

Health Check Review: Guideline and Workbook

April 2026



Contents

1	Introduction.....	1
1.1	Overview of the gateway review process.....	2
1.2	Project lifecycle and gateway reviews.....	3
1.3	About this Guideline / Workbook.....	4
1.4	How to use this workbook.....	6
1.5	Gateway reviews and agency assurance processes.....	7
1.6	Why do gateway reviews?.....	9
1.7	Gateway review process principles.....	9
1.7.1	Digital Assurance.....	9
1.7.2	Gateway Review Process Principles.....	10
1.8	Conducting a Health Check Review.....	11
1.9	Review ratings.....	13
1.10	Delivery confidence level definitions.....	14
2	Part A: For Delivery (or Accountable) Agencies and Reviewer Team Background on NSW Gateway and the risk-based approach to project assurance	15
2.1	Overview of gateway review.....	16
2.2	Gateway review process.....	20
2.3	Gate 0 – Project initiation.....	20
2.4	Gates 1 to 5 – Project development and delivery.....	20
2.5	Health checks and deep dive reviews.....	20
2.6	Gate 6 – Closure Review.....	21
2.7	Gateway review reports.....	21
2.8	Report distribution.....	22
2.9	Clearance of gate.....	22
2.10	What gateway reviews do not do.....	23
2.11	Roles applicable to Gateway Reviews.....	24
2.12	Assessing risk in Digital Assurance.....	25
2.13	Developing the report.....	26
2.14	Applicable NSW Policy.....	27
2.15	Gateway Review Framework.....	28
3	Part B: For Delivery (or Accountable) Agencies Initiating and preparing for a Health Check Review	35
3.1	Key Gateways: Gate 0 – 2.....	36
3.2	Initiating a Health Check Review.....	38
3.3	Health Check Review and documents.....	40
3.3.1	Preplanning Planning Session Step 8.....	40

3.3.2	Review Activities Steps 9 & 10	41
3.3.3	Draft and final review report Steps 11 &12	41
4	Part C: For the Reviewer Conducting the Review	42
4.1	Health Check Approach	43
4.2	Health Check Review.....	43
4.3	Gateway Review reviewer team.....	43
4.4	Review principles and behaviours.....	44
4.5	Part C: Review communication protocols.....	45
4.6	Gateway review report.....	46
4.7	Coverage of Health Check review objectives	46
4.7.1	Health Check 1 review objectives	47
4.7.2	Health Check 2 review objectives	48
4.7.3	Health Check 3 review objectives	49
5	Part D: Health Check Purpose and Report Process	50
5.1	Health Check Review Purpose and Process	51
6	Glossary	53
7	Additional guidelines material for Review Teams	58
7.1	Focus Areas	59
7.2	Health Check 1: Business Case and stakeholders	60
7.2.1	Does the Business Case demonstrate business need and contribution to the delivery agency’s business strategy?.....	60
7.2.2	Is the preferred option still appropriate?.....	60
7.2.3	Is the preferred option likely to achieve whole-life value for money? Does the project demonstrate better value to the NSW Government or taxpayers over the life of the investment?.....	61
7.2.4	Are the costs within budget? Is whole-life funding affordable and supported by stakeholders?.....	61
7.2.5	Is the delivery agency still realistic about its ability to achieve success?	61
7.2.6	Is total project scope defined?.....	62
7.2.7	Are security requirements identified?.....	62
7.2.8	Are costs for appropriate cyber security protection included?.....	62
7.2.9	Are risks and issues relating to business change defined in an initial plan?	62
7.2.10	Do stakeholders support the project? Is the delivery agency committed with required skills and experience?.....	63
7.2.11	Are benefits understood and agreed with stakeholders? Is there an initial plan for realising and evaluating benefits?	63
7.2.12	Is a change management plan being developed with affected business units?	63
7.2.13	How will changes across affected business areas within and external to the delivery agency be identified, assessed, communicated and managed?	63
7.2.14	Have benefits changed in a way that could affect project value? Is there a strategy to plan and manage project benefits?.....	64

7.2.15	Have resource capability and capacity requirements been assessed for production development and business readiness?	64
7.2.16	Does the delivery strategy consider cyber security activities, resources and timing?	64
7.2.17	Are resources available to maintain momentum or address gaps in the multidisciplinary teams?.....	64
7.2.18	How will emerging benefits (or dis-benefits) be captured and built into the Business Case?.....	64
7.2.19	Are roles and responsibilities and authority delegations appropriately defined? ..	65
7.2.20	Will service delivery teams, case workers, administrative staff and front-line staff undergo training?.....	65
7.2.21	Are appropriate business change management processes in place?	65
7.2.22	Are business users sufficiently empowered to effect change if required?	65
7.2.23	How will progress be tracked, reported and, if required, corrected?.....	65
7.3	Health Check 1: Review of current phase.....	65
7.3.1	Is the project under control?	66
7.3.2	Are the causes of deviations such as over or under-runs explained?	66
7.3.3	What actions will prevent deviations recurring?	66
7.3.4	Are all assumptions documented at Gate 2 verified?	66
7.3.5	Is there adequate time to fix faults or arrangements to monitor and manage any slippage?.....	67
7.3.6	Is an incremental planning approach overloading resource or schedule?.....	67
7.3.7	Is the budget under control? Is a higher spend burn rate required for developers/coders to maintain pace?.....	67
7.4	Health Check 1: Assessment of the delivery approach.....	68
7.4.1	Do all delivery options consider the delivery agency's business needs and address relevant government priorities?	68
7.4.2	Are business needs understood by the delivery agency and understood by the project team?	68
7.4.3	Are project outputs/outcomes accurately reflected in the requirement specification?	68
7.4.4	Where appropriate, have options for procurement been evaluated, including sources of supply?.....	69
7.4.5	Will the project attract the market?.....	69
7.4.6	Has the procurement approach been evaluated and does it comply with NSW procurement rules?	70
7.4.7	Is there a defined delivery strategy?.....	71
7.4.8	Have factors that influence the delivery strategy been addressed?.....	71
7.4.9	Will the delivery strategy facilitate communication and cooperation between stakeholders?	71
7.4.10	Is there adequate knowledge of existing and potential suppliers and which are likely to succeed?	72

7.4.11	Is the contract management strategy robust?	72
7.4.12	Is the evaluation strategy (including how to demonstrate value for money) accepted by stakeholders and compliant with NSW procurement rules?	72
7.4.13	Does the project meet whole-of-government ICT policies, standards and priorities?	72
7.5	Health Check 1: Risk Management	74
7.5.1	Are risks and issues identified, understood, financially evaluated and considered?	74
7.5.2	Are there risk management plans?	74
7.5.3	Have all issues identified been satisfactorily resolved?	74
7.5.4	Are external issues such as statutory processes, communications and environmental issues addressed?	75
7.5.5	Will staff be protected from burn out and what mitigation processes are proposed?	75
7.6	Health Check 2: Business Case and stakeholders	75
7.6.1	Is the project still required?	75
7.6.2	Is the Business Case complete?	76
7.6.3	Does the preferred option meet the business need?	76
7.6.4	Has the most appropriate option been selected?	76
7.6.5	Does the commercial arrangement represent value for money and quality over the life of the project?	77
7.6.6	Is the delivery agency realistic about their ability to manage the change?	77
7.6.7	Does the Full Business Case, when incorporating the delivery strategy, still demonstrate affordability?	77
7.6.8	Is there an agreed benefits realisation plan?	78
7.6.9	Have suitable stakeholders, business and user representatives been involved? Have they approved the tender evaluation report and draft contract?	78
7.6.10	Is there a change management and were affected business units involved?	78
7.6.11	How will changes across affected business areas within and external to the delivery agency be identified, assessed, communicated and managed?	79
7.6.12	Have benefits identified in the Business Case changed? Could this affect the value of the project?	79
7.6.13	Is there a strategy to plan and manage benefits?	79
7.6.14	Has the preferred supplier's ability to meet delivery schedules and outcomes been verified?	79
7.6.15	How will the preferred supplier meet the project timeline and have the impacts of variations been assessed?	79
7.6.16	Is any remaining development focused on the minimum viable product (MVP)?	80
7.6.17	Are delegations for decisions and budget defined?	80
7.6.18	Will the live service operating model deliver the MVP?	80
7.6.19	Are business users empowered to effect change if required?	80

7.6.20	How will the service be continually developed? How will the delivery agency's portfolio of Digital by Default services grow?	80
7.6.21	Are business benefits being reviewed and tracked?.....	80
7.6.22	Is enough time/resource allowed for product integration and operational readiness testing beyond testing carried out as part of development iterations?	81
7.6.23	Are end-users being adequately prepared for the transition to the new/redesigned digital service?	81
7.7	Health Check 2: Review of current phase.....	82
7.7.1	Is the project under control?	82
7.7.2	What caused any deviations such as over or under-runs?.....	82
7.7.3	What actions will prevent deviations recurring in other phases?	82
7.7.4	Have assumptions from previous reviews been validated?	82
7.7.5	Have required organisational procurement and technical checks been carried out? 82	
7.7.6	Did the project team follow the delivery strategy?.....	83
7.7.7	Were documents subject to quality review?.....	83
7.7.8	Has the procurement process adequately managed probity issues?	83
7.7.9	How does the project align with the NSW Government Sustainability Plan?	83
7.7.10	If the project is replacing an existing system or ICT infrastructure how are NSW e-Waste policies considered?	83
7.7.11	Does the project meet whole-of-government ICT policies, standards and priorities? 83	
7.7.12	Can non-functional requirements (NFRs) be tested and is testing of NFRs provided for?.....	84
7.7.13	Can progress be tracked, reported on and corrected?	84
7.7.14	Are there legacy systems and plans to transfer data integrated?	84
7.7.15	Is an incremental planning approach overloading resource or schedule?.....	84
7.7.16	What contingency plans and estimates are set out for those requiring non-digital services?	84
7.7.17	Is change managed effectively?	84
7.7.18	What lessons have been considered from past or public releases?	85
7.7.19	What communications are planned for releases or live transition?.....	85
7.7.20	Is there a definition as to when releases cease, and operational support and maintenance becomes the norm?.....	85
7.8	Health Check 2: Assessment of the proposed solution.....	86
7.8.1	Does the proposed solution meet the business need?	86
7.8.2	Have suppliers or partners proposed alternative options in addition to a fully compliant bid?.....	86
7.8.3	Will the proposed delivery solution deliver the business need described in the Full Business Case?.....	86
7.8.4	Has the proposed solution affected the strategy for business change?	86

7.8.5	Has the proposed solution affected the expectations of business benefits or changes to budgets?	86
7.8.6	Are delivery agency and supplier prepared for the development, implementation, transition and operation of any new services?.....	87
7.8.7	Has the proposed solution affected the strategy for business change?	87
7.8.8	Are responsibilities between parties and any contractual liabilities allocated?	87
7.8.9	Are resources available for the supplier to fulfil contractual obligations?.....	87
7.8.10	Have the technical implications been assessed, such as information assurance and security, impact of e-business and management of legacy systems?.....	88
7.8.11	Does the project team have appropriate skills and experience to achieve the outcomes of the investment?	88
7.9	Health Check 2: Risk Management	89
7.9.1	Are risk and issue management plans up-to-date?.....	89
7.9.2	Have major risks that arose during this phase been resolved?.....	89
7.9.3	Do business contingency and continuity arrangements and plans minimise the impact of major problems during implementation and rollout?	89
7.9.4	Does the contract reflect standard terms and conditions and (where applicable) appropriate allocation of risks?	89
7.9.5	For longer-term service or partnering contracts, have the re-competition issues been considered?	90
7.9.6	Is the budget under control? Will a higher spend burn rate be required, e.g. for developers or coders to maintain pace?	90
7.10	Health Check 3: Business Case and stakeholders	91
7.10.1	Is the project still viable?	91
7.10.2	Does the project meet business need?.....	91
7.10.3	Is the Business Case still valid?	91
7.10.4	Are there changes between award of contract and completing of transition/testing that affect plans for business change?	91
7.10.5	Is the delivery agency ready for business change?	92
7.10.6	Can the delivery agency implement the new solution and maintain existing services?	92
7.10.7	Does the project team have the appropriate skills and experience?.....	92
7.10.8	Have projected benefits in the Business Case changed in a way that could affect the value of the project?.....	92
7.10.9	Is there still a strategy to plan and manage project benefits?	92
7.10.10	Is there post go-live super user support available?	93
7.10.11	Is any remaining development focused on the MVP?	93
7.10.12	Are delegations for decisions and budget defined?.....	93
7.10.13	Does the live service operating model provide the resources to deliver the MVP?.....	93
7.10.14	Are business users empowered to effect change if required?	93
7.10.15	How will the service be continually developed? How will the delivery agency's portfolio of Digital by Default services grow?	93

7.10.16	Are business benefits being reviewed and tracked?.....	94
7.10.17	Is enough time/resource allowed for product integration and operational readiness testing beyond testing carried out as part of development iterations?	94
7.10.18	Are end-users prepared for the transition to the new/redesigned digital service?.....	94
7.11	Health Check 3: Review of current phase.....	95
7.11.1	Does the total service or facility meet the acceptance criteria?	95
7.11.2	Is the project running according to plan and budget?.....	95
7.11.3	Have all stakeholder issues been addressed?.....	95
7.11.4	Have all new system, service, business process testing and commissioning or acceptance (or transition) procedures and activities been completed?	95
7.11.5	Have all parties accepted relevant commissioning or test results and are action plans required?.....	96
7.11.6	Are there workable and tested business contingency, continuity and/or rollback plans for rollout, implementation and operation?.....	96
7.11.7	Have all internal and external parties agreed change management plans, and plans for migration and data transfer; client and supplier implementation; and rollout?.....	96
7.11.8	Have any changes to the contract been forecast, recorded and approved?.....	96
7.11.9	Is the organisation ready to manage the contract in the operational environment? 97	
7.11.10	How does the project align with the NSW Government Sustainability Plan?	97
7.11.11	If the project is replacing an existing system or ICT infrastructure are NSW e-Waste policies considered?	97
7.11.12	Does the project meet whole-of-government ICT policies, standards and priorities? 97	
7.11.13	Can non-functional requirements (NFRs) be tested and is testing of NFRs provided for?.....	97
7.11.14	Can progress be tracked, reported and corrected?.....	98
7.11.15	If there are legacy systems, what are the plans to transfer data, integrate with them and exit them adequately?	98
7.11.16	Is the incremental planning approach overloading resources or the schedule?	98
7.11.17	What are the contingency plans and estimates for those requiring non-digital services?	98
7.11.18	Is change managed/controlled effectively?	98
7.11.19	What lessons are considered from past or public releases?.....	98
7.11.20	What communications are planned for releases or live transition?.....	99
7.11.21	Is there a definition for when releases cease, and operational support and maintenance becomes the norm?.....	99
7.12	Health Check 3: Risk Management	100
7.12.1	Have the risks and issues identified at contract award phase been resolved?.....	100
7.12.2	Are risks and issues associated with implementation identified and managed? ..	100

7.12.3	If there are unresolved issues, what are the risks of implementing rather than delaying?	100
7.12.4	Is the budget under control? Will a higher spend burn rate be required, e.g. for developers or coders to maintain pace?	100
7.13	Health Check Review: Typical project documentation	101
7.13.1	Health Check 1: Typical project documentation.....	101
7.13.2	Health Check 2: Typical project documentation.....	103
7.13.3	Health Check 3: Typical project documentation.....	105

1

Introduction

1.1 Overview of the gateway review process

The *NSW Gateway Policy* (TPG22-12) sets out guidance and minimum requirements for the delivery and monitoring of Gateway Reviews in NSW. Gateway Reviews are independent Reviews conducted at key points, or Gates, along the lifecycle of a project and are important for providing confidence to the NSW Government (through Cabinet) that projects are being delivered on time, to cost and in line with government objectives.

Figure 1. NSW Gateway Framework

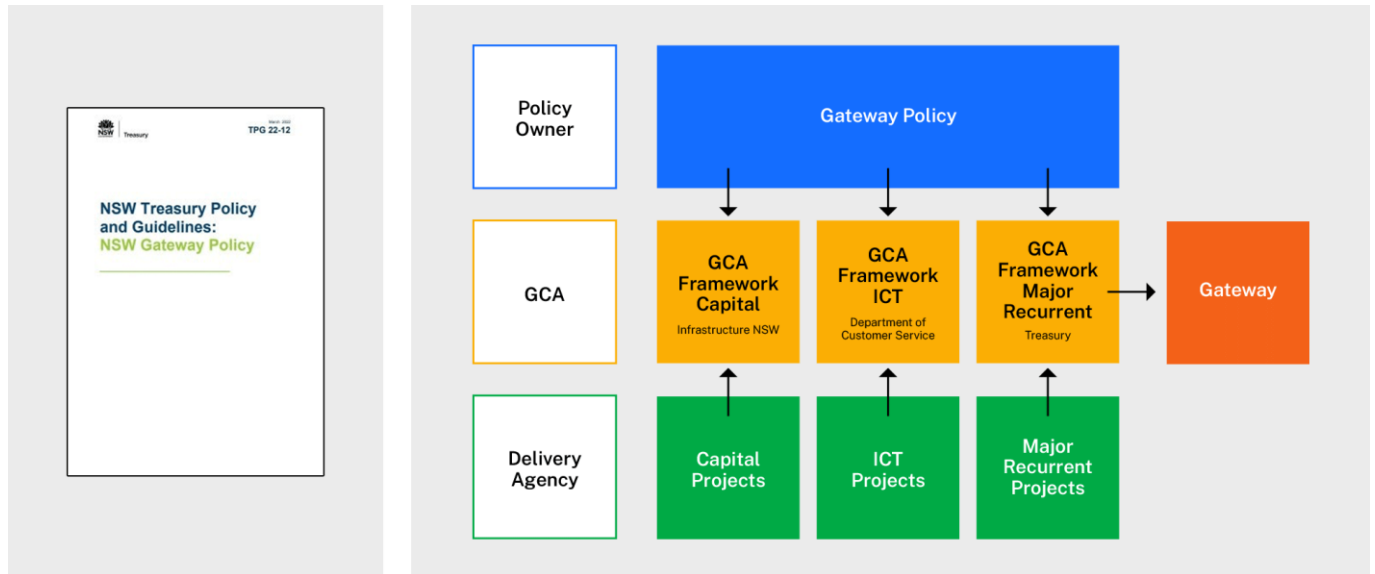


Figure 1 summarises the interaction between the NSW Gateway Policy, Gateway Coordination Agency (CGA Frameworks and delivery of Gateway reviews.

