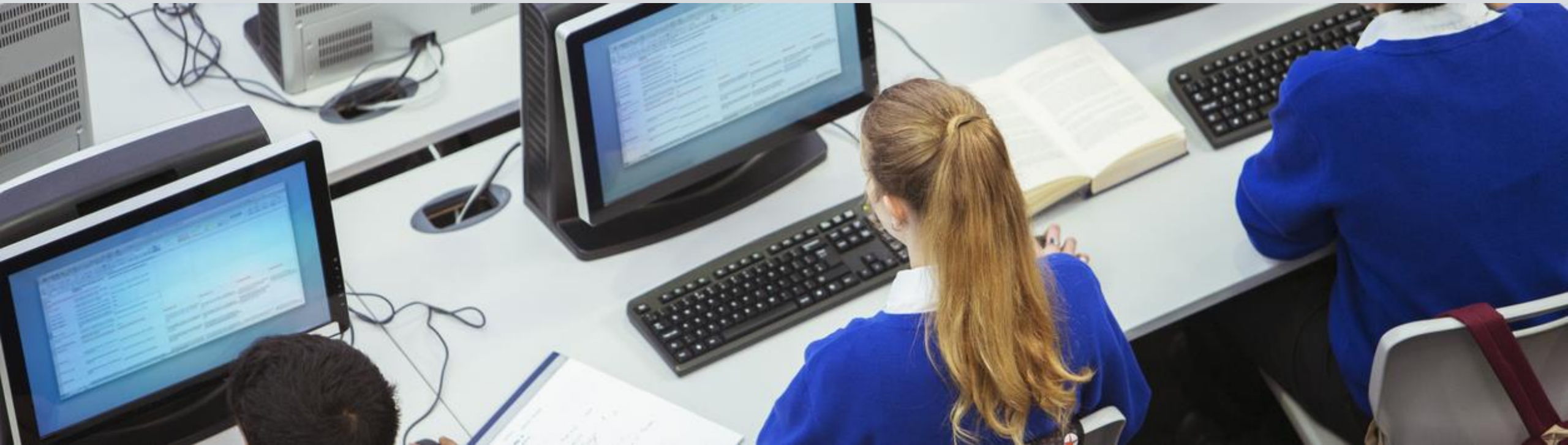


Gate 6 – Closure Report Guidelines Outline of the Task and Deliverables

DSIA



Agenda

Key Objectives of Closure review

Changes to Approach

Key Steps and approximate end to end timeline

Conduct of Review

Report Preparation Structure and Format

Q&A

Digital NSW | DSIA

[Click here to enter
Document Title]

Project Name

April 2024

Key objectives of the closure review

1. The final approved / approved re-baselined budget reconciles to the business case
2. The Sponsor is aware of any open issues that need to still be monitored or followed up
3. Benefits have been clearly identified and captured and a strategy and ownership is in place to continue to harvest these
4. Any lessons that can be learned from the project as a whole to be captured for the future
5. The work will be completed in a collaborative manner with the project team
6. 7 Areas of focus will still be a guide to answering this question

Has the investment made by government achieved the original objectives stated in the original approved business case

Purpose of the Closure review

The purpose of the Gate 6 Closure Review is to support the close-out of the delivery stage into operations and to assess the successful delivery of the purpose and benefits of the government's investment in the project. In addition, the review confirms that all relevant whole-of-government ICT policies, standards and priorities have been considered.

It is part of an overall Gateway Review Framework and measures progress and recommendations in terms of seven focus areas for ICT projects in NSW.



