delivery partners, industry and the supplier. * Confirmation of time-critical stakeholder issues and a realistic schedule to achieve them. * The project board is confident that planned milestones will result in good-quality deliverables that will deliver the necessary outcomes. * A commitment from key stakeholders that project deliverables will achieve the desired outcomes. |
| **Risk** |  |
| Have key risks to implementing the indicative solution been identified together with strategies for managing them?  Does this proposal have impacts that need to be considered?  What else could affect success? | * A current list of the major strategic, political and/or reputation, environmental and legislative risks to the overall project, analysed by likelihood and impact. * Risk register identifies key risks both to the procurement process and to the business should an appropriate solution not be sourced. * Risk owners nominated. * Early warning indicators identified. * The risks of success have been considered, e.g. take-up or usage greater than expected and appropriate issues management plans identified. * Depending on the nature of the project, the project team may have considered reviews of major risks, mitigation options and issues management/business continuity plans. * Where there are significant environmental impacts, have the relevant regulatory requirements been considered. * If a cost-benefit analysis has taken place (not mandatory at this stage), there should be an explicit inclusion in it of significant environmental impacts where they are priced, i.e. waste, land and contamination. * If a legal framework for the project exists, it should be comprehensive and sound. |
| **Governance** |  |
| Does the proposal require new governance arrangements e.g., across portfolios?  Have project controls been determined, especially where constituent projects will be joined with other organisations? | * A governance framework should have been identified, if relevant, at this stage of the proposal. * Project governance framework is commensurate with the complexity of the procurement activity with clearly defined roles and responsibilities. * The agency may have also considered the following but is not required to at this stage: * details of the escalation procedures; * for cross-portfolio projects, programs or policy, evidence all parties involved know how they are engaged in the project and are committed to its delivery; * clear governance arrangements to ensure sustainable alignment with the business objectives of all organisations involved; and * processes identified to manage and record key project information and decision making. |
| **Time management** |  |
| Have the major deliverables for the investment been outlined?  Are there delivery timelines for the investment?  Does the recommended solution need to comply with broader government or departmental timing requirements? | * The proposal report and plan should be up to date. * Milestones for implementation phase should be set. |

## Organisation

Once the indicative solution is identified, issues of governance, timing, risks, cost, etc. are assessed and reviewed; however, the focus shifts from the deliverability of the preferred project solution as identified in the preliminary business case, to the capacity and capability of the organisation to deliver a robust preliminary business case, and move successfully to the next stage (full business case development). Specifically:

* Does the organisation have the capacity and capability to deliver a robust preliminary business case? Are the arrangements at the strategic concept and feasibility stage sound enough to ensure the organisation has the ability and processes to deliver a high-quality preliminary business case (e.g. proper governance arrangements, financing, feasibility studies, issues management, quality assurance of feasibility studies) at this stage?
* Does the organisation have the capacity and capability to move to full business case stage? Are the organisation’s arrangements to move the project to the next stage adequate to ensure the project’s health can be maintained through to full business case?