DCS NSW is the Gateway Coordination Agency (GCA) for the government’s ICT capital projects and programs. As the GCA, Digital NSW within DCS NSW developed, implemented, and administers the Digital Assurance Framework (DAF). (See Fig1.) The roles and responsibilities of DCS NSW as well as Delivery Agencies, in relation to assurance processes are set out in the DAF. It is the responsibility of all Delivery Agencies to meet the requirements of the DAF.

Gateway Reviews is a key tool DCS NSW uses to complete a risk-based assurance approach for all large ICT projects and programs valued at or more than \$5 million. The risk-based approach relies on an understanding of an agency’s capability and capacity to develop and deliver capital projects and programs.

The outcome of each Gateway Review is a Review Report that includes commentary to inform the NSW Government. The Review Report also includes a series of recommendations aimed at assisting the Delivery (or Accountable) Agency to develop and deliver their projects and programs successfully.

Gateway Reviews can consider an individual project or a program consisting of a number of projects (incl. sector specific and place-based). For the purposes of this workbook, the use of the term ‘project’ also covers the grouping of projects into a program.

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1.2 Project lifecycle and gateway reviews

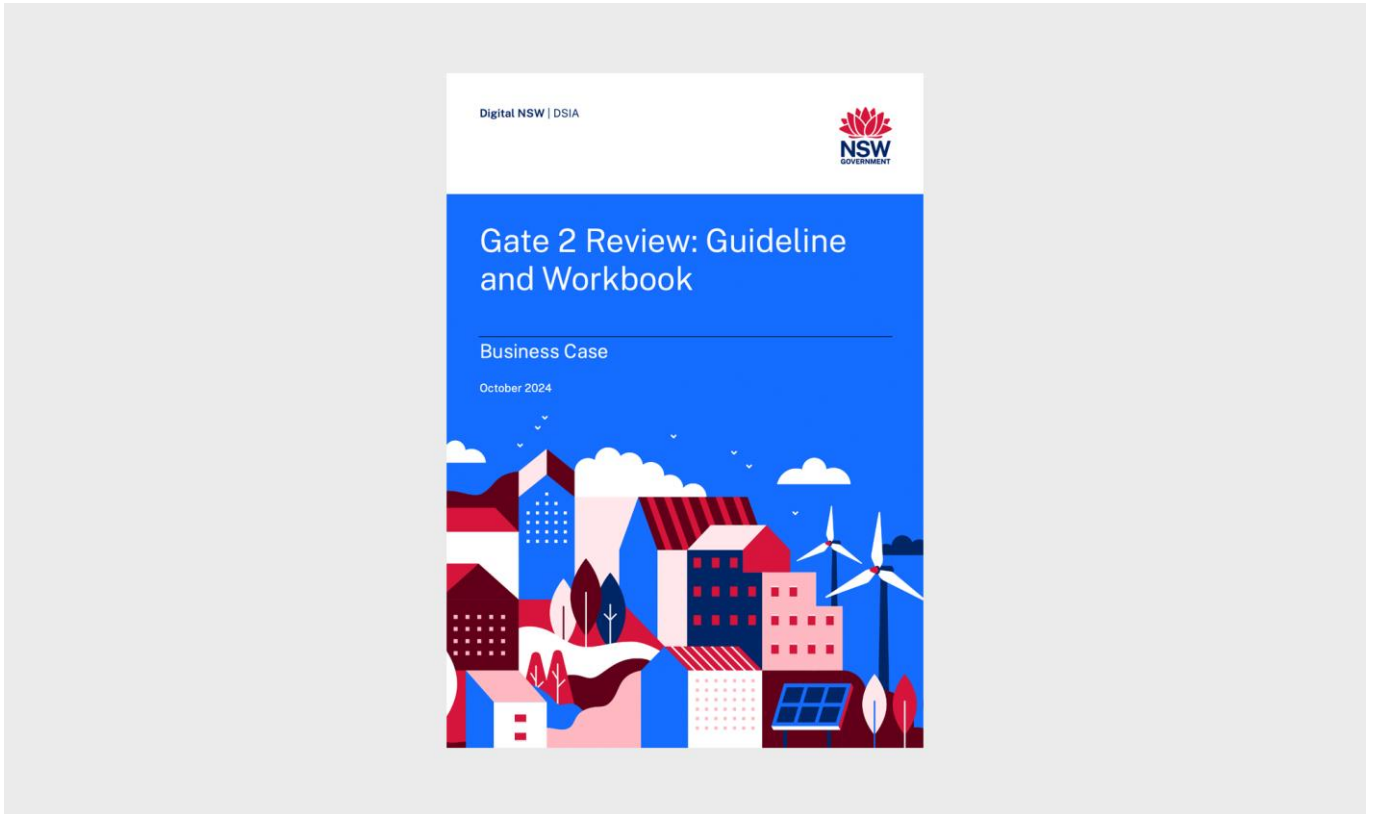
The diagram below outlines the typical Gates, along a project's lifecycle stages where Gateway Reviews can be conducted:

Figure 2.



1.3 About this Guideline / Workbook

This guideline assists review teams and delivering agencies working health checks as part of the of the Digital Assurance Framework (DAF) Gateway Review process. It should be read alongside the either the Health Check 1, Health Check 2 or Health Check 3 report templates and ‘Guidance to Review Teams’ <https://www.digital.nsw.gov.au/policy/digital-assurance/resources-for-agencies-and-expert-reviewers>.



The Gateway Review process examines projects at key decision points (gates) and looks ahead to provide assurance that projects can progress to the next stage (or gate). This can also include health checks between gates. Health checks occur as a routine part of the project life cycle. Some projects, especially large or high-risk projects have planned health checks at regular intervals (e.g. every six months) to maintain ongoing visibility and control.

Health checks assess whether a project is being managed effectively and assists those responsible for managing a project.

- Health check 1 occurs after the Gate 2 review that ensures the Business Case is robust, with plans to realise benefits and meet whole-of-government ICT policies, standards and priorities, and before Gate 3, which assesses procurement and tendering approaches, any problems and delivery plans;
- Health check 2 occurs between Gate 4 and 5, after the solution and preferred option is assessed prior to committing funds, and before Gate 5, which assesses whether the delivery agency is ready to adopt the required solution and implement the change management required; and
- Health check 3 occurs after Gate 5 and before Gate 6, which assesses whether anticipated benefits are being delivered, lessons learned have been considered and plans to optimise value, service enhancements and performance are in place.

Health checks can also be requested as a response to specific issues such as:

- Change of project members;
- Changes of project scope, budget, timeline;
- Project costs exceeding the budget;
- Project is reporting Red in the ICT Assurance Portal;
- Material changes in structure or strategic environment;
- Agreed risk mitigations not reducing residual risk;
- Milestones not being met (e.g. falling behind on timelines);
- A fundamental change in procurement strategy or scope;
- Prime contractor entering receivership;
- A follow up recommendation from a previous review or working group meeting;
- Variations from agreed direction; and
- When requested by the NSW Government.

Gateway reviews are independent peer reviews of a project's viability and development. Independent practitioners from outside the project examine the progress and likelihood of successful delivery at a certain point in each project – this provides a valuable new perspective on the project's issues, while challenging the robustness of plans and processes. The recent Digital Assurance Trends and Analysis report developed by Digital NSW has highlighted many of the benefits of applying the gateway review process. Looking back over the past 5 years the report has identified that project teams that engage early and regularly with the Gateway Assurance team, have had improved results and higher success rates than those that have had limited or no access to Gateway Assurance. The new Gateway assurance workbooks and approach emphasise close collaboration between Assurance, Sponsor and project team to help ensure maximum value is gained for the process.

1.4 How to use this workbook

The health check should:

- Provide insight into areas that may compromise completion of the next gate or reduce the likelihood or value of project outcomes;
- Identify and independently assess and validate variations from agreed direction (i.e. Scope, objectives, benefits) since the last review;
- Maintain visibility of project risks and the appropriateness of project management and project governance;
- Confirm that the project remains aligned to the approved project outcomes and identified benefits;
- Provide assurance that projects are being managed effectively; and
- Confirm that all relevant whole-of-government ICT policies, standards and priorities have been considered.

Health check review teams should:

- Engage and meet with a Project Sponsor from the delivery agency prior to the review; and
- Where possible, engage early with the relevant agency's project management office (PMO) to understand the project's background and to adequately plan for interviews and required documentation.

Health check principles

A Health check should be:

- Relevant and standardised – aligned to the appropriate to the stage in the project and the scale and complexity of the project;
- Transparent – its purpose should be clear and available to project teams before the health check commences;
- Efficient and scalable – the benefits to the project are greater than the effort expended, and the depth of review is based on a combination of risk and performance;
- Flexible in implementation – a health check can be targeted to focus on areas of greatest risk; and
- Effective – establish whether the project aligns to the approved outcomes and benefits.

Health checks are influenced by:

- The stage and complexity of the project;
- Performance of the project against plan; and
- Extent to which risk is being managed.

This guideline details topics to be assessed and the evidence the review team should expect, across key review scope areas: The focus of each health check is agreed with the Project Sponsor based on these factors.

This guideline details the key scope review areas to be assessed for each health check and expected evidence:

Key scope review area	Health Check 1	Health Check 2	Health Check 3
Business Case and stakeholders	✓	✓	✓

Review of current phase	✓	✓	✓
Assessment of delivery approach	✓		
Assessment of proposed solution / preferred option		✓	
Risk management	✓	✓	✓

These key review scope areas will help to structure the relevant health check report.

The guideline provides examples of evidence the review team should seek. This should not be considered prescriptive; each review team should consider if broader topics should be addressed, or different evidence required – this will depend on the context of the project.

Part A: For agencies and the lead reviewer	
<ul style="list-style-type: none"> • Background information on the Gateway Review process • Information on how the Gateway Review process applies to projects 	Page: 15
Part B: For Delivery (or Accountable) agencies	
<ul style="list-style-type: none"> • Guidance on how to initiate aHealth Check Review • Documentation required 	Page: 35
Part C: For the lead reviewer	
<ul style="list-style-type: none"> • Guidance on how to conduct a Health Check Review 	Page: 42
Part D: Health Check report purpose and process	
<ul style="list-style-type: none"> • A summary overview of the Health Check Report purpose and process • Where to find applicable templates • Additional material for Reviewers including focus areas 	Page: 50

1.5 Gateway reviews and agency assurance processes

The assurance process, including Gateway Reviews, informs the NSW Government (through Cabinet) on the development and delivery progress of capital IT projects. Recommendations and commentary emerging from Gateway Reviews also assist Delivery (or Accountable) Agencies to improve IT projects and assets, with a focus on adding value through the expertise and experience of the Reviewer Team.

A Gateway Review provides an independent snapshot of project status at a point in time. Gateway Reviews are **not an audit or replacement for a Delivery (or Accountable) Agency's internal governance**.

Every NSW Government Agency should have its own governance structures and resources in place to undertake internal reviews and regularly track and report on its portfolio of projects.

1.6 Why do gateway reviews?

The NSW Government requires visibility across the government's capital IT program and assurance that expected services and benefits will be delivered on time, to budget and in line with government policy. The Government also expects project issues and risks to be transparent, with Delivery (or accountable) agencies acting on and mitigating problems before there is an impact on the community and stakeholder outcomes.

1.7 Gateway review process principles

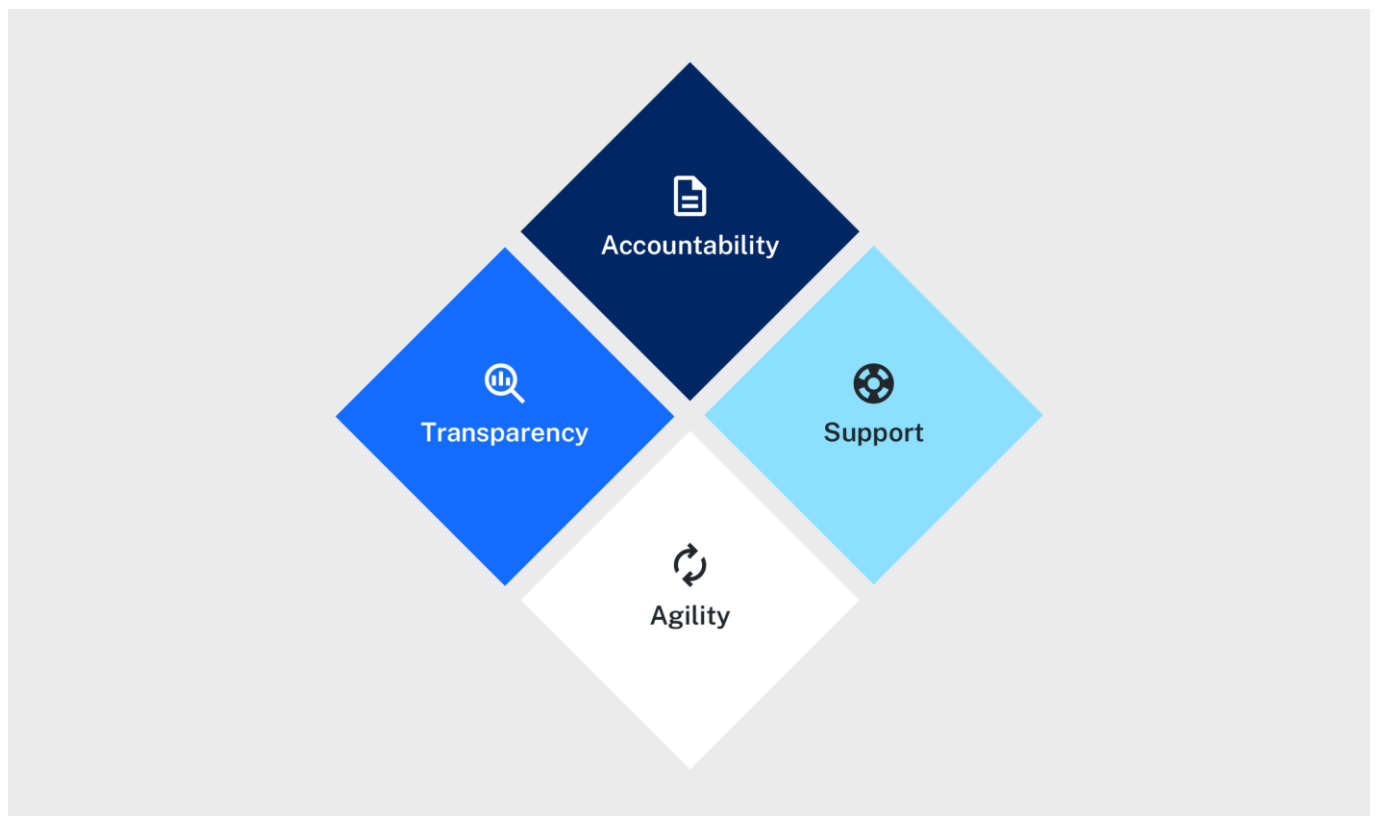
1.7.1 Digital Assurance

The Digital Assurance Framework (DAF) is an independent risk-based assurance process for the State's capital and recurrent Digital projects. It identifies the level of confidence that can be provided to Cabinet and Cabinet sub-committees that the State's ICT and Digital projects are being effectively developed and delivered in accordance with the Government's objectives.

The framework's key features (Fig 3.) are categorised under the following headings:

- Accountability
- Transparency
- Agility
- Support

Figure 3. Key features of DAF. See [Digital Assurance Framework](#) for detailed description.









1.7.2 Gateway Review Process Principles

- The Review Team is selected for their skillset and as far as practicable to match to the project's type, needs, stage, scale and complexity.
- The workbook structure, Terms of Reference and report template are followed by the Review Team.
- All parties focus on value-adding to the project.
- Review Report commentary and recommendations are focused on practical issues and outcomes.

