

SIX STAGES OF THE GATEWAY REVIEW PROCESS

Stage One – Project Mandate

- the department or service area takes ownership of a project idea, confirming that it is in line with the outcomes that it is seeking to achieve;
- commissioning the next stage of project development work;

Stage Two – Project Proposal

- a more detailed review of the strategic fit to determine if the project is the most effective way to meet the identified programme objectives;
- a comprehensive review of the potential corporate considerations relevant to the proposed project;
- a higher level risk and impact assessment which will determine further approval and monitoring requirements;

Stage Three – Business Case

- the detailed project planning work is undertaken, including:
 - appraisal of project delivery options;
 - resource planning for project development and delivery;
 - detailed risk and stakeholder analysis;
 - value for money assessment;
- at completion of this stage a decision can be made whether to formally accept the project into the capital investment programme;

Stage Four – Project Start-up

- relevant programme boards or management teams confirm whether all necessary preparation for the project has been completed. This will include:
 - establishing and briefing the project team and (where necessary) the project board;
 - establishing project stages and milestones;
 - setting up reporting templates;
 - confirming the project scope and exclusions;
 - agreeing tolerances and change controls;

Stage Five – Project Delivery

- stage reviews scheduled at appropriate points during project delivery;
- the number and frequency of these will depend on the scale and complexity of the project;
- in addition, project reviews can be requested at any point where there are concerns about progress, or where the project moves outside its agreed timescale or budget tolerances;

Stage Six – Project Close

- reviews should be carried out for completed projects to ensure benefits realisation plans and any post- contract management arrangements are in place and to capture lessons to be learned.