|  |  |
| --- | --- |
| Areas to probe | Evidence expected |
| **Lessons learned** |  |
| Is the organisation able to learn from experience with this proposal and other projects or programs?  Have lessons from similar projects been considered? | * The organisation has processes in place to incorporate lessons from this proposal and its components into wider best practice. * The organisation learns from the experiences of others. * Details of issues identified from previous or similar projects and their application to the current project. |
| **Quality assurance** |  |
| Have assurance measures for the project been put in place? | * Key project stakeholders, e.g., internal audit, procurement specialists and/or peer reviewers, are appointed and they challenge assumptions, decisions and risks with evidence. * Gateway reviews, health checks and/or policy reviews are incorporated into plans. * Advice from key stakeholders is acted upon. * Audit arranging for complementary assurance from audit functions through the delivery chain. * The proposal is subject to the organisation’s assurance framework for its portfolio of programs and projects. * Market/supply considerations are understood and acted upon. * Quality assurance measures have been put in place to measure feasibility studies and the quality of information entered into the strategic assessment or preliminary business case. |
| **Timing on track** |  |
| Are the proposed timelines for delivering the preliminary business case on track? | * Plans showing key deliverables, approvals and timelines for developing the preliminary business case. * Key aspects identified e.g., costs, reports and assessments. * Any issues affecting delivery timelines are being resolved. * Confidence from delivery partners that upcoming timeframes are realistic. * Interdependencies with other projects are understood and managed. * Timelines for processes identified and lead times factored into the preliminary business case development process. |
| **Governance** |  |
| What governance is currently in place for developing the preliminary business case?  Is the governance framework fit for purpose and is there commitment to key roles and responsibilities for this project within current corporate priorities?  What governance framework is proposed for the future?  How will governance risks be managed? | * At this stage, the organisation has sound governance arrangements in place to ensure the concept and feasibility stage of the investment is delivered successfully. * The governance framework to drive the proposal forward should also be developed. * A commitment from sponsors, e.g., senior management, key partners and ministers, a willingness to take ownership and a clear understanding of their roles in achieving successful outcomes. * Key roles in the development of the preliminary business case should be identified and assigned, e.g., responsible minister, SRO, project director, project manager, business change manager or equivalent role and sub-program managers with named individuals given responsibility for the transition to new ways of working. |
| **Risk** |  |
| Is there an issues management plan and business continuity plans to transition the proposal from concept and feasibility through to full business case development?  Is there a framework for managing issues and risk? | * Decisions about issues management and necessary business continuity arrangements made with appropriate plans. * The project’s potential effects on public services are analysed and decisions made about those for which issues management and business continuity arrangements will be needed. * Milestones relating to issues management measures in plans and the milestones being achieved as expected. * Defined roles, responsibilities and processes for managing issues and risk across the proposal, with clearly defined routes for bringing current issues and risks to the attention of senior management. |
| **Capability and capacity** |  |
| Does the team/organisation have the necessary capacity and capability to transition to full business case stage?  Are appropriate management controls in place to deliver a robust preliminary business case or strategic assessment?  Are appropriate management controls in place to move forward?  Are the required internal/external individuals and organisations suitably skilled, available and committed to carrying out the work?  Are the required skills and capabilities available to move this proposal forward, taking account of the organisation’s current commitments and capacity to deliver? | * Review the arrangements for leading and managing the concept and feasibility stage. * Review the arrangements for identifying and managing the main risks to the proposal at this stage including external risks such as changing business priorities. * Appropriate resourcing and capability of the department has been identified to manage the procurement activity. * Accountabilities allocated to SROs. * Plans for ongoing management of the delivery chain are in place. * Key roles in place, with skills matched to the nature of the work. * Information showing who needs to be involved, and when and what they must deliver in relation to the preliminary business case or strategic assessment. * The specialist and management skills required to move the proposal forward to the next phase of the project are identified. * The organisation has brought together or has credible plans to bring together the skills and capabilities it needs to plan and achieve the desired outcomes and has access to external sources of expertise. * The resources will be available when needed throughout the next phase. * The organisation is realistic about the complexity of any changes and how they can be managed and demonstrates learning from previous and/or other projects. * Key roles within the project are identified with named individuals. * Key individuals have an appropriate track record of successful delivery. * The project has access to expertise that can benefit those fulfilling the requisite roles. * An allocation of key project or program roles between internal staff and consultants or contractors. |
| **Affordability** |  |
| Are the funds to reach the next phase available? | * Budget provision for the project business case development. * Adequate approaches for estimating, monitoring and controlling expenditure on the project. * Financial and other resources have been considered for the project and plans through to the next stage are realistic. |
| **Probity** | * Is probity being appropriately dealt with? |

# Appendix A: Best Practice Sources

|  |  |
| --- | --- |
| Source | Information |
| **High Value/High Risk project assurance process**  [www.dtf.vic.gov.au/infrastructure-investment/high-value-high-risk-framework](htttp://www.dtf.vic.gov.au/infrastructure-investment/high-value-high-risk-framework) | * Process requirements * Eligibility of projects * Approvals requirements |
| **Investment Lifecycle Guidance**  [www.dtf.vic.gov.au/infrastructure-investment/investment-lifecycle-and-high-value-high-risk-guidelines](https://www.dtf.vic.gov.au/infrastructure-investment/investment-lifecycle-and-high-value-high-risk-guidelines) | * Business case development guidelines, including strategic assessment guidance * Procurement strategy guidelines * Project tendering guidelines * Risk management guidelines |
| **Investment Management**  Available:  [www.dtf.vic.gov.au/infrastructure-investment/investment-management-standard](https://www.dtf.vic.gov.au/infrastructure-investment/investment-management-standard) | * Investment Management Standards * Investment Logic Maps * Investment concept briefs * Benefit management plans * Lessons learnt |
| **Gateway Review Process**  [www.dtf.vic.gov.au/infrastructure-investment/gateway-review-process](https://www.dtf.vic.gov.au/infrastructure-investment/gateway-review-process) | * Gateway guidance materials * Becoming a Gateway reviewer |
| **National Public Private Partnerships policy and guideline**  [www.infrastructureaustralia.gov.au](http://www.infrastructureaustralia.gov.au)  **Partnerships Victoria Requirements**  [www.partnerships.vic.gov.au](http://www.partnerships.vic.gov.au) | * Contract management policy and guidance material |
| **Project Alliancing**  See Project alliancing at [www.dtf.vic.gov.au](http://www.dtf.vic.gov.au/) | * Project Alliancing Practitioners Guide * National Alliance Contracting Policy Principles |
| **Victorian Government Purchasing Board**  [www.procurement.vic.gov.au/Home](http://www.procurement.vic.gov.au/Home) | * Purchasing advice, policy and guidelines * Longer term contract management * Contract variations |