1.8 Conducting a Health Check Review

Follow the steps and timeframes shown in the table below:

Step	Activity	
1	<p>Entry Criteria</p> <p>6 weeks prior to the Gateway commencement date, the Delivery (or Accountable) Agency checks readiness of the project for the Health Check Review and contacts the Gateway Coordination Agency (GCA).</p> <p><i>(Note the DCS Assurance team will also monitor the likely timeframe through the regular assurance catch ups each month.)</i></p>	<p>6 weeks + prior</p> 
2	<p>GCA Review Manager (Digital Assurance) and Delivery (or Accountable) Agency confirm the Review Dates.</p> <p><i>(Dates must consider key stakeholder availability including the Sponsor)</i></p>	
3	<p>GCA Review Manager appoints an independent Reviewer Team to the review. (As per the expert reviewer panel appointment process.)</p>	
4	<p>GCA Review Manager conducts a briefing with the Delivery (or Accountable) Agency to gain a common understanding of the project's status and identify any supporting documentation required.</p>	<p>1 Month prior</p> <p>Preparation / Planning</p> <p>TOR</p> 
5	<p>The Delivery (or Accountable) Agency complete the Whole of Government Self Assessment Template with input from key Agency stakeholders.</p> <p>A draft Terms of Reference (ToR) is also completed at this time by the GCA Review Manager (Digital Assurance), this is shared with the Agency to refine.</p> <p><i>The project sponsor to agree/sign off.</i></p>	
6	<p>The Delivery (or Accountable) Agency provide the Reviewer Team supporting documentation to the allocated secure shared drive location.</p>	<p>Finalise Plan and Conduct</p> 
7	<p>Pre-Planning</p> <p>GCA Review Manager meets with the Independent Review Team to jointly review the Terms of Reference for the Health Check and if additional documentation is considered then the request can be made for this as well the key interviewees.</p>	
8	<p>Planning formal Kick off</p> <p>This starts with the kick-off meeting where the sponsor and delegates outline the project to be assessed and any key background needed to provide context.</p> <p>High level run through of the Gateway process, roles and responsibilities</p> <p>Documentation requirements are confirmed, and interview are scheduled and confirmed</p>	

Step	Activity	
9	<p>Review Week</p> <p>Entry criteria</p> <ul style="list-style-type: none"> • TOR Approved, • All documentation is loaded and available to the team, • All interviews are scheduled and confirmed, MS Teams Channel for Review teams set up and tested. <p>Interview week commences and the scheduled interviews are undertaken by the Gateways reviewers.</p> <p>Up to 18 interviews could be held over this time with the Independent Review team</p> <p>The Review team complete the interviews and maintain feedback to the sponsor daily or as deemed appropriate.</p>	<p>Review week</p> 
10	<p>The draft findings are prepared using the Health Check Reporting Template. <i>Noting the Scope items need to all be addressed including core areas of focus.</i></p> <p>The draft report is shared with Digital Assurance for initial QA</p> <p>Sponsors debrief is undertaken to outline the findings – this is a confidential meeting directly with sponsor.</p> <p>Report circulated to the Agency for fact check post Sponsor Debrief.</p> <p>Attention is to be given to Cyber, Privacy and now AI impact on the plan.</p>	<p>Reporting</p> 
11	<p>Post Review survey sent out to Delivery (or Accountable) Agency, Reviewer Team and GCA Review Manager.</p>	
12	<p>Close-out Plan issued and managed by DCS ICT Digital Investment and Assurance (IDIA)</p>	
13	<p>Post Review Activities</p> <p>Record Critical and Essential issues for ongoing assurance follow up – note the Delivery (or Accountable) Agency will need to provide adequate evidence of item closure.</p> <p>Critical rated items need to be closed before the clearance letter can be issued.</p> <p><i>This clearance can impact approval of funding</i></p> <p>Charge back to be completed and reviewer invoice payment completed</p>	<p>Post Review</p> <p>Within 4 weeks of report issue</p> <p>Post Review Activities</p> 

1.9 Review ratings

Following a Health Check Review, a Review Report is produced using the Health Check Report template. Recommendations made by the Review Team will receive a rating, indicating level of urgency for the project:

Rating	Criteria description
Critical (Do Now)	This item is critical and urgent, and action must be taken immediately. DCS will not clear this Gateway until this recommendation is actioned.
Essential (Do By)	The recommendation is important but not urgent – it should be actioned before further key decisions are taken. DCS will only clear this Gateway once it has approved a plan to respond to this recommendation.
Recommended	The recommendation is not critical or urgent, but the project may benefit from addressing it.

1.10 Delivery confidence level definitions

The review teams will provide an assessment of confidence status using the definitions below.

Rating	Criteria description
High	<ul style="list-style-type: none"> Project has delivered 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	<ul style="list-style-type: none"> Project has delivered most outcomes 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 major outstanding issues that appear to threaten benefits realisation and/or plans for ongoing improvements in value, service enhancements and performance.
Medium	<ul style="list-style-type: none"> Project has delivered outcomes against its agreed objectives, to time, cost and quality; 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	<ul style="list-style-type: none"> Project has delivered most outcomes against its agreed objectives, to time, cost and quality; 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	<ul style="list-style-type: none"> Project has not delivered most of the outcomes against its agreed objectives, or had not delivered to time, cost and quality; 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.

2

Part A: For Delivery (or Accountable) Agencies and Reviewer Team

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

2.1 Overview of gateway review

Gateway Reviews are short, focused and independent expert Reviews into the progress and direction of a project at key points in its lifecycle.

Each of the seven Gates in the DAF occur at a point within a project phase, timed to inform government decision-making and project progression.

Bringing it all together, the relationship of the Gates to the project lifecycle stages and phases can be represented as:

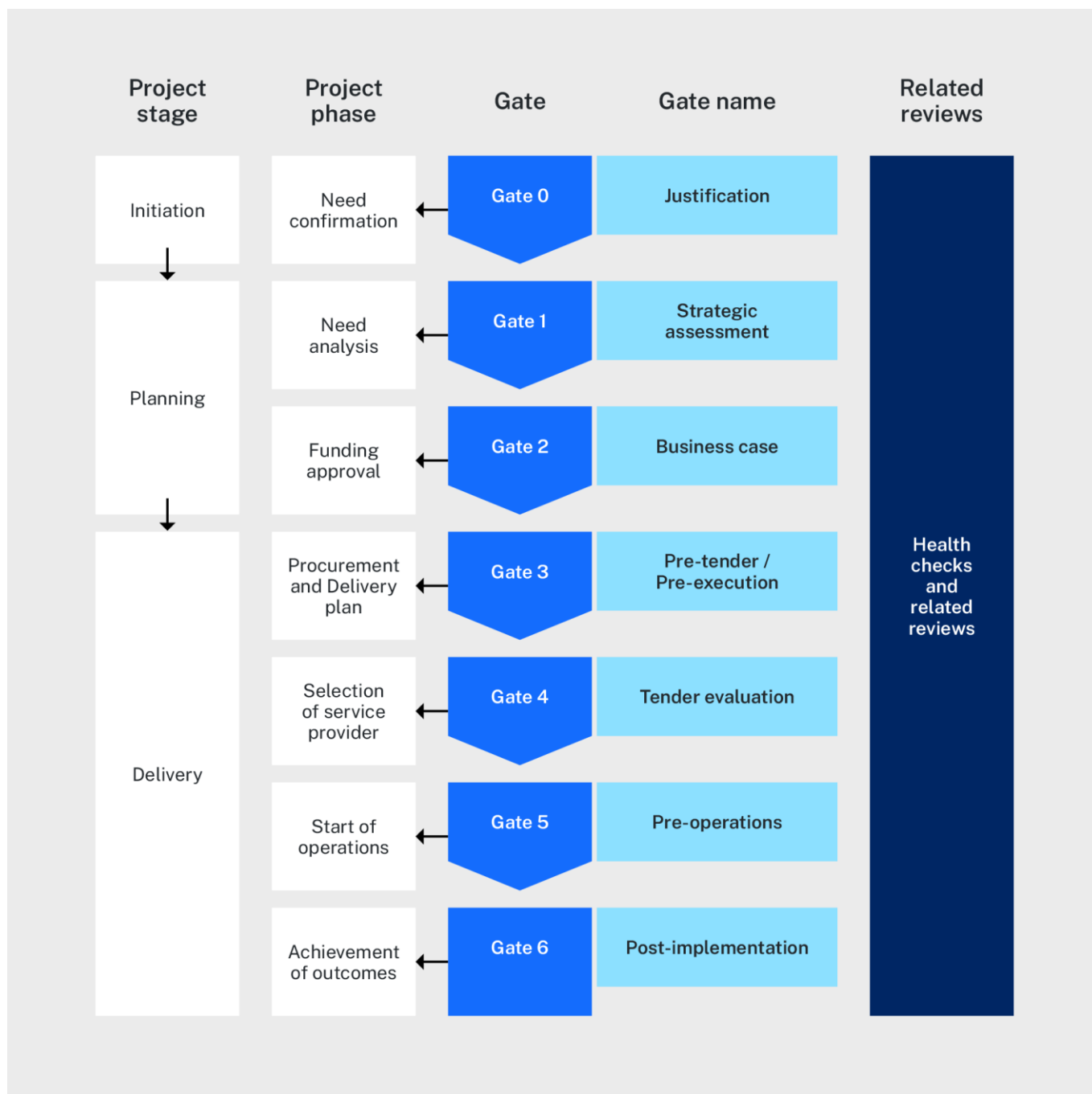
Stage	Purpose	Scope	Health Checks
Portfolio review	Initiatives assessed using a value-based priority rating system to determine which initiatives should be developed.		
Strategy and Business Plan	Cluster or agency plan from which initiatives are formed.		
Planning			
GATE 0 Go / No-Go	<p>Determine if the project aligns with Government and Agency priorities and whether the identified service need has merit and warrants further consideration.</p> <p>Assesses if there are sufficient governance processes and resources available to support the development of a preliminary business case.</p>	<ul style="list-style-type: none"> • Affordability (ETC) • Government Priority • Criticality of service need / urgency • Strategic risk and compliance mitigation • Alternative solution • Whole of government impact / reuse /SDA 	NA
GATE 1 Strategic Alignment	<p>Ensures the business needs for the initiative are clearly defined and aligned with Strategic imperatives, Investment Principles and Enterprise Architecture.</p> <p>Cyber, Privacy and AI implications are understood</p>	<ul style="list-style-type: none"> • Policy and business context • Business case and stakeholders • Risk management • Readiness for next phase • Alignment to Government Enterprise Architecture • Assessment of Cyber, Privacy and AI compliance requirements 	NA

Stage	Purpose	Scope	Health Checks
GATE 2 Business Case	<p>Ensures that the business case is robust and there are plans to realise benefits and align with Strategic imperatives, Investment Principles and Enterprise Architecture.</p> <p>Demonstrated Alignment to Government Enterprise Architecture</p> <p>Funding model to operate is sustainable for whole of life</p> <p>Cyber, Privacy and AI implications are understood, and assurance addressed in the BC.</p>	<ul style="list-style-type: none"> • Assessment of delivery approach • Business case and stakeholders • Risk management • Review of current phase • Readiness for next phase • Alignment to Government Enterprise Architecture • Assessment of Cyber, Privacy and AI compliance requirements 	<p>Potential for multiple or recurrent health checks and milestone reviews.</p>
GATE 3 Pre-execution	<p>Assesses the procurement and tendering approach, identifies problems early in the initiative and ensures plans for the delivery of the initiative are in place.</p> <p>Clear understanding that Vendor is capable of meeting the NSW AI Assessment framework and cyber security requirements – 3rd party assurance is now important to consider closely in these areas.</p>	<ul style="list-style-type: none"> • Assessment of delivery approach • Business case and stakeholders • Risk management • Review of current phase • Readiness for next phase • Alignment to Government Enterprise Architecture • Approach maintains compliance with Assessment of Cyber, Privacy and AI compliance requirements 	<p>Potential for multiple or recurrent health checks and milestone reviews.</p> <p>Update status of risk profile for AI and Cyber may be needed.</p>
Delivery			
GATE 4 Tender Evaluation	<p>Evaluates the solution and preferred option prior to committing funds, ensuring that the initiative will be delivered effectively and checks requirements against milestones.</p> <p>Consider Vendor compliance requirements under new AI guidelines.</p>	<ul style="list-style-type: none"> • Assessment of the proposed solution • Business case and stakeholders • Risk management • Review of current phase • Readiness for next phase • Approach maintains compliance with Assessment of Cyber, Privacy and AI compliance requirements 	<p>Potential for multiple or recurrent health checks and milestone reviews.</p> <p>Test leading indicators of problems to catch risks and issues early.</p> <p>Ensure appropriate measures and checks are in place for ongoing assurance.</p>

Stage	Purpose	Scope	Health Checks
GATE 5 Pre-commissioning	<p>Assesses whether the organisation is ready to adopt the solution to achieve the planned benefits stated in the business case and implement the change management required.</p> <p>Clearly defined sustainability of funding to deliver the system into the future in BAU including AI Monitoring, Cyber and Privacy checks.</p>	<ul style="list-style-type: none"> • Business case and stakeholders • Risk management • Review of current phase • Readiness for next phase • Cyber, privacy and AI compliance sign offs should be completed and the ongoing plan into operations clearly specified. 	<p>Potential for multiple or recurrent health checks and milestone reviews.</p> <p>Test leading indicators of problems to catch risks and issues early.</p> <p>Ensure appropriate measures and checks are in place for ongoing assurance.</p>
GATE 6 Closure Review	<p>Assesses whether the anticipated benefits are being delivered, lessons learned have been considered and plans for ongoing improvements in value, service enhancements and performance are in place.</p>	<ul style="list-style-type: none"> • Review of Operating Phase including financial sustainability • Business Case and Benefits • Plans to improve Value for Money • Review of organisational • Review Organisational learning • Readiness for future • Risk Management over AI, Cyber, Privacy 	<p>Potential for multiple or recurrent health checks and milestone reviews.</p>

Gateway system applies Gates and related reviews, such as Health Checks, to projects and programs at key milestones throughout their lifecycle as shown in Figure 4 below.

Figure 4. - Gateway Reviews throughout the Project Lifecycle (TPG22-12)



2.2 Gateway review process

The Gateway Review process integrates project development and delivery processes with informed decision-making. Each Gate has a clear purpose reflecting the increasing requirement for certainty as a project moves through its lifecycle.

The Gateway Review process also includes 'Health Checks' and 'Deep Dives', which are Reviews conducted at any point through the project lifecycle.

All Gates, Health Checks and Deep Dives include the involvement of an Independent Expert Reviewer, Review Team Lead and/or Review Team. These individuals are appointed by the GCA based on their independence from the project, experience and expertise.

2.3 Gate 0 – Project initiation

As project development is at an early stage in the project lifecycle, Gate 0 Go/No-Go Gateway Reviews have a relatively narrow focus compared to later Gateway Reviews and Health Checks. The Gate 0 Review is undertaken by the GCA's Gate 0 Committee shortly following the registration of the project. The Gate 0 Review focuses on how well the project fits with government priorities, the criticality of its service need and how well it is aligned to the Delivery (or Accountable) Agency's Asset Management Plan or framework.

2.4 Gates 1 to 5 – Project development and delivery

Gateway Reviews (Gates 1 to 5) are independent expert Reviews conducted over a short period. The structure of each of these Reviews is similar and focused on high value areas that have greatest impact on successful project development and delivery.

Seven Key Focus Areas support a consistent structure in undertaking Gateway Reviews and preparing Review Reports. Review Report commentary and recommendations are intended to address the Key Focus Areas, the Terms of Reference and be constructive in raising issues essential to the project's success.

2.5 Health checks and deep dive reviews

Health Check Reviews are similar to the Gateway Reviews (Gates 1 to 5) and follow the same format to address and rate overall delivery confidence as well as each of the seven Key Focus Areas. The customisation of the Health Check is achieved using the appropriate Health Check Workbook and Terms of Reference.

For some projects, Health Checks are conducted at regular intervals (every six to nine months) during the Delivery stage of the project lifecycle. Health Checks during other lifecycle stages are generally only conducted upon request by Government, the GCA, NSW Treasury or the Delivery (or Accountable) Agency.

Deep Dive Reviews have a limited Terms of Reference and do not cover the seven Key Focus Areas, instead they examine and report on a specific or detailed technical issue(s).

REGULAR PROJECT REPORTING

Regular project reports are submitted through the NSW Assurance Portal on either a monthly or quarterly basis, depending on the Project Tier, and focus on progress against time, cost and other risks.

PROJECT AND PROGRAM MONITORING

The GCA monitors projects and programs through regular reporting (including mitigation plans for projects at risk), close-out of the Gateway Review Report Recommendations and general day-to-day interactions with Delivery Agencies.

IMPROVING OUTCOMES

Digital NSW seeks to share lessons learnt and good practice across delivery agencies. A number of forums have been established to bring together practitioners to share their insight of the development, procurement and delivery of capital infrastructure projects and programs.

2.6 Gate 6 – Closure Review

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.

Instead of the Review Team, the GCA appoints an independent expert Lead Reviewer to work with the responsible agencies to complete the Gate 6 Report. The Gate 6 Report follows a structured template. The most appropriate agency leads the preparation of the initial draft and then the review team finalises the draft content of the report, including the overall rating and recommendations. The Lead Reviewer then provides the Gate 6 Report to the GCA for review and finalisation.

2.7 Gateway review reports

The primary output of the Review is a high-quality written report which follows the appropriate GCA issued Report template. For a Health Check, the final draft of the Report template, the recommendations and overall Review Rating are determined by the review team.

The primary purpose of the Review Report is to inform the NSW Government of initial operational status of the asset (following project completion) and key issues impacting functionality and benefits realisation. The Review Report, once finalised by the GCA, is provided to the NSW Cabinet. The Accountable Agency is expected to act on the recommendations documented in the Review Report. Close out of recommendations is undertaken by the GCA's Asset Management Assurance team.

2.8 Report distribution

- Health Check Reports are Cabinet documents.
- The review team must not distribute copies of any versions of Review Reports directly to Delivery (or Accountable) Agencies, project teams or any other party.
- The review team sends the draft Review Report to the GCA for distribution.
- The Review Report must not be distributed outside of the Delivery (or Accountable) Agency until the report is finalised, including agency responses to the Review Recommendations.
- Copies of final Review Reports (including agency responses to the Review Recommendations) are only distributed by the GCA in accordance with the protocols outlined in the DAF.
- The final Review Report must not be distributed to any other parties unless directed by the Delivery (or Accountable) Agency Head or delegate of the GCA. No Report may be distributed outside the NSW Government by either the GCA or Delivery (or Accountable) Agency Head, unless permission is explicitly granted by the Government Chief Information and Digital Officer (GCIDO) or the Delivery (or Accountable) Agency Head.
- The Delivery (or Accountable) Agency Head or delegate, responsible for developing and delivering the project, may distribute the final Review Report at their discretion, having regard to the confidential nature of the Report – but this does not include outside the NSW Government.

2.9 Clearance of gate

Following the conclusion of the Gateway Review and the finalisation of the Review Report, the Delivery (or Accountable) Agency can request a 'Clearance of Gate' Certificate from the GCA. 'Clearance of Gate' will be determined by the GCA and granted by the NSW Cabinet.

The Certificate confirms the Gateway Review has been completed for a particular stage and that an appropriate Close-out Plan is in place to assist with project development or delivery. The Certificate is not a GCA endorsement of the project, only confirmation that development work on the project may continue.

To achieve a 'Clearance of Gate' the Delivery Agency must:

- Respond appropriately to the Review Recommendations (to the satisfaction of the GCA)
- Address all **CRITICAL** Review Recommendations (to the satisfaction of the GCA)

Delivery (or Accountable) Agencies do not have to request a 'Clearance of Gate' Certificate, but its absence does not negate the mandatory requirement on an Delivery (or Accountable) Agency to respond to and act upon the Review recommendations.

