InfrastructureSA

GATE 4 REVIEW WORKBOOK

Service Readiness

Version Date: 2026

Endorsed: Director Infrastructure Assurance

Approved: Chief Executive

Assurance Review Purpose and Application

Purpose

Assurance Reviews are an objective point in time assessment of a project that provides agencies and Cabinet, as investor, with confidence that a project is being well planned, developed, managed and delivered. Assurance Reviews are a means to support agencies achieve enhanced project outcomes through independent expert review recommendations and findings.

The Review provides early and continuous oversight of government's investment decisions analysing a range of factors including governance, risk management and performance against the key focus areas of time, cost, scope, impact and delivery. It provides agencies with information to better position the project for success through evidence-based findings and recommendations.

All assurance reviews are undertaken in accordance with the Cabinet approved *Infrastructure SA Assurance Framework (ISAAF),* and ancillary materials such as the Assurance Guide, Workbooks and specific review Terms of Reference (ToR).

The **Gate 4 Service Readiness** review assesses the readiness of the project to move from construction into operations and service delivery.

Application

This Gate 4 Review Workbook provides agency guidance on how to prepare for the review and the Review Team to conduct the review. It outlines key areas to explore and evidence to examine. As each project is unique and circumstances change, it is a guide to the line of inquiry, range of potential questions and evidence to be examined.

The ISA *Assurance Guide* provides further information on the assurance review process including development of the review Terms of Reference.

Terms of Reference

In addition to the requirements outlined in the Purpose, the Review Team is required to assess and provide comment on the following project specific TOR questions:

- *To be inserted*
- .
- .
- .
- .

Previous Recommendations

The review team is required to assess the preceding assurance review report and recommendations to:

- confirm which recommendations have been completed and are adequately supported by documentary evidence,
- determine whether any recommendations not yet completed are being appropriately actioned; and
- where appropriate, combine, carry forward or re-word the recommendations that have not yet been closed out into the new Recommendation Schedule for this assurance review.

Documents

Minimum project information required at least **5 business days** prior to planning meeting:

- Final Business Case “Report” and any supporting documentation, and
- Completed ISA Document and Stakeholder Lists.
- Previous ISA review reports

All other supporting information is required prior to the planning meeting. A copy of the planning meeting presentation must also be provided. Each KFA section identifies the minimum expected documentary evidence expected. The Review Team may request additional documents as required.

Interviews

The **Assurance Review Guide** lists stakeholders typically interviewed as part of the review.

Conducting the Review

Project and Review Teams please refer to the **ISA Assurance Guide Appendix B ‘Undertaking Assurance Reviews’** for information on preparing and conducting the review.

Overall Project Confidence Assessment

Risks identified across the Key Focus Areas should be considered collectively in forming the Review Team’s conclusions.

The Review Team should consider the cumulative effect of identified risks, interdependencies and uncertainties when assessing overall project confidence assessment and determining the significance and prioritisation of recommendations.

In forming its conclusions, the Review Team must provide a clear narrative assessment of overall project confidence for the next stage of development.

This assessment should consider:

- the strength and credibility of the project to progress from construction through commissioning and into operations,
- the level of uncertainty remaining,
- the capability and capacity of the delivery agency to finalise commissioning and move into full operations, and
- the cumulative effect of risks identified across all Key Focus Areas.

The Review Team should articulate how its confidence judgement has been derived from the evidence reviewed and clearly explain any factors that may constrain successful progression if not addressed.

This assessment does not replace detailed findings or recommendations but provides an integrated investor-focused view of project readiness.

Key Focus Area (KFA): Scope

This KFA examines the strategic alignment, case for change (need), purpose, options and functional requirements of the project. It assesses whether the delivered scope is aligned with the approved investment decision and is ready to support transition into operations and service delivery, consistent with the service need and outcomes established through earlier assurance gates.

> At Gate 4, the delivered scope meets the service need and functional requirements outlined in the final approved Business Case / Investment Decision and has been verified through testing, commissioning and stakeholder acceptance.

In particular, the Review Team will confirm:

- The delivered scope aligns with the approved investment decision and will deliver the required objectives and service outcomes on commencement of operations.
- Any approved scope changes have been appropriately justified, controlled and remain aligned with agreed objectives and benefits.
- Stakeholder and end-user requirements have been met, with no unresolved scope-related issues that would impact operational readiness.
- Integration and interface requirements have been tested and confirmed, and any impacts on commissioning and service commencement have been mitigated.

Expected Level of Evidence:

- Testing and commissioning reports demonstrating operational readiness.
- Verification that the project has been completed in accordance with all relevant approvals (e.g. planning and regulatory approvals).
- Confirmation from asset owner/s and end users that the project has been delivered to the agreed scope.
- Updated benefits management plan and benefits register demonstrating readiness to transition to benefits realisation in operations.

