Digital NSW | DSIA

Gate 6: Terms of Reference

Project Name

September 2024

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# DAF Gateway Review

|  |  |
| --- | --- |
| **Program**  | [Program name]  |
| **Review type**  | Gate 6 |
| **Phase**  | [Insert Phase]  |
| **Next Gate**  | [Gate/HC etc]  |
| **Tier**  | [Insert Tier]  |
| **Agency** | [Insert Agency]  |
| **Sponsor**  | [Insert Sponsor Name and title]  |
| **Email**  | [Insert Sponsor email] |

# Program background

Highlight relevant background context behind the project, and briefly explain the purpose and overall design of the project. This section should be up to 3-4 brief paragraphs.

**Objectives**

List the objectives of the project in a short, single line, bullet point form:

* Example
* Example
* Example

**Expected strategic benefits**

List the strategic benefits in a short, bullet point list:

* Example
* Example
* Example

**Estimated Total Cost**

$ xx.xx (including contingency)

**Schedule**

Project start date: XX/XX/20XX

Project end date: XX/XX/20XX

**Previous Assurance Activities**

[Explain when the project was listed under the DAF, at what tier, and if it has been endorsed by DARAG. State if the project has previously undergone an DAF review.]

**Current Project Status as of: XX/XX/20XX**

[Context of recent major updates and developments from project team to be inserted here based on recent reports and any change request.]

# Timing of DAF Gate 6 Review

|  |  |
| --- | --- |
| Activity  | Dates |
| Agency contacts ICT Assurance for Gate 6 documentation (draft Terms of Reference, Gate 6 report template and Gate 6 guidelines) | 3 months prior to planning meeting |
| Agency and ICT Assurance confirm review dates | 2 months prior to planning meeting |
| Terms of Reference approved by project sponsor | 2 months prior to planning meeting |
| ICT Assurance appoints an independent Review Team to the review | 1 month prior to planning meeting |
| ICT Assurance conduct pre-planning meeting with project team to confirm report status, identify supporting documents required and provide guidance on how to complete Gate 6 draft report | 1 month prior to planning meeting |
| Agency provides completed Gate 6 draft report and supporting documentation to ICT Assurance (uploaded to DCS Sharepoint) | 2 weeks prior to planning meeting |
| Planning Meeting (1 hour)Note: Sponsor attendance is mandatory  | Planning meeting date  |
| Joint review writing days with review team and project team (3 days)Note: Project manager representative to be available to assist review team in validating Gate 6 report | 1 week after planning meeting |
| Review team finalises the report (including review rating and recommendations) (2 days) | 1 week after planning meeting |
| Sponsor debrief (1 hour)Note: Sponsor attendance is mandatory  | 2 weeks after planning meeting |
| Project team complete recommendation responses, reviews final report and finalises report | 3 weeks after planning meeting |
| Final report issued by ICT AssurancePost review survey completed by sponsor | 4 weeks after planning meeting |

The above schedule is subject to agency confirmation. May be extended if the Review Team determines during the review that additional time is required.

For detail steps and timeframes of Gate 6 review, refer to Appendix A.

# Terms of reference

## Purpose and objectives

**Purpose**

The purpose of the Gate 6 Closure Review Report 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.

The Report is to be finalised four to eight months from the first operations commencement date. The focus is on the project’s purpose, functionality, benefits, residual risks from delivery, transition to operation and lessons learnt.

**Objective**

This Gate 6: Closure Report review is designed to ensure that:

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

Detail checklist of Gate 6 review objectives can be found in the DigitalNSW-Assurance-Gate6-Guideline Section 7. (hyperlink) (Note to DCS Team: Place hyperlink to online gateway guideline section 7 - once published)

At Gate 6, documents should exist that outline the benefits in the Final Business Case and how they are being measured and monitored. A formal benefits realisation approach that broadly aligns with the NSW Benefits Realisation Management Framework should be documented. The lessons learnt from the project should be captured with planning in place to disseminate the findings.

Mandatory documents include the following:

• Main body of the original Final Business Case

• Summary presentation of the project, including scope, deliverables and purpose

• Benefits Realisation Plan (or similar)

• Any agency project evaluation documentation

• Final project reports from the completion of the project

It is intended that Accountable Agencies use existing project documentation, assistance from the delivery team and asset operator and not create or customise documents for the Review.

A detailed list of typical project documentation for Gate 6 review can be found in the Gate 6 Guidelines section 7.8 (*hyperlink) (Note to DCS Team: Place hyperlink to online gateway guideline section 7.8 - once published)*

## Scope

The scope of a Gate 6 review will cover areas such as:

1. Review of Operating Phase
2. Business Case and Benefits
3. Plans to improve Value for Money
4. Review of organisational
5. Review organisational learning
6. Readiness for future
7. Risk Management over Al, Cyber, Privacy
8. Achievement of the service model as projected in the business case
9. Effectiveness of change management and risk management practices
10. Ongoing alignment with whole-of-government ICT policies, standards, and priorities

Details scope for considerations can be found in the DigitalNSW-Assurance-Gate6-Guideline Section 7 (hyperlink) (Note to DCS Team: Place hyperlink to online gateway guideline section 7 - once publish)

The review may report and extend into areas not explicitly stated within the Terms of Reference, where this will increase the likelihood of program success, upon agreement with the agency.

## Areas of Sponsor Concern

List any comments made by the sponsor they wish to investigate in the review.

## Out of Scope

List any areas that may be out of scope for the project.

# Review team

## Review Panel

|  |  |
| --- | --- |
| Review Panel  | Role |
| [Enter Reviewer name] | Review Team Lead  |
| [Enter Reviewer name – remove row if not used] | Review Team Member  |
| [Enter Reviewer name – remove row if not used] | Review Team Member  |

## Documentation

The Review Panel Team will need to review all relevant project documentation. The information is likely to be found in the documents indicated in the Gate 6 Guideline document (refer link below) under the section “Gate 6 Review: Typical project documentation”, but may also be located in other project documents.

Gate 6 Guideline document link: (hyperlink) (Note to DCS Team: Place hyperlink to online gateway guideline - once published)

## Interviewees

The following interviews are proposed to be requested by the Review Team as required:

|  |  |  |
| --- | --- | --- |
| Interviewee | Agency | Position |
| [Enter Title/Name] | [Enter Agency] | Sponsor |
| [Enter Title/Name] | [Enter Agency] | Project Director |
|  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| Approver | Name | Signature | Date |
| [Enter Title/Role] | [Enter Name] |  |  |

# Appendix A

Gateway Reviews for Gate 6: Follow the steps and timeframes shown in the table below:

|  |  |
| --- | --- |
| 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** |

This table can also be found in DigitalNSW-Assurance-Gate6-Guideline

(Note to DCS Team: Place hyperlink to online gateway guideline section 1.8 – once published)

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