2.10 What gateway reviews do not do

A Gateway Review is not an audit.

The Reviews are intended to be confidential and constructive, providing an expert assessment of a project's status.

Delivery (or Accountable) Agencies should note that Gateway Reviews will not:

- Represent a government decision in relation to funding, planning, approvals or policy
- Quality check or provide direct detailed assessment of management plans and project team deliverables
- Provide a forum for stakeholders or other parties to inappropriately disrupt the direction or nature of a project
- Provide a detailed mark-up of management plans and specific project team deliverables.

2.11 Roles applicable to Gateway Reviews

The typical roles within a Gate 1 – 5 Review and Health Check are outlined below:

Role	Description
Assurance Governance Committee	The Assurance Governance Committee is a committee of NSW Government Secretaries chaired by the Chief Executive of Infrastructure NSW. This Committee reviews and endorses the GCA's regular assurance submissions. This includes the Go/No-Go recommendations to Cabinet by the GCA.
Gateway Coordination Agency (GCA)	<p>The agency identified in the NSW Gateway Policy as responsible for the Gateway Review processes, procedures, advice and reporting for either infrastructure, recurrent or ICT projects.</p> <p>The Gateway Coordination Agency (GCA) administers the Gateway Review process for the nominated asset type (capital infrastructure, ICT or recurrent). The Head of Investor Assurance within the GCA ensures systems, processes and resources are in place to facilitate successful Gateway Review processes and outcomes. The GCA is responsible for providing reports, briefings and commentary to the NSW Cabinet on the outcomes of Gateway Reviews.</p>
GCA Review Manager	The senior GCA representative responsible for guiding the implementation of the Gateway Review. The GCA Review Manager has Cabinet level reporting responsibilities for project assurance. The GCA Review Manager directs and manages the process of the Review but does not participate in the Review itself.
Delivery (or Accountable Agency)	The Delivery (or Accountable) Agency that is primarily responsible for the project or program at the various stages of the project's lifecycle. This agency is required to adhere to the Digital Assurance Framework (DAF). Can also be referred to as the Sponsor Agency.
Delivery (or Accountable) Agency Head	The Secretary or CEO of the Delivery (or Accountable) Agency responsible for the project.
Senior Responsible Officer (SRO)	The Delivery (or Accountable) Agency's nominated senior executive with strategic responsibility and the single point of overall accountability for a project. The SRO receives the Review Report from the GCA for action, is debriefed by the Lead Reviewer and the GCA Review Manager following the Review. The SRO may also be referred to as the Project Sponsor. SROs are not to contact the Lead Reviewer outside the protocols set by the GCA, including following the Review.
Delivery (or Accountable) Agency's Project Director	The Project Director takes an active part in the Gateway Review and assists in responding to the GCA Review Manager and Lead Reviewer's requests. The Project Director must ensure they and their team do not initiate contact with the Lead Reviewer outside the protocols of the Review. There is no 'informal' communication permitted.
Reviewer team	<p>The Reviewer team is appointed by the GCA Review Manager. The Reviewer Team are responsible for the execution the review and the delivery of the final gateway report. The review Team Leader takes primary carriage for the report delivery, but the report is prepared as a team.</p> <p>There is no 'informal' aspect to Reviews and specifics of the Review Report commentary or recommendations are not to be discussed outside the protocols set by the GCA, including with Agency Heads or SROs.</p> <p>The Lead Reviewer has primary responsibility for delivering a high quality, consolidated Gate 1 Review Report using the appropriate template.</p>

Role	Description
Stakeholder	Organisations, groups or individuals, either internal or external to government, that are impacted by the project and may be interviewed at the discretion of the Lead Reviewer.

2.12 Assessing risk in Digital Assurance

Each gate in the Gateway Review process requires the review team to assess a project’s level of risk. Before the Gateway Process starts, each project is allocated a risk tier to quantify the level of assurance required. The risk tier – a rating between 1 and 5, with 1 being the largest and most complex – is determined through a self-assessment of risks and complexities which is then compared against estimated costs. The risk tier ensures there will be sufficient assurance to larger projects and less regulation for smaller projects.

Tier classification and assessment

Risk score	ETC (\$m)					
	200+	>100-200	>50-100	>20-50	10-20	5-10<
4.0 – 5.0	Tier 1	Tier 1	Tier 1	Tier 1	Tier 1	Tier 2
3.0 – 3.9	Tier 1	Tier 2	Tier 2	Tier 2	Tier 2	Tier 3
2.5 – 2.9	Tier 1	Tier 2	Tier 2	Tier 2	Tier 3	Tier 4
2.3 – 2.4	Tier 2	Tier 2	Tier 2	Tier 3	Tier 4	Tier 5
2.1 – 2.2	Tier 2	Tier 2	Tier 3	Tier 3	Tier 4	Tier 5
0.0 – 2.0	Tier 2	Tier 3	Tier 3	Tier 3	Tier 4	Tier 5

The DAF Gateway Review process provides for a series of focused, independent expert reviews, held at key decision points in a project’s lifecycle (as depicted in Table below - Application of Gateway Reviews and Health Checks under the DAF). The Gateway Reviews are appraisals of ICT and Digital projects/program, that highlight risks and issues, which if not addressed may threaten successful delivery.

Health checks assess whether a project is being managed effectively and assists those responsible for managing a project. Refer to Fig 5. for [Digital Assurance Framework 2024](#) – Section 3.3 for detail.

Figure 5.

Shaded boxes are mandatory. Blue boxes are Gateway requirements.

	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5	
	External review (by GCIDO), agency decision to proceed					
Planning Phases	Gate 0	Gateway review + GCIDO endorsement	Gateway review + GCIDO endorsement	Gateway review	Project sponsor-commissioned review	
	Gate 1	Gateway review + GCIDO endorsement	Gateway review + GCIDO endorsement	Gateway review	Project sponsor-commissioned review	Optional
	Gate 2	Gateway review + GCIDO endorsement	Gateway review	Project sponsor-commissioned review	Project sponsor-commissioned review	Optional
Delivery Phases	Gate 3	Gateway review + GCIDO endorsement	Gateway review + GCIDO endorsement	Project Sponsor-commissioned review	Optional	Optional
	Gate 4	Gateway review	Optional	Optional	Optional	Optional
	Gate 5 Tailored at Gate 2	Gateway review	Optional	Optional	Optional	Optional
	Gate 6	Gateway review	Gateway review	Project sponsor-commissioned review	Optional	Optional
Health Checks / Deep Dives / Rapid Assurance Review	External review	External review		Optional	Optional	

2.13 Developing the report

A review report is the key output of each gate. Each report must follow the report template and be written in a concise way that a third party could understand. Commentary should be included for each section, to support recommendations by the Review Team. Where possible, examples should be provided especially for items that require further work and action.

The review report lists recommendations, defined as either critical, essential or recommended. These should:

- Link to project milestones.
- Follow the SMART approach (S – specific; M – measurable; A – attainable; R – realistic; T – timely); and
- Align to the seven focus areas.

Reports will remain in Microsoft Word and named as per the following file naming protocol:

Project Name – Gateway Review Name – (DRAFT / FINAL) Report Ver 1-1



The review team leader emails all reports to the ICT Assurance Director.

2.14 Applicable NSW Policy

The Gateway Review process aligns with current NSW Government policy and strategies. Delivery Agencies should ensure projects meet the latest NSW Government policy and guidelines. Examples of these policies and guidelines include the current versions of:



- NSW Gateway Policy (TPG22-12)
- NSW Government Sector Finance Act 2018
- NSW Government Capability Framework
- NSW Government Cost Control Framework (CCF)
- NSW Treasury Guidelines for Capital Business Cases (TPP08-5)
- NSW Government Business Case Guidelines (TPG24-29)
- Asset Management Policy for the NSW Public Sector (TPP19-07)
- NSW Government Guide to Cost Benefit Analysis (TPG23-08)
- NSW Government Program Evaluation Guidelines (TPG22-22)
- NSW Government Benefits Realisation Management Framework (2018)
- NSW Public Private Partnership Policy and Guidelines (TPG22-21)
- NSW Government Procurement Policy Framework (April 2022)
- NSW Procurement Board Directions Enforceable Procurement Divisions
- Australian Government Assurance Reviews and Risk Assessment (Department of Finance)
- Digital Assurance Framework (Department of Customer Service)
- First Nations Investment Framework (TPG24-28)
- Carbon emissions in the Investment Framework (TPG24-34)

2.15 Gateway Review Framework




Gate 0 – Go / No Go				
Purpose	Determine if the project aligns with Government and Agency priorities and whether the identified service need has merit and warrants further consideration. Assesses if there are sufficient governance processes and resources available to support the development of a preliminary business case.			
Review Scope	<ul style="list-style-type: none"> • Affordability (ETC) • Government Priority • Criticality of service need / urgency • Strategic risk and compliance mitigation • Alternative solution • Whole of government impact / reuse /SDA 			
7 Focus Areas Emphasis  	Reviews will assess the focus areas through various lenses including:			
	Risk Management	Change and End Users	Benefits Management	Scope Management
	<ul style="list-style-type: none"> • Early identification of key risks, including risk for potential solutions/options and strategic risk • Outline risk management plans. 	<ul style="list-style-type: none"> • Stakeholder identification and end user input to service needs. 	<ul style="list-style-type: none"> • High level benefits identified and agreed • Benefits strategy, plan and register 	<ul style="list-style-type: none"> • Alignment with Government Policy and Priorities • Requirements and scope are clear • Alignment to business needs • Options analysis

Given the early stage of the project – assessment of the 7 focus areas will be limited and are considered for broader reference only by the review committee at this time.



Gateway Review Framework continued

Gate 1 – Strategic Alignment				
Purpose	Ensures the business needs for the initiative are clearly defined & aligned with strategic Imperatives, Investment Principles & Enterprise Architecture. Confirmation of Alignment to Government Enterprise Architecture.			
Review Scope	<ul style="list-style-type: none"> • Policy and business context • Business case and stakeholders • Risk management • Readiness for next phase • Alignment to Government Enterprise Architecture • Assessment of Cyber, Privacy and AI compliance requirements 			
7 Focus Areas Emphasis	Reviews will assess the focus areas through various lenses including:			
 	Risk Management	Change and End Users	Benefits Management	Scope Management
	<ul style="list-style-type: none"> • Early identification of key risks, including risk for potential solutions/options and strategic risk • Outline risk management plans. • Early Assessment of IA impact per NSW Assessment Guidelines • Cyber Security risk Profile documented and included in project scope 	<ul style="list-style-type: none"> • Stakeholder identification and end user input to service needs. 	<ul style="list-style-type: none"> • High level benefits identified and agreed • Benefits strategy, plan and register 	<ul style="list-style-type: none"> • Requirements and scope are clear • Alignment to business needs • Options analysis




Gateway Review Framework continued

Gate 2 – Business Case				
Purpose	<p>Ensures that the business case is robust & there are outline plans to realise benefits & align with Strategic Imperatives, Investment Principles & Enterprise Architecture.</p> <p>Confirmation of Alignment to Government Enterprise Architecture</p> <p>Funding model to operate is sustainable for whole of life</p> <p>Cyber, Privacy and AI implications are understood, and assurance addressed in the BC.</p>			
Review Scope	<ul style="list-style-type: none"> • Assessment of delivery approach • Business case and stakeholders • Risk management • Review of current phase • Readiness for next phase • Alignment to Government Enterprise Architecture • Assessment of Cyber, Privacy and AI compliance requirements 			
Health checks / Deep dives				
7 Focus Areas Emphasis	Reviews will assess the focus areas through various lenses including:			
  	Risk Management	Change and End Users	Benefits Management	Scope Management
	<ul style="list-style-type: none"> • Early identification of key risks, including risk for potential solutions/options and strategic risk • Updated risk management plans including Cyber, Privacy and AI • Early Assessment of IA impact per NSW Assessment Guidelines • Cyber Security risk Profile documented and included in project scope 	<ul style="list-style-type: none"> • Assessment of the change impact to all stakeholders 	<ul style="list-style-type: none"> • Benefits aligned to business case and agreed • Governance and plans for realising and delivering benefits • Updated Benefits management plan 	<ul style="list-style-type: none"> • Feasibility and options analysis to meet organisations needs and address government strategy


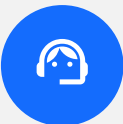
Gateway Review Framework continued



Gate 3 – Pre-execution				
Purpose	Assesses the procurement and tendering approach, identifies problems early in the project and ensure plans for the delivery of the project are in place.			
Review Scope	<ul style="list-style-type: none"> • Assessment of delivery approach • Business case and stakeholders • Risk management • Review of current phase • Readiness for next phase • Alignment to Government Enterprise Architecture • Approach maintains compliance with Assessment of Cyber, Privacy and AI compliance requirements 			
Health checks / Deep dives				
7 Focus Areas Emphasis  	Reviews will assess the focus areas through various lenses including:			
	Risk Management	Change and End Users	Benefits Management	Scope Management
	<ul style="list-style-type: none"> • Assessment of key risks • Key procurement and supplier risk • Stakeholder risks • Updated risk management plans • AI, Cyber and Privacy considerations have been costed into the delivery approach correctly 	<ul style="list-style-type: none"> • External (market) engagement and analysis 	<ul style="list-style-type: none"> • Benefits aligned to business case and agreed • Governance and plans for realising and delivering benefits • Deviations to agreed and planned benefits 	<ul style="list-style-type: none"> • Updated project scope including business change • Delivery plan defined and agreed

Gateway Review Framework continued

Gate 4 – Tender evaluation				
Purpose	Evaluates the solution & the preferred option prior to committing funds, ensuring that the project will be delivered effectively and checks requirements against milestones.			
Review Scope	<ul style="list-style-type: none"> • Assessment of the proposed solution • Business case and stakeholders • Risk management • Review of current phase • Readiness for next phase • Alignment to Government Enterprise Architecture • Approach maintains compliance with Assessment of Cyber, Privacy and AI compliance requirements 			
Health checks / Deep dives				
7 Focus Areas Emphasis   	Reviews will assess the focus areas through various lenses including:			
	Risk Management	Change and End Users	Benefits Management	Scope Management
	<ul style="list-style-type: none"> • Assessment of key risks • Key procurement and supplier risk • Updated risk management plans • Stakeholder & change risks • AI, Cyber and Privacy considerations have been costed into the delivery approach correctly 	<ul style="list-style-type: none"> • Change preparation and planning 	<ul style="list-style-type: none"> • Updated benefits strategy, realisation plan and register • Deviations to agreed and planned benefits • Benefits aligned to business case and agreed 	<ul style="list-style-type: none"> • Assessment of options to ensure they are still within scope

Gateway Review Framework continued

Gate 5 – Pre-commissioning				
Purpose	<p>Assesses whether the organisation is ready to adopt the solution to achieve the planned benefits stated in the business case and implement the change management required.</p> <p>Clearly defined sustainability of funding to deliver the system into the future in BAU including AI Monitoring, Cyber and Privacy checks</p>			
Review Scope	<ul style="list-style-type: none"> • Business case and stakeholders • Risk management • Review of current phase • Readiness for next phase • Cyber, privacy and AI compliance sign offs should be completed and the ongoing plan into operations clearly specified. 			
Health checks / Deep dives				
7 Focus Areas Emphasis  	Reviews will assess the focus areas through various lenses including:			
	Risk Management <ul style="list-style-type: none"> • Assessment of key risks • Key delivery and implementation risks • Updated risk management plans • Stakeholder & change management risks • AI Cyber and Privacy Compliance Signoff 	Change and End Users <ul style="list-style-type: none"> • Change, training and transition support 	Benefits Management <ul style="list-style-type: none"> • Achievability of planned benefits • Updated benefits strategy, realisation plan and register • Handover and measurement of benefits 	Scope Management <ul style="list-style-type: none"> • Confirmation project scope still meets business needs and acceptance criteria

Gate 6 – Closure Review				
Purpose	Assesses whether the anticipated benefits are being delivered, lessons learned have been considered and plans for ongoing improvements in value, service enhancements and performance are in place.			
Review Scope	<ul style="list-style-type: none"> • Review of Operating Phase • Ongoing Sustainability and financial viability • Business Case and Benefits • Plans to improve Value for Money • Review Organisational learning. • Readiness for future • Risk Management over AI, Cyber, Privacy into BAU 			
Health checks / Deep dives				
7 Focus Areas Emphasis	Reviews will assess the focus areas through various lenses including:			
 	Risk Management	Change and End Users	Benefits Management	Scope Management
	<ul style="list-style-type: none"> • Ongoing plans for risk management • Business continuity & operations risks • Ongoing cyber & information security risk • Updated risk management plans to include AI in BAU • Ongoing change management & stakeholder management risks 	<ul style="list-style-type: none"> • Continuous improvement • End user support 	<ul style="list-style-type: none"> • Assessment and measurement of the realisation of planned benefits • Planned future benefits • Measurement of benefits against the business case 	<ul style="list-style-type: none"> • Scope for improved value for money • Future needs and scope