Key Focus Area (KFA): Cost

This KFA examines budget estimates, financial analysis, cost management, commercial viability, and affordability with a focus on final cost certainty and readiness to transition financial responsibility into operations.

At Gate 4, there should be a high degree of certainty in the final outturn cost of the project, with residual financial risks clearly understood, managed and accepted as part of the transition to operations.

In particular, the Review Team should confirm:

- Sufficient funding is available to complete the project and support the transition into the operational phase, including any approved contingencies.
- There are no outstanding cost risks that could materially impact the final outturn cost of the project.
- Operational and whole-of-life cost estimates are aligned with approved operational budgets.
- Any defects, contract disputes or outstanding claims are understood, appropriately managed, and can be accommodated within approved funding or have been formally accepted by the end user/operator.
- Financial risks that will transfer to the operational phase have been clearly identified and accepted by the end user/operator.

Expected Level of Evidence:

- Actual costs to date, remaining budget and forecast final outturn cost.
- Defects register, including status and financial exposure.
- Contract disputes or outstanding claims register.
- Operational risk register, including identification of any financial risks transferring to the operational phase.

Key Focus Area (KFA): Time

This KFA examines schedules and programs including risk allocations, float, contingency, milestones and external impacts with a focus on commissioning, operational readiness and service commencement.

At Gate 4, testing, commissioning and operational preparation are well advanced or nearing completion, and any risks to timely service commencement are understood, actively managed and acceptable for transition to operations.

In particular, the Review Team should confirm:

- The project is ready to commence operations in line with the announced or agreed service commencement schedule.
- There are no outstanding time-related risks that would materially impact commissioning or service commencement.
- Sufficient time has been allowed in the schedule for commissioning, training and other activities required to transition from delivery to operations.
- The operator is appropriately resourced to complete testing and commissioning and is ready to commence operations.
- Key stakeholders are aware of, and prepared for, the commissioning and service commencement schedule.

Expected Level of Evidence:

- Project schedule, including detailed project program/Gantt chart showing current status, commissioning activities and remaining tasks through to service commencement.
- Risk Management Plan and Risk Register, including time-related risks relevant to commissioning and operations.

Key Focus Area (KFA): Impact

This KFA examines benefit management, delivery and the impact of outcomes and benefits for the asset owner, end user and investor.

At Gate 4, the systems and arrangements for measuring, capturing and reporting on the realisation of project benefits are established, with resources, roles and responsibilities allocated to support transition into the operational benefits realisation phase.

In particular, the Review Team should confirm that:

- Benefits management arrangements are in place and, in preparation for operational commissioning, all parties with assigned roles, responsibilities and accountabilities are ready to manage the benefits realisation phase.
- Benefits expected to be achieved up to commissioning have been measured and reported, with clear arrangements in place to manage and monitor the realisation of remaining benefits during operations, consistent with the final Business Case / Investment Decision.
- Obligations for accounting for and reporting on impacts and benefits. e.g decarbonisation, have been identified, addressed and are ready to transition into business-as-usual operational reporting.

Expected Level of Evidence:

- Benefit management plan and benefits register.
- Asset handover and commissioning plans.
- Asset Owner/End User/Stakeholder acceptance documentation.
- Outcomes of stakeholder engagement undertaken.

Key Focus Area (KFA): Delivery

This KFA examines the effectiveness of governance, capability and capacity arrangements to support the transition of the asset from delivery to operations and service delivery.

At Gate 4, there is a clear, agreed and implemented process to transition the asset from delivery to operations.

In particular, the Review Team should confirm:

- There are clearly defined commissioning and handover roles and responsibilities, and appropriate agreements are in place to facilitate the transition of assets from delivery to commissioning and operations.
- Project governance arrangements support the successful completion, handover and transition of the project into operations.
- The handover and transition plans ensure that operational resources are appropriately trained and resourced to accept, operate and maintain the asset.
- Lessons learned from previous and current projects have been captured, addressed where appropriate, and embedded prior to transition to operations.
- There are no unresolved barriers or risks, e.g defects, that would materially impact the transition from delivery to operations.

Expected Level of Evidence:

- Agendas and minutes (last three) for the project executive/steering and management governance groups, demonstrating active oversight of construction to commissioning into operations.
- Inspection reports, defects registers, safety reports, commissioning plans are proceeding in accordance with roles and responsibilities outlined within the project management/implementation plan.
- Construction handover information and materials to the operator and asset owner is occurring in line with the handover and transition plans.