Guides for Each Stakeholder

1

Introduction

Gate 6 Review Guideline and Workbook

1

2

Part A: For accountable agencies and Lead Reviewer

Background on NSW gateway and the risk-based approach to
project assurance

Gate 6 Review Guideline and Workbook

10

3

Part B: For accountable agencies

Initiating and preparing for a Gate 6 Review

Gate 6 Review Guideline and Workbook

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Part C: For the Reviewer

Conducting the Review

Gate 6 Review Guideline and Workbook

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Part D: Gate 6 Purpose and Report Process

Gate 6 Review Guideline and Workbook

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Changes to Approach

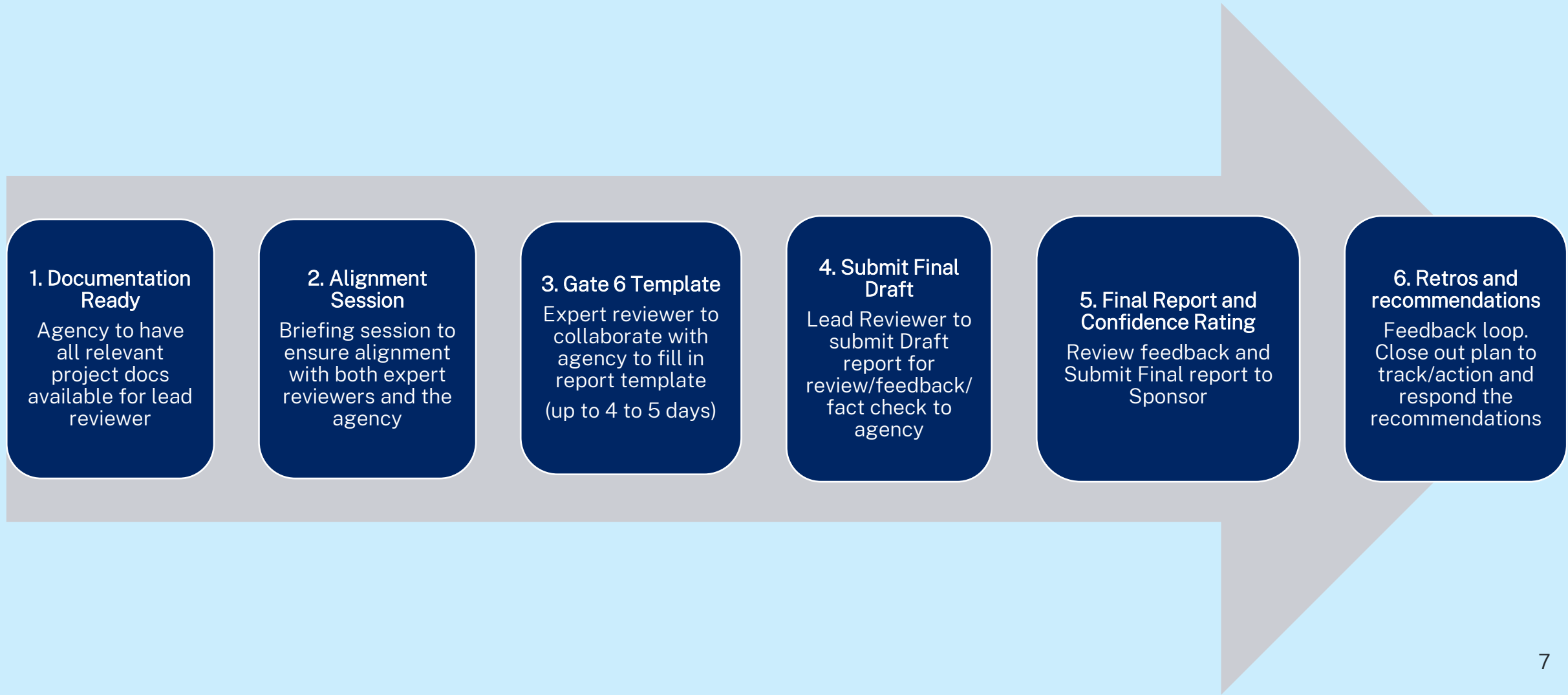
- The gateway review will take the best of the original PIR and the current INSW Benefits Realisation gateway to form an enhanced review with clearer more achievable objectives as noted above
- The approach will require a longer planning phase to help ensure the client is ready for the gateway review
- The emphasis is on collaboration – working together with the project team to confirm the key closure activities have been completed
- A focus on helping the sponsor understand that all material closure activities have been completed to a satisfactory level – (*one that would pass audit should it be selected for external review*)
- Working with the project team to understand if there are issues that need to be monitored in BAU
- The template will be partially completed by the project team to help speed up the process and avoid any mismatch of historical facts – reducing the time scale and scope of fact check