3

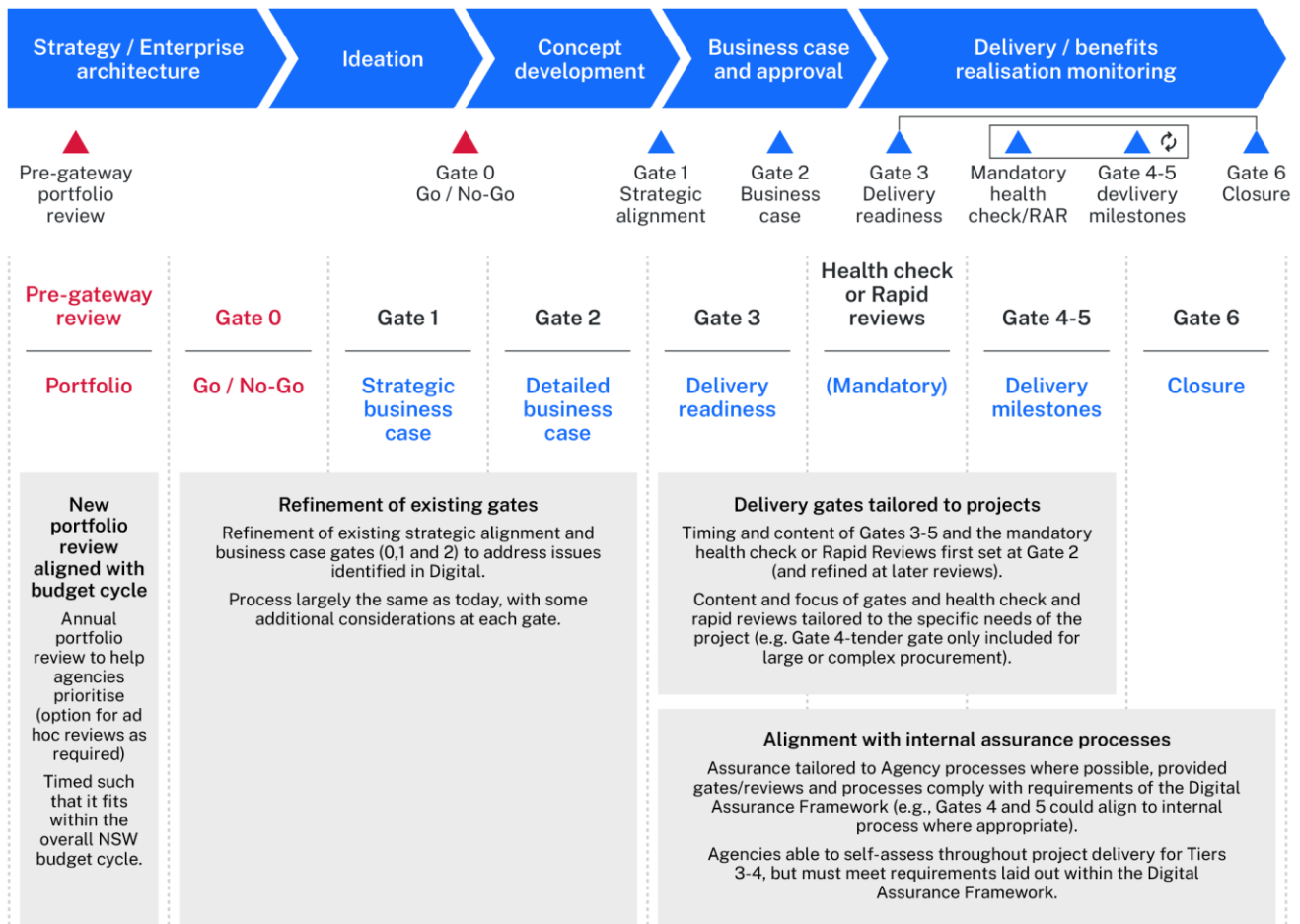
Part B: For Delivery (or Accountable) Agencies

Initiating and preparing for a Health Check Review

3.1 Key Gateways: Gate 0 – 2

Gate 0 – 2 are key Gateways as they serve to ensure investor assurance through a structured evaluation of a project's feasibility and potential for success. These are critical checkpoints where investor concerns about feasibility (Gate 0), planning (Gate 1), and potential returns (Gate 2) are addressed, ensuring that only the most promising projects move forward. This systematic evaluation builds investor confidence and helps mitigate risks associated with new projects. Refer to Fig 6. Overall Digital Assurance Framework – Introducing Gate 0 and Pre-Gateway Review.

Figure 6.



1. Gate 0: Justification

Purpose: To consider the alignment of the project with Government and agency priorities, the merit of the identified service need, and the governance and resources available to develop a Strategic Business Case.

2. Gate 1: Strategic Assessment

Purpose: To assess whether the project is aligned with the Government's and the agency's strategic plans and demonstrates that the service need should be addressed, proposing the best value means of servicing that need.

3. Gate 2: Business Case

Purpose: To evaluate the evidence that the proposed project is ready for funding, aligned with relevant policy, or other types of approval associated with the funding of the project. [e.g. DRF funding rules vs NPP]

Gate 0: Go/No-Go, includes a pre-Gateway Self-assessment tool for project teams and Agencies to use to prequalify into Gate 0 Assessment, a Pre-Gateway Self-assessment tool, is self-administered and will be automated with ETC threshold >\$10 million. Once prequalified, project team completes 2-page Gate 0 justification report, and this will be reviewed by independent Gate 0 committee. The outcome of the Gate will be a clear direction of Go/No Go decision to proceed into Gate 1: Strategic Business Case stage / Gate 2: Business case stage from Government. Projects may also receive directions on funding pathways available and will be advised by the Gate 0 committee on how to improve the future business case focus. Clearance of Gate 0 with a 'Go' designation only provides approval to continue to business case – it does not provide approval for funding.

Gate 1 is the ideation phase, Strategic Business case Gate. Gate 1 ensures the business needs for the initiative are clearly defined & aligned with strategic Imperatives, Investment Principles & Enterprise Architecture. Confirmation of Alignment to Government Enterprise Architecture. After a Gate 1 has been successfully completed and all material issues cleared. In most cases the Gate 2 is an important prerequisite for the approval and release of funding for the project. This is a strong investment control to help the Agency set up for success and ensure the government is well informed about the full cost and risk profile of the project as well as the key benefits that will be gained should the project go forward.

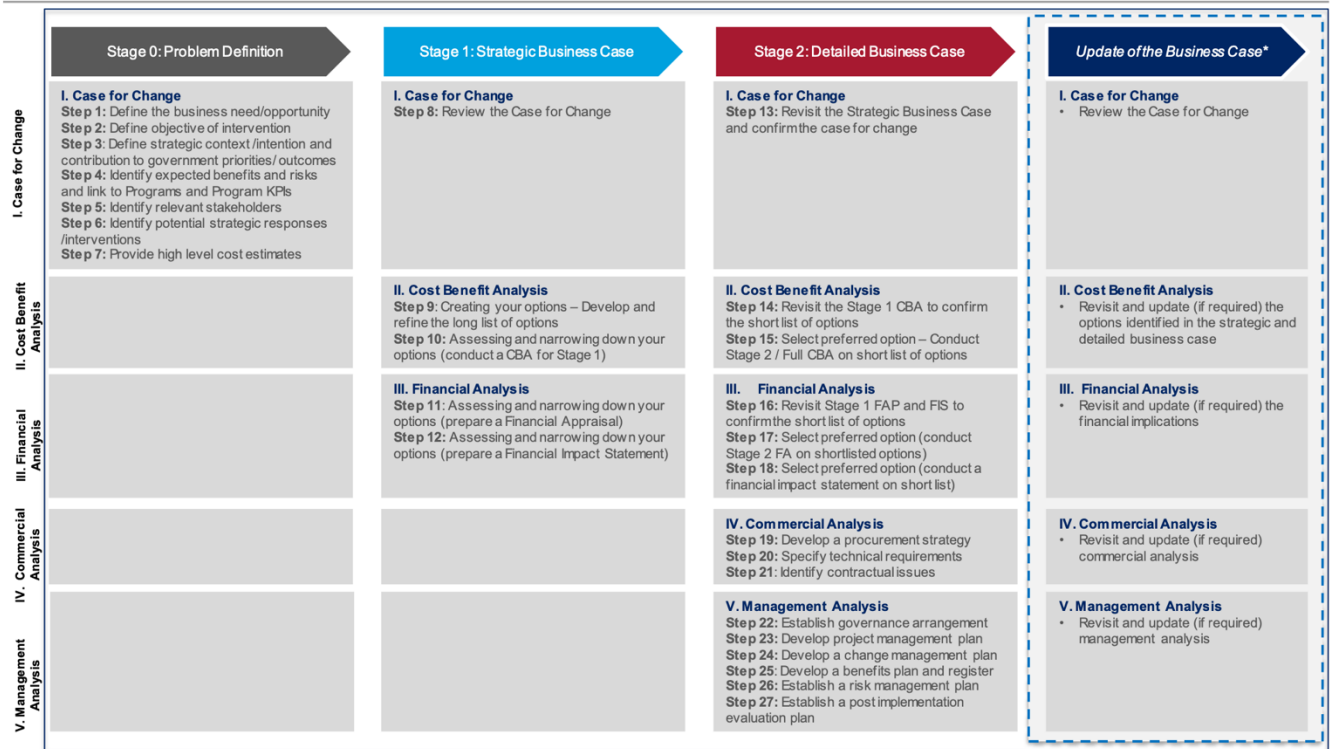
Gate 2 moves into the concept development phase, the Business Case Gate. The Gate 2 Gateway Review will assess whether the business case is robust and there are plans to realise benefits and align with Strategic imperatives, Investment Principles and Enterprise Architecture. Key areas of validation are:

- Demonstrated Alignment to Government Enterprise Architecture
- Funding model to operate is sustainable for whole of life
- Cyber, Privacy and AI implications are understood, and assurance addressed in the BC.
- The Gate 2 Review focuses on the detailed business case and the readiness of the project team to move to the next stage. The review leverages Treasury TPP18-06 to considers whether the business case is robust and meets the key criteria of set out in the TPP18-06. See guides on the NSW Treasury web site for further guidance

Note: Gate 3- 5 Gateway Review maybe subject to revision of business case.

Figure 7. Business Case Guidelines Overview (NSW Government Treasury)

Business Case Guidelines Overview



*These steps are recommended as updates post procurement once the preferred supplier has been identified

3.2 Initiating a Health Check Review

Entry Criteria

Prior to the review the project must be registered in the ICT portal– DSSA, this is a prerequisite for initiating a Health Check review. (It should be undertaken at least 6 weeks before initiating a Gate 2).

Engagement set up – 6 Weeks Prior to Review week

- 6 weeks prior to the Gateway commencement date, the Delivery (or Accountable) Agency checks readiness of the project for the Health Check Review and contacts the Gateway Coordination Agency (GCA).
- (Note the DCS Assurance team will also monitor the likely timeframe through the regular assurance catch ups each month.)
- GCA Review Manager (Digital Assurance) and Delivery (or Accountable) Agency confirm the Review Dates.
(Dates must consider key stakeholder availability including the Sponsor)
- GCA Review Manager appoints an independent Reviewer Team to the review. (As per the expert reviewer panel appointment process.)

Detailed Engagement Planning and TOR preparation

5. GCA Review Manager conducts a briefing with the Accountable Agency to gain a common understanding of the project's status, identify any supporting documentation required and provide guidance on how to complete the Health Check readiness checklist template.
6. The Accountable Agency complete the Health Check readiness checklist template with input from key Agency stakeholders. A draft Terms of Reference (ToR) is also completed at this time by the GCA Review Manager (Digital Assurance), this is shared with the Agency to refine. (The project sponsor to agree/sign off)
7. The Delivery (or Accountable) Agency provide the Reviewer Team with the readiness checklist and provide supporting documentation to the allocated secure shared drive location.

Preplanning With Independent Review team members

8. GCA Review Manager meets with the Independent Review Team to jointly review the Terms of Reference for the Health Check and if additional documentation is considered then the request can be made for this as well the key interviewees.

Planning formal Kick off

9. This starts with the kick-off meeting where the sponsor and delegates outline the project to be assessed and any key background needed to provide context.
 - High level run through of the Gateway process, roles and responsibilities
 - Documentation requirements are confirmed, and interview are scheduled and confirmed

Review Week

10. Interview week commences and the scheduled interviews are undertaken by the Gateways reviewers.

Entry criteria

- a. TOR Approved,
 - b. All documentation is loaded and available to the team,
 - c. All interviews are scheduled and confirmed, MS Teams Channel for Review teams set up and tested.
- Up to 18 interviews could be held over this time with the Independent Review team
 - The Review team complete the interviews and maintain feedback to the sponsor daily or as deemed appropriate.

Reporting

11. The draft findings are prepared using the Health Check reporting Template. Noting the Scope items need to all be addressed including core areas of focus.
 - The draft report is shared with Digital Assurance for initial QA
 - Sponsors debrief is undertaken to outline the findings – this is a confidential meeting directly with sponsor.
 - Report circulated to the Agency for fact check post Sponsor Debrief.
 - 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

Post Review - Within 4 weeks of report issue

13. Post Review Activities

- Record Critical and Essential issues for ongoing assurance follow up – note the Agency will need to provide adequate evidence of item closure.
- Critical rated items need to be closed before the clearance letter can be issued.
- This clearance can impact approval of funding
- Charge back to be completed and reviewer invoice payment completed

3.3 Health Check Review

The Delivery (or Accountable) Agency is responsible for initiating a Gateway Review at the appropriate time. Delivery (or Accountable) Agencies should seek authorisation from the Delivery (or Accountable) Agency's governance structure and the Gateway Review should be led by the Delivery (or Accountable) Agency's SRO.

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

A list of typical project documentation can be found in Section 7.13 Health Check Review: Typical Project Documentation.

3.3.1 Preplanning Planning Session Step 8

The preplanning session is set up by the GCA in coordination with the Delivery (or Accountable) Agency and Reviewer Team, to gain an overview of the project and provide guidance on documentation requirements.

The Delivery (or Accountable) Agency organises the venue and the GCA Review Manager issues diary invitations. The alignment (project briefing) session may be on site or via MS Teams.

3.3.2 Review Activities Steps 9 & 10

The Delivery (or Accountable) Agency prepares the draft check list and shares this with the GCA Review Manager (Digital Assurance) this is discussed and reviewed, and any further information is then requested to be loaded into the secure SharePoint site. As part of pre planning the independent review team may ask for additional information if it exists.

Interview week commences and the scheduled interviews are undertaken by the Gateways reviewers.

Entry criteria

- a. TOR Approved,
- b. All documentation is loaded and available to the team,
- c. All interviews are scheduled and confirmed, MS Teams Channel for Review teams set up and tested.

Up to 18 interviews could be held over this time with the Independent Review team – it is essential the entry criteria are all ready and complete as there is no time during the review week to wait or go back for items not ready at the start of the review.

3.3.3 Draft and final review report Steps 11 &12

The Reviewer Team reviews the report and submits a Final Draft Report to the GCA for review. The GCA reviews the Final Draft Report and seeks responses to the recommendations from the Delivery (or Accountable) Agency, along with any clarifications from the Delivery (or Accountable) Agency or Lead Reviewer. The Report is then finalised in accordance with the Digital Assurance Framework (DAF).

The Health Check Report only becomes final once the GCA has reviewed and approved the Report. The GCA will send a copy of the final Report to the SRO and it will be included in Assurance Cabinet reporting as required.

Recommendations from the Review are transferred to the GCA's Asset Management Assurance team to be actioned or closed-out as appropriate.

4

Part C: For the Reviewer

Conducting the Review

4.1 Health Check Approach

Health checks assess whether a project is being managed effectively and assists those responsible for managing a project. The Reviewer Team should use this workbook to guide an assessment of the project against the scope and objectives outlined in the Final Business Case and/or Benefits Realisation Plan and provide practical recommendations.

4.2 Health Check Review

The Reviewer Team conducts interviews with the Delivery (or Accountable) Agency and stakeholders (as required) to complete the final draft of the Health Check Report, writes recommendations and determines the final overall rating for the Report.

The Gateway Review includes:

- Project documentation released by the Delivery (or Accountable) Agency to the Reviewer Team as key evidence to support the review work – prior to the review fieldwork starting (2 weeks minimum.)
- A planning session, hosted by the Delivery (or Accountable) Agency, is attended by the Reviewer Team, agency SRO and the GCA Review Manager
- Review week and Interviews are undertaken with the Delivery (or Accountable) Agency team and a daily update is provided to the Sponsor
- Final Draft Report completed by the Reviewer Team for the GCA Review Manager, including any updates to the content, recommendations and review rating
- GCA manages responses from the Delivery (or Accountable) Agency to address the recommendations
- Finalisation of the Health Check Report by the GCA and issue of the Report to the SRO
- Close-out of the recommendations by the GCA's ICT Management Assurance team – part of the ICT Digital Investment and Assurance (IDIA) Unit.

4.3 Gateway Review reviewer team

For the Health Check Review, the GCA will appoint a Reviewer Team with a mix of skills and expertise. The Reviewer Team is expected to work collaboratively with the Delivery (or Accountable) Agency and take responsibility for producing a high-quality, well written Health Check Report using the appropriate template.

The Lead Reviewer and any member of a Review Team must be independent of the project. Reviewers must immediately inform the GCA of any potential or current conflict of interest that arises prior to or during the Review. The Reviewer's participation in the Review may preclude them, and their organisation, from participating in the project in any other capacity. For all Tier 1 projects, members must be high profile industry experts and independent of the NSW Government.

4.4 Review principles and behaviours

Throughout the Review, the Reviewer Team is expected to add real value to the project and IT asset by:

- Being helpful and constructive in conducting the Review and developing the Review Report
- Being independent, with the Review Report's recommendations not directed or influenced by external parties
- Adhering to any Terms of Reference provided by the GCA
- Providing a Review Report that clearly highlights substantive issues, their causes and consequences
- Providing specific and actionable recommendations that will guide and enhance project development.
- Gateway Reviews are not adversarial or a detailed assessment of management plans and project team deliverables. Poor or disrespectful behaviour will not be tolerated by the GCA.

4.5 Part C: Review communication protocols

Topic	Details
Report Confidentiality	<ul style="list-style-type: none"> Review Reports are primarily for the consideration and noting of the NSW Cabinet to assist them in making key decisions about the project or to take action as required. All Review Reports are marked “OFFICIAL: Sensitive - NSW Cabinet” and are submitted to Cabinet. All participants must keep all information, including documentation, confidential at all times. Review Team Members must not directly contact the agency or stakeholders without the permission of the GCA Review Manager.
Report Distribution	<ul style="list-style-type: none"> The Reviewer Team must not distribute copies of any versions of Review Reports directly to agencies, project teams or any other party. The Reviewer Team sends the final draft of the Review Report to the GCA for review and distribution. There is no ‘informal’ element to a Gateway Review or the Review Report, and action will be taken if a Review Report is distributed without permission of the GCA. The Reviewer Team may not keep any copies of any version of the Review Report, or supporting documents, following submission to the GCA.
Review Debrief	<ul style="list-style-type: none"> The GCA Review Manager and the Reviewer Team will agree on the process and timing to conduct a Review debrief with the Accountable Agency following the development of the Review Report. The GCA Review Manager will approve the agency representatives that attend the debrief and may attend the debrief. There is no ‘informal’ element to Gateway Reviews. A debrief to the SRO or any agency executive must not occur without the approval of the GCA representative.
Report Format	<ul style="list-style-type: none"> All Review Reports must include a document control table. All Review Reports must include a list of people interviewed by the Lead Reviewer. All versions of reports issued by the Reviewer Team to the GCA are to be in MS WORD format. The final Review Report issued to the Accountable Agency SRO is to be watermarked as ‘FINAL’ and issued in PDF.
Report Transmittal	<ul style="list-style-type: none"> The GCA is required to keep a record of all parties, noting the Review Report version, and to whom the reports are issued. Reviewers should minimise the use of hard copies of Accountable Agency documents and must not keep documents in any form following the Review.

4.6 Gateway review report

The primary output of a Gateway Review is a high-quality written report that is candid and clear, absent of errors and without contradiction and inconsistencies.

The primary purpose of the Review Report is to inform the NSW Cabinet of project status and issues, with recommendations so appropriate action can be taken.

The Review Team should utilise the appropriate Review Report template incorporating the Gateway Review Ratings and the Review Recommendations Table.

4.7 Coverage of Health Check review objectives

4.7.1 Health Check 1 review objectives

Health Check 1 review objectives	Applicable to this review		Review team assessment			Report reference
	Yes	No	Not met	Partially met	Met	
<i>Example: Objective 1. Assess whether the Business Case justification for the project was realistic.</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<i>e.g. Review team detailed findings 1. Business Case</i>
1. Provide insights into areas that may compromise completion of the next gate or reduce the likelihood or value of project outcomes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. Identify and independently assess and validate variations from agreed direction (i.e. Scope, objectives, benefits) since the last review.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. Maintain visibility of project risks and the appropriateness of project management and project governance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4. Confirm that the project remains aligned to the approved project outcomes and identified benefits.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5. Provide assurance that projects are being managed effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6. Confirm that all relevant whole-of-government ICT policies, standards and priorities have been considered.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Comments if review objectives are not applicable to this review						

4.7.2 Health Check 2 review objectives

Health Check 2 review objectives	Applicable to this review		Review team assessment			Report reference
	Yes	No	Not met	Partially met	Met	
<i>Example: Objective 1. Assess whether the Business Case justification for the project was realistic.</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<i>e.g. Review team detailed findings 1. Business Case</i>
1. Provide insights into areas that may compromise completion of the next gate or reduce the likelihood or value of project outcomes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. Identify and independently assess and validate variations from agreed direction (i.e. Scope, objectives, benefits) since the last review.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. Maintain visibility of project risks and the appropriateness of project management and project governance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4. Confirm that the project remains aligned to the approved project outcomes and identified benefits.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5. Provide assurance that projects are being managed effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6. Confirm that all relevant whole-of-government ICT policies, standards and priorities have been considered.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Comments if review objectives are not applicable to this review						

4.7.3 Health Check 3 review objectives

Health Check 3 review objectives	Applicable to this review		Review team assessment			Report reference
	Yes	No	Not met	Partially met	Met	
<i>Example: Objective 1. Assess whether the Business Case justification for the project was realistic.</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<i>e.g. Review team detailed findings 1. Business Case</i>
1. Provide insights into areas that may compromise completion of the next gate or reduce the likelihood or value of project outcomes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. Identify and independently assess and validate variations from agreed direction (i.e. Scope, objectives, benefits) since the last review.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. Maintain visibility of project risks and the appropriateness of project management and project governance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4. Confirm that the project remains aligned to the approved project outcomes and identified benefits.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5. Provide assurance that projects are being managed effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6. Confirm that all relevant whole-of-government ICT policies, standards and priorities have been considered.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Comments if review objectives are not applicable to this review						

5

Part D: Health Check Purpose and Report Process

5.1 Health Check Review Purpose and Process

Purpose

Health checks assess whether a project is being managed effectively and assists those responsible for managing a project.

- Health check 1 occurs after the Gate 2 review that ensures the Business Case is robust, with plans to realise benefits and meet whole-of-government ICT policies, standards and priorities, and before Gate 3, which assesses procurement and tendering approaches, any problems and delivery plans;
- Health check 2 occurs between Gate 4 and 5, after the solution and preferred option is assessed prior to committing funds, and before Gate 5, which assesses whether the delivery agency is ready to adopt the required solution and implement the change management required; and
- Health check 3 occurs after Gate 5 and before Gate 6, which assesses whether anticipated benefits are being delivered, lessons learned have been considered and plans to optimise value, service enhancements and performance are in place.

Health checks can also be requested as a response to specific issues such as:

- Change of project members;
- Material changes in structure or strategic environment;
- Agreed risk mitigations not reducing residual risk;
- Milestones not being met;
- A fundamental change in procurement strategy or scope;
- Prime contractor entering receivership;
- Variations from agreed direction; and
- When requested by the NSW Government.

Process

DCS ICT Assurance will appoint the Reviewer Team to undertake the review and oversee the completion of the Health Check Report, including the Report's recommendations and rating. DCS ICT Assurance and the Reviewer Team will participate in a planning session, which the agency will arrange along with any necessary further evidence (documentation), and key interviews required by the Reviewer Team.

The Health Check Report is in four parts:

- Project Context – a summary of the delivery outcomes of the project to time, cost, scope and benefits
- Executive Summary – a short and clear summary of the review results including the rating
- Summary of key findings set out key findings and their significance.
- Detailed Recommendations – actions the agency should take to improve the outcome of the project at this critical stage

The Report is to be completed in the template provided by DCS ICT Assurance.

The Report is submitted as Final Draft to DCS ICT Assurance by the Reviewer Team. It should be between 10 and 15 pages. On receipt of the Report, DCS ICT Assurance will:

- Review the Report, seek any clarifications required from the Reviewer Team, add or clarify recommendations and issue to the agency for fact checking and responses to recommendations.
- Issue the report for Fact Check to the Agency

Recommendations from the Review are transferred to DCS ICT Assurance to be actioned or closed-out as appropriate.

Health Check reviews does not substitute, negate or supersede any mandatory requirements, policies or guidelines set out by the relevant agencies, project sponsor or NSW Treasury in assessing project outcomes or benefits.

6

Glossary

Term	Definition
Accountable Agency	The agency accountable for the project at its current stage (may be more than one). In the instance where it is more than one, the GCA will assign the lead Accountable Agency responsibilities.
Assurance Reviews	Refers to Gateway Reviews, Health Checks and other reviews conducted under the Gateway policy.
Benefit Owner	The agency or role responsible for the realisation of the benefit.
Cabinet	Refers to the full Cabinet of the NSW Government and any relevant standing sub-committees of Cabinet.
Capital Project	A project primarily comprised of one or more of the following elements: <ul style="list-style-type: none"> • Design Documentation • Application Software • Platform Licences • Operational technology
Close-Out Plan	Document outlining actions, responsibilities, accountabilities and timeframes that respond to recommendations identified in Gateway, and Health Check and Deep Dive Final Review Reports.
Decision-Making	The Gateway, Health Check and Deep Dive Reviews inform decision-making by government. Government in this context refers to all parts of government including Delivery Agencies.
Deep Dive Reviews	Deep Dives Reviews are similar to a Health Check but focus on a particular technical issue informed by the Terms of Reference rather than the seven Key Focus Areas considered at a Health Check. These Reviews are generally undertaken in response to issues being raised by key stakeholders to the project or at the direction of the relevant Government Minister.
Delivery (or Accountable) Agency	The Government agency (also the Accountable Agency) tasked with developing and/or delivering a project at its stages in its lifecycle applicable under the Digital Assurance Framework (DAF) and the NSW Gateway Policy.
Digital Restart Fund (DRF)	The purpose of the Digital Restart Fund (DRF) is to accelerate whole of government digital transformation. It has been designed to enable iterative, multi-disciplinary approaches to digital/ICT planning, development and service provision and complements existing investment approaches in IDIA. https://www.digital.nsw.gov.au/funding/digital-restart-fund
Digital Assurance Risk Advisory Group (DARAG)	Made up of Chief Information/Digital Officers from every cluster and representatives from the ICT and Digital Assurance Branch from DCS. Responsible for supporting the operation of the DAF by providing advice to the Government Chief Information and Digital Officer (GCIDO) and the IDLG and for monitoring projects by taking a Whole of Government perspective.
Estimated To Complete (ETC)	The financial performance index and project management measure that shows you the remaining cost you expect to pay in order to complete a project.
Expert Reviewer Panel	Panel comprising independent highly qualified Expert Reviewers established to cover all aspects of Gateway Review needs.

Term	Definition
Gate	Particular decision point(s) in a project/program's lifecycle when a Gateway Review may be undertaken.
Gateway Coordination Agency (GCA)	The agency responsible for the design and administration of an approved, risk-based model for the assessment of projects/programs, the coordination of the Gateway Reviews and the reporting of performance of the Gateway Review Process, under the NSW Gateway Policy.
Gateway Policy	The NSW Gateway Policy sets out the key points along the project lifecycle important for providing confidence to the NSW Government that projects are being delivered to time, cost and in-line with government objectives.
Gateway Review	<p>A Review of a project/program by an independent team of experienced practitioners at a specific key decision point (Gate) in the project's lifecycle.</p> <p>A Gateway Review is a short, focused, independent expert appraisal of the project that highlights risks and issues, which if not addressed may threaten successful delivery. It provides a view of the current progress of a project and assurance that it can proceed successfully to the next stage if any critical recommendations are addressed.</p>
Health Check	Independent Reviews carried out by a team of experienced practitioners seeking to identify issues in a project/program which may arise between Gateway Reviews.
Key Focus Areas	A specific area of investigation that factors in Gateway Review deliberations.
NSW Assurance Portal	Online portal administered by the GCA for the management of DAF functions.
Program	<p>A temporary, flexible organisation created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organisation's strategic objectives. A program could be longer term and have a life that spans more than 1 year.</p> <p>Projects that form part of a program may be grouped together for a variety of reasons including spatial co-location the similar nature of the projects or projects collectively achieving an outcome. Programs provide an umbrella under which these projects can be coordinated.</p> <p>The component parts of a program are usually individual projects or smaller groups of projects (sub-programs). In some cases, these individual projects or sub-programs may have a different Project Tier to the overall program.</p>
Project	<p>A temporary organisation, usually existing for a shorter duration than a program, which will deliver one or more outputs in accordance with an agreed business case. Projects are typically delivered in a defined time period on a defined site. Projects have a clear start and finish. A particular project may or may not be part of a program.</p> <p>Where a project is delivered in multiple stages and potentially across varying time periods it is considered a 'complex project'. Refer to the definition for 'complex project'.</p>
Project Team	The Delivery Agency's assigned group with responsibility for managing the project through the Gateway Review.

Term	Definition
Project Tier	Tier-based classification of project profile and risk potential based on the project's estimated total cost and qualitative risk profile criteria (level of government priority, interface complexity, sourcing complexity, agency capability, technical complexity, change complexity and cyber security). The Project Tier classification is comprised of five Project Tiers, where Tier 1 encompasses projects deemed as being the highest risk and profile (Tier 1 – High Profile/High Risk projects), and Tier 5 with the lowest risk profile.
Review Team	A team of expert independent practitioners, sourced from the Expert Reviewer Panel engaged by the GCA to undertake a Gateway Review 1 to 5, Health Check or Deep Dive Review. <i>In the case of Gate 0 – a review committee performs the function of the review team.</i>
Review Team Leader (RTL)	<p>For Gates 1 to 6, Health Checks and Deep Dives the RTL is appointed by the GCA Review Manager and leads the independent Review Team for the Review. The RTL acts as Chair for the project briefing and interview days and has primary responsibility for delivering a high quality, consolidated Review Report using the appropriate template.</p> <p>The RTL acts as the point of contact between the Review Team and the GCA Review Manager. If agreed by the GCA Review Manager, the RTL may act as the liaison between the Review Team and the delivery agency's SRO and/or Project Director. The RTL provides the Review debrief to the GCA and the delivery agency's SRO on behalf of the Review Team.</p>
Review Team Member	For Gates 1 to 6, Health Checks and Deep Dives provides the benefit of their independent and specialist expertise and advice in the Review of the project, focusing on issues appropriate to the project's lifecycle stage and the level of development and delivery confidence. Each Review Team member participates in the project briefing and interviews, and contributes to the Review Report and recommendations.
Risk Review Advisory Group (RRAG)	A committee of the Gateway Coordination Agency (GCA) that reviews project registrations made by agencies in the NSW Assurance Portal and recommends a risk tier (being tier 1, 2, 3 or 4) to the GCA. RRAG is a multi-agency committee and its recommendation is based on a risk review conducted across four criteria, along with the Estimated Total Cost of the project.
Senior Responsible Officer (SRO)	The delivery agency executive with strategic responsibility and the single point of overall accountability for a project.

Acronyms

Abbreviation	Definition
CEO	Chief Executive Officer
CIO	Chief Information Officer
DARAG	Digital Assurance Risk Advisory Group
IDIA	ICT Digital Investment and Assurance (IDIA) Unit
IDLG	ICT And Digital Leadership Group
DCS	Department of Customer Service
DPC	Department of Premier and Cabinet
DRF	Digital Restart Fund
ERC	Cabinet Standing Committee on Expenditure Review
ETC	Estimated Total Cost
FBC	Final Business Case
GCA	Gateway Coordination Agency
GCIDO	Government Chief Information and Digital Officer
HPHR	High Profile/High Risk
DAF	Digital Assurance Framework
ICT	Information and Communications Technology

7

Additional guidelines material for Review Teams

7.1 Focus Areas

The review team should be mindful of the seven focus areas. The seven focus areas are a set of themes common across the project lifecycle that the NSW Government has determined as requiring assessment. They are referred to in the key review scope areas and are used in the review report.

Focus Area	Description
	<p>Affordability and value for money</p> <p>A clear case for change and consideration of technology and market options to show evidence that the proposed changes will be delivered to the highest quality within an acceptable time and at a competitive and affordable price. There must be sufficient financial, physical and human resource to deliver the project and expenditure of these resources must provide value for money over the project's life.</p>
	<p>Risk Management</p> <p>Risk to scope, cost, procurement, time and quality should be identified and managed, as should risks inherent to the nature of new or changing technology, such as data privacy and cyber security risks, use of AI, reputational risks and risks to continuity or quality of business services. Risk management plans must be developed.</p>
	<p>Governance</p> <p>Consideration of project governance (roles and responsibilities to deliver the project, resource allocation, time management and process management) and alignment with business-as-usual agency activities and broader NSW Government and stakeholder governance.</p>
	<p>Stakeholder Management</p> <p>Consideration of the stakeholders that may contribute to or be affected by new ICT environments and capabilities, including end-users, government staff, citizens, business service managers and executive owners, technology providers, and both government and external vendors and service providers.</p>
	<p>Change Management</p> <p>Consideration of how the change will affect stakeholders, expected acceptance or resistance and actions required to move to new ways of working.</p>
	<p>Service Delivery</p> <p>Consideration of the effect of new technology capabilities on business service delivery, such as more efficient business services; maintaining or improving service delivery, such as better access to government services; quality improvements; or enabling new services.</p>
	<p>Sustainability</p> <p>Considerations of benefits realisation planning and tracking; service transition planning and implementation; whether vendor management offices will be required; continuous improvement capabilities and solution road maps; and how data will be archived or retained to meet current and future legislative requirements and data migration requirements.</p>
<p>The Gateway Review Framework provides more details of the Gateway Review process.</p>	


Review teams should:

- Engage and meet with a Project Sponsor from the delivery agency prior to the review; and
- Where possible, engage early with the relevant agency’s project management office (PMO) to understand the project’s background and to adequately plan for interviews and required documentation.


7.2 Health Check 1: Business Case and stakeholders

Each numbered item below is an area to be probed.

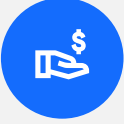

7.2.1 Does the Business Case demonstrate business need and contribution to the delivery agency’s business strategy?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• The project will meet business need, including priorities remaining where external factors might have an effect; and• Objectives and desired outputs remain aligned with the program to which it contributes, if appropriate.	

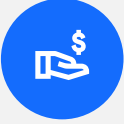
7.2.2 Is the preferred option still appropriate?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• Preferred option supported by assessment based on assumptions about interdependencies with other programs and projects, reliance on partners to deliver, availability of internal resources, etc.	



7.2.3 Is the preferred option likely to achieve whole-life value for money? Does the project demonstrate better value to the NSW Government or taxpayers over the life of the investment?

	Evidence expected	Status/Ref
 	<ul style="list-style-type: none"> • Bases for calculating costs (value of requirements) and comparison of delivery approaches (e.g. tenders) agreed with key stakeholders; • Updated Business Case based on full project definition, market assessment and initial benefits plan; • Delivery strategy reflected in Business Case; • Examination of sensitivities and financial implications of handling major risks; assessment of their effect on project return; • If the project is not designed to achieve a financial return, comparisons with similar projects used to assess the potential to achieve value for money and to set targets; • All costs and benefits assessed to determine the value of investment options; and • Staged implementation that enables evaluation before proceeding considered. • 	


7.2.4 Are the costs within budget? Is whole-life funding affordable and supported by stakeholders?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Reconciliation of projected whole-life costs with available budget, reviewed and accepted or approved by stakeholders; and • Project costs within organisation's forecasted spending plans. 	



7.2.5 Is the delivery agency still realistic about its ability to achieve success?

	Evidence expected	Status/Ref
 	<ul style="list-style-type: none"> • Comparison with similar projects and organisations; assessment of track record in achieving change; plans to manage known weaknesses; where applicable, plans for incremental/modular approaches; contingency plans; and • If the project traverses organisational boundaries, governance arrangements to align with business objectives of all organisations. 	