Taking a collaborative approach working with the project team and sponsor to deliver the report

Gate 6 Overall Process



The expert Reviewer Team will work and collaborate with the agency to complete the Gate 6 Report.



Key steps and Approximate Timeline



Step	Activity	
1	Three Months prior to go live / commencement date, the Accountable Agency checks readiness for the Gate 6 Review and contacts the Gateway Coordination Agency (GCA).	3 months prior ↓
2	GCA Review Manager and Accountable Agency confirm the Review Dates.	
3	GCA Review Manager appoints an independent Reviewer Team to the review.	
4	GCA Review Manager conducts a project briefing with the Accountable Agencies and Reviewer Team to gain a common understanding of the project's status, identify any supporting documentation required and provide guidance on how to complete the Gate 6 Report template.	1 month prior ↓
5	The Accountable Agencies complete the Gate 6 Report template with input from the asset operator, delivery agency or other appropriate NSW government stakeholders.	
6	The Accountable Agencies provide the Reviewer Team with the draft Gate 6 Report and supporting documentation.	Conduct ↓
7	Reviewer Team meets with the Accountable Agencies to jointly review the draft Report, any supporting documentation and to seek any clarification required (including interviews if necessary).	
8	Reviewer Team determines the final content of the report, review rating and recommendations prior to submission of the final draft Report to the GCA Review Manager.	
9	GCA Review Manager reviews the final draft Report, seeks any clarification required from the agencies or Lead Reviewer, clarifies recommendations, and finalises the Report.	Reporting ↓
10	If deemed required, at GCA Review Manager's discretion, appoint a full independent review team and conduct a Deep Dive Review of the project.	
11	Post Review survey sent out to Accountable Agency, Reviewer Team and GCA Review Manager.	
12	Close-out Plan issued and managed by DCS ICT Assurance	Close

Conduct of the review

Planning – Up to 3 months Prior to review

- Giving a longer lead time allows the agency to make sure it has had the opportunity to prepare all the necessary documentation and to check
- The reduces time lost in the review where documents are not ready and allows the Sponsor and PD to prepare before staff leave the project
- The focus is on the project's purpose, functionality, benefits, residual risks from delivery, transition to operation and lessons learnt. (Approach to ongoing compliance with Cyber, AI and Privacy requirements as these present ongoing risks in BAU)
- The Report content is to be initially jointly drafted by the project team and (project director and reviewed by the sponsor) delivery agency and asset owner/operator agency.
- The drafting is led by the project director with oversight by the sponsor most appropriate agency and must be completed within three weeks of the Gate 6 project briefing conducted with Digital Assurance NSW and the Lead Reviewer.

Review Fieldwork & Reporting

Digital Assurance NSW will appoint a Lead Reviewer and a review team member, where appropriate, to assess the draft Report and oversee the completion of the Gate 6 Report, including the Report's recommendations and rating.

Digital Assurance NSW and the Review team will participate in an alignment session (project briefing), which the agency will arrange along with any necessary further evidence (documentation), site tour or interviews required by the review team.

The review will be conducted with the project team working to refine the report and validate all the contents – not a stand back a interview process as other gates are currently run

Emphasis on answering the common questions on closure and identifying any issues that need to be addressed

While Recommendations can be suggested by the agency, it is the Reviewer Team that will determine both the final draft Report content, Review Rating, and final Recommendations.