7.2.6 Is total project scope defined?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Updated total project scope including business change, where applicable. 	



7.2.7 Are security requirements identified?

 	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Security/information security teams engaged, with initial identification of potential requirements; Delivery agency's Cyber Security Standards, NSW Cyber Security Policy and NSW Cyber Security Incident Emergency Sub-Plan considered; Delivery agency's information management and asset management standards built into the design and/or contract; and <ul style="list-style-type: none"> Information Access Self-assessment Tool and the Privacy Self-assessment Tool are used to gauge whether the information governance systems and policies are compliant with privacy and information access requirements. 	


7.2.8 Are costs for appropriate cyber security protection included?

 	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Direct costs and indirect costs (integration with agency security environment, security testing/remediation and or any independent security reviews of the design (if relevant)) considered. 	



7.2.9 Are risks and issues relating to business change defined in an initial plan?

 	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Risks and issues relating to business change logged, with a management plan and owner for each; and Relevant impact assessment and appraisal undertaken for issues such as regulatory impact, sustainable development and environmental appraisal. 	



7.2.10 Do stakeholders support the project? Is the delivery agency committed with required skills and experience?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Documented involvement of and endorsement by stakeholders, including agreed roles and responsibilities; • Security represented as part of the project team and steering committee; and • Clarity around stakeholders that will approve security deliverables. 	


7.2.11 Are benefits understood and agreed with stakeholders? Is there an initial plan for realising and evaluating benefits?

	Evidence expected	Status/Ref
 	<ul style="list-style-type: none"> • Benefits are clearly stated; • Initial plan for realising and evaluating delivery of benefits shows costs offset by improved quality of service and/or savings over the project's expected life; • Critical success factors remain valid and agreed with stakeholders; and • Assessment of the risks that could influence benefit realisation included in Business Case alongside any relevant mitigation activities. 	


7.2.12 Is a change management plan being developed with affected business units?

	Evidence expected	Status/Ref
 	<ul style="list-style-type: none"> • A change management plan developed with stakeholders included, demonstrating the plans helps to understand stakeholders' views, organisational and business process implications and communication requirements. 	


7.2.13 How will changes across affected business areas within and external to the delivery agency be identified, assessed, communicated and managed?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Change management plan developed with stakeholders. 	


7.2.14 Have benefits changed in a way that could affect project value? Is there a strategy to plan and manage project benefits?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> An updated benefits realisation strategy and benefits realisation register. 	


7.2.15 Have resource capability and capacity requirements been assessed for production development and business readiness?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Capability and capacity assessment completed, and resources identified and secured. 	


7.2.16 Does the delivery strategy consider cyber security activities, resources and timing?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Consideration of cyber security activities, resources and their availability. 	


7.2.17 Are resources available to maintain momentum or address gaps in the multidisciplinary teams?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Resourcing strategy and plan appropriately aligned to the demand profile; and Witnessing stand-ups, etc. will demonstrate whether everyone who needs to be there attends. 	


7.2.18 How will emerging benefits (or dis-benefits) be captured and built into the Business Case?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Benefits management capture arrangements. 	


7.2.19 Are roles and responsibilities and authority delegations appropriately defined?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Clear organisational model shows roles and responsibilities; and • Review team able to assess how the structure works in reality through interviews or observation of the team. 	


7.2.20 Will service delivery teams, case workers, administrative staff and front-line staff undergo training?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Demand profile or similar outlines the skills and experience required; • Suitably qualified/experience external resources will address short-term skills gaps; and • Skills and knowledge transfer evidences collected (e.g.: train-the-trainer, training materials, Standard Operating Procedures (SOPs)). 	


7.2.21 Are appropriate business change management processes in place?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Product backlog is monitored and where tolerances exceeded, an appropriate escalation path in place. 	

7.2.22 Are business users sufficiently empowered to effect change if required?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Effectiveness of product managers in delivering change in the business. 	


7.2.23 How will progress be tracked, reported and, if required, corrected?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Backlogs are monitored, with evidence of realignment if required; • Earned value is properly measured; and • Timely reports/dashboard to the program board/steering group. 	


7.3 Health Check 1: Review of current phase

Each numbered item below is an area to be probed.


7.3.1 Is the project under control?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Project budget and timetable reports show project running to schedule and costs within budget. 	




7.3.2 Are the causes of deviations such as over or under-runs explained?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Reconciliations set against budget and time plan and in accordance with risk allowances. 	



7.3.3 What actions will prevent deviations recurring?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Analysis and plans in project management documentation are reviewed and updated. 	



7.3.4 Are all assumptions documented at Gate 2 verified?

  	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Log of outstanding assumptions and plans to verify them; where applicable, classed and managed as issues. 	



7.3.5 Is there adequate time to fix faults or arrangements to monitor and manage any slippage?

	Evidence expected	Status/Ref
 	<ul style="list-style-type: none"> • Allowance given to teams to remediate defects and refactoring; • Monitoring in place to assess progress; and • Controls in place to prioritise defect resolution alongside the development of new functionality. 	

7.3.6 Is an incremental planning approach overloading resource or schedule?

	Evidence expected	Status/Ref
 	<ul style="list-style-type: none"> • Monitoring of progress and backlog. 	


7.3.7 Is the budget under control? Is a higher spend burn rate required for developers/coders to maintain pace?

	Evidence expected	Status/Ref
 	<ul style="list-style-type: none"> • Examination of financial management data; • Evidence of regular financial data, ideally linked to each Sprint cycle; and • Reports considered at programme board/steering committee. 	


7.4 Health Check 1: Assessment of the delivery approach

Each numbered item below is an area to be probed.


7.4.1 Do all delivery options consider the delivery agency's business needs and address relevant government priorities?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• Examination and assessment of options, including the use of internal resources.	


7.4.2 Are business needs understood by the delivery agency and understood by the project team?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• Detailed output/outcome-based definition of requirements;• Key success factors show how achievement of outputs/outcomes will be assessed; and• Quality criteria developed.	



7.4.3 Are project outputs/outcomes accurately reflected in the requirement specification?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• Appropriate form of requirement specification reviewed and endorsed by stakeholders; and• Appropriate mechanism to articulate the requirement to potential suppliers, internal or external, quality assured to ensure suppliers understand requirements.	



7.4.4 Where appropriate, have options for procurement been evaluated, including sources of supply?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Appropriate sourcing options examined (e.g. use of internal resources, single or multiple suppliers; opportunities for collaboration, shared services, existing frameworks, etc.); • Decision to execute contract for an output or for part of building blocks or activities is soundly based; • Comparison with similar projects and analysis, supported by commercial intelligence on market capability; • Reasons for selecting sourcing options documented and justified; and • Supplier risks adequately considered. 	

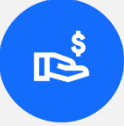
7.4.5 Will the project attract the market?

	Evidence expected	Status/Ref
 	<ul style="list-style-type: none"> • Detailed market soundings include examination of recent similar procurements or a commentary on the capacity of the market and the nature of likely suppliers; • Initial assessment of likely suppliers, market capacity to deliver and the competitive interest in the requirement; • If appropriate, assurance the organisation has adequate expertise and capacity to meet requirements; and <p>Analysis of potential variations or innovations.</p>	


7.4.6 Has the procurement approach been evaluated and does it comply with NSW procurement rules?

	Evidence expected	Status/Ref
 	<ul style="list-style-type: none"> • Related risks evaluated (such as impact on timescales and bid costs for suppliers), decision justified and documented; • Legal advice sought on procurement approach; • NSW procurement framework and processes followed, including: <ul style="list-style-type: none"> – Procurement policy; – Value for money; – Promotion of competition; – Sustainable procurement; – Corruption prevention, fairness and probity; • Probity advisors considered and/or employed; and • Information and cyber security implications considered and assessed in terms of potential suppliers and related costs (as applicable). 	


7.4.7 Is there a defined delivery strategy?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Delivery strategy clearly defined, showing reasons for selection and agreed with stakeholders; • Evidence that business continuity and future exit, handover and transition to business as usual (BAU) strategies considered; • Appropriate individuals involved in developing delivery strategy; • Reference architecture considers cyber security in its design; • Strategy includes: <ul style="list-style-type: none"> ○ Objectives, constraints, funding mechanism and risk allocation; ○ Delivery route, including sourcing option and contract strategy; ○ Procurement procedure (e.g. Competitive dialogue or negotiated); time needed for pre-procurement activities, implementation and contingency in the event of unavoidable slippage, with milestones; ○ Assessment of marketplace/potential suppliers; roles, resources and skills required; alignment with plans for implementation; ○ Relevant steps to manage information security and cyber security requirements, e.g. Independent testing; and • Procurement innovation and sustainability issues considered. 	


7.4.8 Have factors that influence the delivery strategy been addressed?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Factors influencing the delivery strategy considered; and • Evidence that efficiency and predictability of delivery process have been considered, including addressing impacts of any deviation from the plan and timetable, and communications with stakeholders and suppliers. 	


7.4.9 Will the delivery strategy facilitate communication and cooperation between stakeholders?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Communication strategy and support mechanisms in place; and • Evidence that the delivery strategy involves suppliers early to ensure design is informed by delivery, and includes performance indicators and a system for measuring performance. 	


7.4.10 Is there adequate knowledge of existing and potential suppliers and which are likely to succeed?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Adequate knowledge of existing and potential suppliers has been considered through commercial market intelligence, market sources and potential suppliers; • Assessment of similar size and complexity projects from public and private sector, including public sector's ability to work in this way; private sector track record in meeting similar or equivalent business need; and • Indications of suppliers most likely to succeed. 	


7.4.11 Is the contract management strategy robust?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Contract management strategy considers required intelligent customer skills, proposed relationships, management of single or multiple suppliers; and • Evidence of continuity of key project personnel. 	

7.4.12 Is the evaluation strategy (including how to demonstrate value for money) accepted by stakeholders and compliant with NSW procurement rules?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Evaluation criteria and model(s) approved by stakeholders, linked to business objectives and given appropriate weighting; • Financial and non-financial aspects of the evaluation separated; • Evaluation criteria included in information to potential tenderers and prioritised, where applicable (e.g. quality of service, innovation); • Where appropriate, evaluation benchmarks value for money offered by partnering, internal supplier or framework/call-off arrangement; • Consideration of contract duration in relation to value for money and whole-life costs; and • Consideration of acting on behalf of other public sector organisations as a central purchasing body. 	


7.4.13 Does the project meet whole-of-government ICT policies, standards and priorities?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • The agency self-assessment template showing compliance with whole-of-government ICT policies, standards and priorities. 	


7.5 Health Check 1: Risk Management

Each numbered item below is an area to be probed.


7.5.1 Are risks and issues identified, understood, financially evaluated and considered?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Major issues and risks regularly logged, including strategic, political, commercial, legislative issues. In addition: <ul style="list-style-type: none"> ○ Interdependencies identified, if applicable, with other projects within the program, or within and outside the organisation; ○ Risks relating to cyber security and information management security (where applicable) identified and related risk assessments completed; • Risks relating to system uptake/adoption identified; • Each risk assessed financially and included in Business Case either as sensitivity or a separate risk allocation; and • Assessment of all technical risks documented, such as build ability and risks associated with innovation. 	


7.5.2 Are there risk management plans?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Project risk management strategy in place, developed in line with best practice; • Risk management plans for each risk and responsibilities for managing each risk identified and allocated; approved by stakeholders; • Risk reporting process in place for upward referral of risks; and • Contingency and/or business continuity plans developed, if required. 	



7.5.3 Have all issues identified been satisfactorily resolved?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Issue and risk logs regularly reviewed by project team, with evidence of appropriate action. 	

7.5.4 Are external issues such as statutory processes, communications and environmental issues addressed?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> List of external issues and related stakeholders, with plans for each; and External relations plan developed and implemented as part of communications strategy. 	



7.5.5 Will staff be protected from burn out and what mitigation processes are proposed?

	Evidence expected	Status/Ref
 	<ul style="list-style-type: none"> Clear policy and understanding of the potential for burn out aligned to defined mitigation; and Details of individual tasking against time should be included (this may be interrogated in interviews). 	




7.6 Health Check 2: Business Case and stakeholders

Each numbered item below is an area to be probed.


7.6.1 Is the project still required?

	Evidence expected	Status/Ref
 	<ul style="list-style-type: none"> The project still aligns with strategic objectives, including NSW Government and delivery agency objectives; and External factors have not affected current priorities. 	




7.6.2 Is the Business Case complete?

	Evidence expected	Status/Ref
  	<ul style="list-style-type: none"> Updated Business Case reassessed against strategic, economic, financial, commercial and project management factors. 	



7.6.3 Does the preferred option meet the business need?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Key objectives revisited against final bid and proposed solution. 	


7.6.4 Has the most appropriate option been selected?

	Evidence expected	Status/Ref
  	<ul style="list-style-type: none"> Results of cost/benefit/risk analysis against final bid information, including sensitivity analysis. 	


7.6.5 Does the commercial arrangement represent value for money and quality over the life of the project?

	Evidence expected	Status/Ref
 	<ul style="list-style-type: none"> • Market assessment, other organisational benchmarks and previous experience gathered through research organisation such as Gartner; • Results of evaluation (including existing commercial arrangements); and • Where appropriate, assessment of supplier's funding arrangements. <p style="text-align: center;">—</p>	


7.6.6 Is the delivery agency realistic about their ability to manage the change?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Understanding of delivery agency's organisational culture; • Comparison with similar projects; • Acceptance and agreement of the change and adoption plans; and • Change management plan developed with and supported by stakeholders. • 	


7.6.7 Does the Full Business Case, when incorporating the delivery strategy, still demonstrate affordability?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Full Business Case incorporating bid information, including: <ul style="list-style-type: none"> ○ Changes from budgetary figures; ○ Returns and value re-calculated with new; ○ Benefits plan; ○ Costs compared with budget; and • Pre-tender estimates. 	



7.6.8 Is there an agreed benefits realisation plan?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Benefits management strategy and plans, including: <ul style="list-style-type: none"> ○ Critical success factors; ○ Individuals responsible for achieving benefits; ○ Agreed process for measuring and assessing benefit; ○ Data available on measurement baselines for benefits assessment; and • Post-implementation review plan identifies review points and benefits to be assessed. 	



7.6.9 Have suitable stakeholders, business and user representatives been involved? Have they approved the tender evaluation report and draft contract?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Involvement of stakeholders and business or user representatives in quality and proposal reviews, and evaluation team; • Approval by project board or steering committee; • Cyber security included in contract negotiation and signing; and • Delivery agency's information security team involved in meetings with potential suppliers. 	


7.6.10 Is there a change management and were affected business units involved?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Change management plan developed with stakeholders will assist in understanding stakeholder views, organisational and business process implications and communication requirements; and • Change management planning includes cyber security-related operational and support documentation, with evidence of success. 	


7.6.11 How will changes across affected business areas within and external to the delivery agency be identified, assessed, communicated and managed?

 	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Change management plan, developed with stakeholders. 	


7.6.12 Have benefits identified in the Business Case changed? Could this affect the value of the project?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Updated benefits realisation strategy and benefits realisation register. 	


7.6.13 Is there a strategy to plan and manage benefits?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Updated benefits realisation strategy and benefits realisation register; and • Evidence of identified benefits and the realisation of these benefits. 	


7.6.14 Has the preferred supplier's ability to meet delivery schedules and outcomes been verified?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Evidence and assessment of supplier's delivery schedule aligned to project delivery schedule. 	


7.6.15 How will the preferred supplier meet the project timeline and have the impacts of variations been assessed?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Evidence and assessment of supplier's delivery schedule aligned to project delivery schedule; and • Impact and risk assessment of identified variations. 	


7.6.16 Is any remaining development focused on the minimum viable product (MVP)?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Control of product backlogs. 	


7.6.17 Are delegations for decisions and budget defined?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Business Case or program initiation document (PID) indicates delegations for individuals and groups (Terms of Reference - ToR). 	


7.6.18 Will the live service operating model deliver the MVP?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Resource plan mapped against the operating model and required resourcing or the MVP. 	


7.6.19 Are business users empowered to effect change if required?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Effectiveness of product managers to deliver change in the business. 	


7.6.20 How will the service be continually developed? How will the delivery agency's portfolio of Digital by Default services grow?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Delivery agency and program policy/strategy; and Business Case. 	


7.6.21 Are business benefits being reviewed and tracked?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Benefits management arrangements reflect the changing environment. 	

7.6.22 Is enough time/resource allowed for product integration and operational readiness testing beyond testing carried out as part of development iterations?


	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Testing plan details the nature and rationale for planned testing; • The need for full system and end-to-end process testing is recognised, especially in multi-vendor environments; and • Test schedules do not assume success at first pass and allow time for faults identification and rectification. 	

7.6.23 Are end-users being adequately prepared for the transition to the new/redesigned digital service?


	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • User research and engagement; and • Communication strategy defines customers and end-users, and how they will be engaged with. 	

7.7 Health Check 2: Review of current phase


7.7.1 Is the project under control?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• Project running to schedule and budget; and• Recommendations from previous reviews actioned.	


7.7.2 What caused any deviations such as over or under-runs?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• Reconciliations set against budget and time plan.	


7.7.3 What actions will prevent deviations recurring in other phases?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• Analysis and plans documented and continually updated and reviewed.	


7.7.4 Have assumptions from previous reviews been validated?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• All assumptions validated; those that cannot are being examined and logged in risk register/issue management log and assessed and discussed with potential suppliers and partners; and• Documentation of any new assumptions.	


7.7.5 Have required organisational procurement and technical checks been carried out?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• Bid management review and approval processes;• Compliance with the NSW procurement policies;• An evaluation strategy, underpinning models and criteria followed; and• Sign-off within delivery agency (or whole-of-government level) for technical attributes if appropriate, e.g. CIO or Enterprise and Application Architecture Review; and for information security and cyber security attributes of the solution if appropriate, e.g. Chief Information Security Officer.	

7.7.6 Did the project team follow the delivery strategy?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Confirmation the delivery strategy and plan have been followed. 	