Schedule Dates highlighted in red are when sponsor attendance is mandatory	Date
Project documents, made available to Reviewers by agency this will include the draft Gate 6 report template completed by the project team – (This is established and agreed 2 months prior to review)_	3 Weeks Before the Kick off
Planning Meeting (1-2 hours) review of the draft report and discuss logistics to complete the review	Two Weeks Before field work week
Report review and Interviews	Field Work Week
Publish Draft Report for Project team to complete final Fact Check	End of field work week
Project Team fact check the draft report and mark up comments	1 Week post field work
The Reviewers review draft report fact check comments and prepare feedback for a meeting with Sponsor	2 Days elapsed to review
Sponsor Debrief on Review Findings and Recommendations (1 hour)	TBD within 2 weeks of end field work
Publish Final Report	

Gate 6 Review Report: Closure Review

Project Name

April 2024

Report Structure and Format

The Gate 6 Report is in five parts:

Project Context – a summary of the delivery outcomes of the project to time, cost, scope and benefits – *the investment by government*

Project Handover – a summary of the status of the handover of the project from delivery into operations

Lessons Learnt – the agency's reflection on actions taken that impacted outcomes (good & bad)

Recommendations – actions the agency could take to improve any existing issues or for the future.

Status of BAU risk compliance approach over AI, Cyber and Privacy

Overall Confidence Rating against the business case

The Reviewer Team will assign the project an overall confidence rating and also provide recommendations rating (critical, essential or suggested)

High	Project has successfully delivered against the business base, purpose, outcomes and benefits against its agreed objectives, to time, cost and quality. Lessons learned have been considered, and anticipated benefits are being delivered and/or on track to being delivered; and There are no outstanding issues that appear to threaten benefits realisation and/or plans for ongoing improvements in value, service enhancements and performance.
Medium-High	Project has delivered most outcomes against its agreed objectives, to time, cost and quality. <ul style="list-style-type: none">• Lessons learned have been considered, and anticipated benefits are being delivered and/or on track to being delivered; and• There are no major outstanding issues that appear to threaten benefits realisation and/or plans for ongoing improvements in value, service enhancements and performance.
Medium	Project has delivered outcomes against its agreed objectives, to time, cost and quality; <ul style="list-style-type: none">• Lessons learned have not been considered in their entirety, and/or there are risks that may threaten plans for ongoing improvements in value, service enhancements and performance; or• The benefit realisation plan of the anticipated benefits is not completed, the outstanding issues appear to be resolvable at this stage, if addressed promptly.
Medium-Low	Project has delivered most outcomes against its agreed objectives, to time, cost and quality; <ul style="list-style-type: none">• Lessons learned have not been considered in their entirety, and/or there are major risks/issues that may threaten plans for ongoing improvements in value, service enhancements and performance; or• Major risks and/or issues exist that threaten the realisation of anticipated benefits which, at this stage, do not appear to be manageable or resolvable.
Low	Project has not delivered most of the outcomes against its agreed objectives, or had not delivered to time, cost and quality; <ul style="list-style-type: none">• Lessons learned have not been considered in their entirety, and there are major risks/issues that threaten plans for ongoing improvements in value, service enhancements and performance; or• Major risks and/or issues exist that threaten the realisation of anticipated benefits which, at this stage, do not appear to be manageable or resolvable

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Report Outline

Executive Summary

Part A – Project Context

Part B Project Handover

Part C Lessons Learnt

Part D Recommendations

Part E – Ongoing BAU Compliance Risk

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Final Comments & Thoughts

The new Gate 6 Closure review will help provide a more relevant assessment of projects and will give the government a clearer view of investments made in ICT

The approach will aim to assess the relative maturity of agencies to undertake large scale ICT project and may help manage this risk into the future

Ongoing risks that are emerging with BAU systems and platforms can also be identified and tracked

Sponsors will have a clearer view of their current status and obligations as this has been a grey area

Wider benefits can be gained from this exercise over time that will help support the wider implementation of state digital assets

Can we do better

Questions And Answers

Questions and feedback from audience

15