7.7.7 Were documents subject to quality review?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Quality review documentation. 	


7.7.8 Has the procurement process adequately managed probity issues?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Probity advisor or equivalent sign-off. 	


7.7.9 How does the project align with the NSW Government Sustainability Plan?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Consideration of how the project aligns with sustainability plans or policies where applicable. 	


7.7.10 If the project is replacing an existing system or ICT infrastructure how are NSW e-Waste policies considered?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Consideration of how the project aligns with sustainability plans or policies where applicable. 	


7.7.11 Does the project meet whole-of-government ICT policies, standards and priorities?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> A completed agency self-assessment template that assesses the project against relevant ICT policies, standards and priorities. 	


7.7.12 Can non-functional requirements (NFRs) be tested and is testing of NFRs provided for?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Origin and validity of NFRs should be readily assessable; and • Performance, volume and stress testing should be planned. 	


7.7.13 Can progress be tracked, reported on and corrected?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Backlogs are monitored with evidence of realignment if required; • Earned value is properly measured; and • Timely reports/dashboard to the program board/steering committee. 	


7.7.14 Are there legacy systems and plans to transfer data integrated?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Review of plans to establish viability of approach. 	


7.7.15 Is an incremental planning approach overloading resource or schedule?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Monitoring of progress and backlog. 	


7.7.16 What contingency plans and estimates are set out for those requiring non-digital services?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Evidence that where appropriate, a suitable non-digital solution is available. 	


7.7.17 Is change managed effectively?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Suitably detailed change management strategy and log (when, what, why and who). 	


7.7.18 What lessons have been considered from past or public releases?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• Systematic identification, capture, retention, and dissemination/use of lessons learned.	

7.7.19 What communications are planned for releases or live transition?


	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• NFRs scaled to likely consumer demand; and• Communications products addressing this, with consideration of any potential mismatch of surge demand.	

7.7.20 Is there a definition as to when releases cease, and operational support and maintenance becomes the norm?


	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• Support service handover arrangements and, if provided externally, timing and handover arrangements defined in contracts.	

7.8 Health Check 2: Assessment of the proposed solution


7.8.1 Does the proposed solution meet the business need?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• The delivery solution complies with all requirements including functional (business) and non-functional (technical and security) requirements; and• Consultation with stakeholders and specialist advisors (as applicable) during evaluation has achieved their acceptance of the proposed solution.	


7.8.2 Have suppliers or partners proposed alternative options in addition to a fully compliant bid?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• Assessment of options shows whether these are beneficial to the project and still within the scope.	


7.8.3 Will the proposed delivery solution deliver the business need described in the Full Business Case?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• Analysis shows the proposal is defined in business outcome terms, the delivery agency can achieve organisational and business process changes, the proposed solution and service levels will meet agreed business requirements.	


7.8.4 Has the proposed solution affected the strategy for business change?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• Updated plan for managing the business change based on the proposed solution, agreed by project board and agreed with users and stakeholders; and• Analysis of differences from original Business Case plan.	


7.8.5 Has the proposed solution affected the expectations of business benefits or changes to budgets?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• Updated benefit realisation plan with updated benefits and their owners;• Analysis of differences from original plan; and• Changes documented and agreed with users and stakeholders.	


7.8.6 Are delivery agency and supplier prepared for the development, implementation, transition and operation of any new services?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Proposed supplier development and implementation plans included in delivery solution and recommended to the project board; Delivery agency's implementation plan agreed with users or their representatives and stakeholders, e.g. staff training, changes in business processes; and Transition to business as usual and adoption plans agreed with users. 	


7.8.7 Has the proposed solution affected the strategy for business change?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Strategy for managing change agreed by all parties, including supplier. 	


7.8.8 Are responsibilities between parties and any contractual liabilities allocated?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Defined delivery agency and supplier organisation, personnel and responsibilities, with delivery agency internal relationships and interfaces with the supplier defined and reciprocal arrangements from supplier, including senior management roles; Where applicable, partnering arrangements defined; If a single supplier, how supply chain will be managed; If multiple suppliers, how the delivery agency will manage interfaces; Evidence of an integrated project team; and If the project traverses organisational boundaries on the delivery agency side, governance arrangements to align with business objectives of all organisations. 	


7.8.9 Are resources available for the supplier to fulfil contractual obligations?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Plan to implement contract, identifying quantity, type and quality of resources required; Formal management agreement of resource requirements, with key roles and personnel identified and in place; and Adequate plans and procedures for contract management, including availability of requisite skills and experience. 	

7.8.10 Have the technical implications been assessed, such as information assurance and security, impact of e-business and management of legacy systems?


	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Proposed solution is technically acceptable; • Information management, privacy of data and cyber security are considered; and • Full information lifecycle considered, e.g. retention of data, archiving requirements and data migration. 	

7.8.11 Does the project team have appropriate skills and experience to achieve the outcomes of the investment?


	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Plans for providing the required small to medium enterprise (SME) capability, with staff allocations to major roles; • Internal and external commitment to provide the resources required; • Job descriptions for key project staff; • Skills appraisal and plans for addressing any shortfall; • Access to external sources of expertise if required; and • Appropriate allocation of key project roles between internal staff and consultants or contractors. 	

7.9 Health Check 2: Risk Management


7.9.1 Are risk and issue management plans up-to-date?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Risk register and issue log regularly reviewed, updated and acted on; and • Project risk register documents cyber security risks for product and project. 	


7.9.2 Have major risks that arose during this phase been resolved?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Updated risk and issue management plans and risk register include risks associated with project resourcing and funding; team competencies; legislation; technical dependencies; users and stakeholders; • Owners of risks/issues assigned; • Client-side risk transfer plans, where applicable; and • Mitigation of risks identified during vulnerability and penetration testing. 	


7.9.3 Do business contingency and continuity arrangements and plans minimise the impact of major problems during implementation and rollout?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Business continuity and contingency plans agreed with stakeholders and suppliers or under development; • Supplier's continuity and contingency plans assessed; • Information assurance including risk assessment and management; and • Information security and cyber security practices and processes. 	


7.9.4 Does the contract reflect standard terms and conditions and (where applicable) appropriate allocation of risks?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Contracts comply with standard terms and conditions; • Any changes to standard terms and conditions assessed for their impact, legality and acceptability; and • Analysis of risk allocation proposed by supplier or partner versus expectations or the original rationale for project. 	

7.9.5 For longer-term service or partnering contracts, have the re-competition issues been considered?


	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• Plans for exit strategy at the end of the contract, with appropriate review points over the life of the contract to update these arrangements.	

7.9.6 Is the budget under control? Will a higher spend burn rate be required, e.g. for developers or coders to maintain pace?


	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• Examination of financial management data;• Evidence of regular financial data, ideally linked to each Sprint cycle; and• Reports considered at program board/steering committees.	

7.10 Health Check 3: Business Case and stakeholders


7.10.1 Is the project still viable?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Where relevant approval of changes to requirement defined at Gate 4; • Communications with stakeholders; • Project Board endorsement of: <ul style="list-style-type: none"> – Updated Business Case and benefits plans; – Evidenced reviews of the solution against the requirement; – Reconciliation of current government and organisation objectives with those defined at Gateway Review 4; and • Plans for modular/incremental implementation, where required. 	


7.10.2 Does the project meet business need?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Confirmation that the operational service or facility (or partnering contract, where applicable) is approved by stakeholders. 	


7.10.3 Is the Business Case still valid?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Updated project plan (and program plan if appropriate) and Business Case justifying implementation: <ul style="list-style-type: none"> ○ Meeting business need; ○ Likely to deliver value for money; ○ Affordable; and ○ Achievable, with implementation broken down into modules/increments where appropriate. 	


7.10.4 Are there changes between award of contract and completing of transition/testing that affect plans for business change?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Change management documentation for: <ul style="list-style-type: none"> – Impact analysis; – Products, design or operational changes; – Justified and approved changes; – Updated Business Case and benefit plan for the business change; and • Updated processes, procedures and activities. 	


7.10.5 Is the delivery agency ready for business change?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Agreed plans for business preparation, transition and operational phases and, where appropriate readiness of IT and/or new facilities; • Evidence of a change management plan, including evidence of stakeholder involvement in the completion of this plan; • The plan should demonstrate how your change management strategy assists in understanding key stakeholders' views, organisational and business process implications and communication requirements to ensure successful delivery; • Communications plan; • Informed and trained staff; and • A clearly defined service management function/organisation in place. 	


7.10.6 Can the delivery agency implement the new solution and maintain existing services?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Resource plan, showing: <ul style="list-style-type: none"> ◦ Capacity and capability; and • Resources available to meet commitments. 	


7.10.7 Does the project team have the appropriate skills and experience?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Internal and external commitment to provide the resources required; • Job descriptions for key project staff; • Skills appraisal and plans for addressing any shortfalls; and • Appropriate allocation of key project roles between internal staff and consultants or contractors. 	


7.10.8 Have projected benefits in the Business Case changed in a way that could affect the value of the project?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • An updated benefits realisation strategy and benefits realisation register. 	

7.10.9 Is there still a strategy to plan and manage project benefits?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • An updated benefits realisation strategy and benefits realisation register; and • Documented evidence of identified benefits and the realisation of these benefits. 	


7.10.10 Is there post go-live super user support available?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Defined support strategy and trained super users. 	


7.10.11 Is any remaining development focused on the MVP?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Control of product backlogs. 	


7.10.12 Are delegations for decisions and budget defined?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Business Case or program structure document indicates delegations for individuals and groups (ToR). 	


7.10.13 Does the live service operating model provide the resources to deliver the MVP?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Resource plan mapped against the operating model and required resourcing or the MVP. 	


7.10.14 Are business users empowered to effect change if required?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Effectiveness of product managers in delivering change in the business. 	


7.10.15 How will the service be continually developed? How will the delivery agency's portfolio of Digital by Default services grow?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> Delivery agency and program policy/strategy; and Business Case. 	


7.10.16 Are business benefits being reviewed and tracked?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• Benefits management arrangements reflect the changing Agile environment.	

7.10.17 Is enough time/resource allowed for product integration and operational readiness testing beyond testing carried out as part of development iterations?


	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• Testing plan details the nature and rationale for planned testing;• The need for full system and end-to-end process testing is recognised, especially in multi-vendor environments; and• Test schedules do not assume success at first pass and allow time for faults identification and rectification.	

7.10.18 Are end-users prepared for the transition to the new/redesigned digital service?


	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• The existence of user research and engagement; and• The existence of a communication strategy that defines who the customers and end-users are, and how they will be engaged.	

7.11 Health Check 3: Review of current phase


7.11.1 Does the total service or facility meet the acceptance criteria?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Justification and authorisation of any changes to original specification; and • Analysis of as-built/products to show how the solution complies with acceptance criteria. 	


7.11.2 Is the project running according to plan and budget?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Reconciliations of cost with budget and actual schedule with planned schedule; • Updated risk register and issue log; • Status reports for communication and external relations activities; • Reports on environmental performance, where applicable; • Compliance with statutory requirements (e.g. health and safety, data protection); • Contractual issues resolved and recorded; and • Compliance with security standards such as information assurance. 	


7.11.3 Have all stakeholder issues been addressed?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Progress reports completed and circulated as part of the communication plan for stakeholder information. 	


7.11.4 Have all new system, service, business process testing and commissioning or acceptance (or transition) procedures and activities been completed?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Commissioning/test plans, results and analysis of products against acceptance criteria; • Commissioning/test results conform to the pre-defined criteria; • Ratified test reports and logs; • Commissioning/testing team with relevant skills and experience; • Confirmed end-to-end testing, including changed or new business processes; • Testing considers future modules or deliverables; • Missing or incomplete items and agreed corrective action documented; and • Delivery agency's information security team consulted on the need for periodic (annual at a minimum) security reviews and testing. 	


7.11.5 Have all parties accepted relevant commissioning or test results and are action plans required?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Plans and procedures by supplier and delivery agency appropriate and accepted; • Testing methodologies and outcomes accepted; and • Information is secure with appropriate security protocols and practices for mitigation of information security and cyber security threats. 	


7.11.6 Are there workable and tested business contingency, continuity and/or rollback plans for rollout, implementation and operation?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Fully documented and timetabled decision paths for key aspects (e.g. go/no-go decisions on rollout) with decision-makers identified and informed; • Where appropriate, plans cover IT components and business processes; • Endorsement by project board and supplier; • Roles and responsibilities allocated and staff trained; • Commissioning/testing represented expected scenario(s); • Plans for transition to new ways of working and to business as usual, where applicable; • Plans for handover to facilities management, where applicable; • Training plans and relevant supporting material, if required; and • Plans for a user support helpdesk, where applicable. 	


7.11.7 Have all internal and external parties agreed change management plans, and plans for migration and data transfer; client and supplier implementation; and rollout?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • All required plans in the contract; • All parties, or their representatives, aware of and agreed responsibilities; • Where relevant, partnering agreement in place or planned; and • Shared understanding of the change control process. 	


7.11.8 Have any changes to the contract been forecast, recorded and approved?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Contractual basis for manage and operate contract reviewed and agreed; and • Contract documentation with appropriate authority for all changes since award, including rationale for the change. 	


7.11.9 Is the organisation ready to manage the contract in the operational environment?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Clarity of the future operational contract management team's current involvement; • Handover arrangements set out for knowledge and learning between provision of assets (where required) and contract management teams; • Identification of project team members who will be available to the contract management team over the first year of operation; and • Issues related to defects in the finished product identified with evidence of how these will be dealt with. 	


7.11.10 How does the project align with the NSW Government Sustainability Plan?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Consideration of how the project aligns with sustainability plans or policies where applicable. 	


7.11.11 If the project is replacing an existing system or ICT infrastructure are NSW e-Waste policies considered?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Consideration of how the project aligns with sustainability plans or policies where applicable. 	


7.11.12 Does the project meet whole-of-government ICT policies, standards and priorities?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • The agency self-assessment template showing compliance with whole-of-government ICT policies, standards and priorities. 	


7.11.13 Can non-functional requirements (NFRs) be tested and is testing of NFRs provided for?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Origin and validity of NFRs should be readily assessable; and • Performance, volume and stress testing is planned. 	


7.11.14 Can progress be tracked, reported and corrected?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Backlogs are monitored with evidence of realignment if required; • Earned value is properly measured; and • Timely reports/dashboard to the project board/steering committee. 	


7.11.15 If there are legacy systems, what are the plans to transfer data, integrate with them and exit them adequately?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Review of plans to establish viability of approach. 	


7.11.16 Is the incremental planning approach overloading resources or the schedule?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Monitoring of progress and backlog. 	


7.11.17 What are the contingency plans and estimates for those requiring non-digital services?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Evidence that where appropriate, a suitable non-digital solution is available. 	


7.11.18 Is change managed/controlled effectively?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Detailed change management strategy and log (when, what, why and who). 	


7.11.19 What lessons are considered from past or public releases?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none"> • Systematic and sound identification, capture, retention and dissemination of lessons learned; and • Evidence of lessons learned after implementation to address cyber security issues/threats? 	

7.11.20 What communications are planned for releases or live transition?


	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• NFRs scaled to likely consumer demand; and• Communications strategy addresses this, and potential mismatch of surge demand.	

7.11.21 Is there a definition for when releases cease, and operational support and maintenance becomes the norm?


	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• Support service handover arrangements are defined and, if external suppliers provide such support, the timing and handover arrangements defined in contracts.	

7.12 Health Check 3: Risk Management


7.12.1 Have the risks and issues identified at contract award phase been resolved?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• Risks satisfactorily resolved – no outstanding issues.	


7.12.2 Are risks and issues associated with implementation identified and managed?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• Risks satisfactorily resolved – no outstanding issues;• Remaining risks only associated with commissioning and service delivery; and• Risks fully quantified with appropriate risk management plans in place.	

7.12.3 If there are unresolved issues, what are the risks of implementing rather than delaying?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• Project risk management strategy in place, developed in line with best practice;• Assessment of all remaining issues and risks, with responsibility for management of residual risks defined;• Evaluation report on the risk and impact of cancelling, delaying or proceeding with implementation that considers:<ul style="list-style-type: none">– The project outcome and wider program of change;– Benefits realisation;– Consequences for all parties;– Other factors such as financial outcome, political issues, information security and delivery;• Any outstanding defects and closure plans;• Options and management plans for all scenarios and a recommendation based on sensitivity analysis; and• Project board has ratified the recommendation to delay or proceed with implementation.	

7.12.4 Is the budget under control? Will a higher spend burn rate be required, e.g. for developers or coders to maintain pace?

	Evidence expected	Status/Ref
	<ul style="list-style-type: none">• Examination of financial based management data;• Evidence of good financial data, ideally linked to each Sprint cycle; and• Reports considered at program board/steering committees.	

7.13 Health Check Review: Typical project documentation

7.13.1 Health Check 1: Typical project documentation

The review team should expect to receive evidence as noted below.

Governance, requirements, policy and resourcing

- A Business Case and initial plan for realising benefits;
- Specification of the project's expected outputs and outcomes;
- Well-developed requirements documentation, preferably as draft output-based specification or statement of requirements;
- Release plan for the Business Case;
- Product backlog populated with epics and stories;
- Environment impact assessment/statement;
- Governance arrangements (e.g. reporting lines, terms of reference, internal program reporting, steering committee reporting, etc.); and
- The agency self-assessment template showing compliance with whole-of-government ICT policies, standards and priorities.

Stakeholder engagement, change management and communications

- Change management plan;
- Updated communications strategy and plan; and
- Stakeholder management plan.

Quality Management

- Current and planned business/technical policies, strategies and constraints (e.g. health and safety standards; information assurance requirements such as security schedule).

Financial Management

- The project's costs to date set against budget;
- Financial appraisals;
- Economic appraisals; and
- Value management reports.

Procurement and commercials

- Asset strategy.

Risk Management

- Updated risk register, issue log and risk management plans.

Planning and control

- The delivery/acquisition approach and documented justification for the approach;

- Proposed implementation strategy for implementing the new service/works contract; and
- Set-up of a scrum board for Agile projects/commencement of stand-ups.

Benefits Management

- Benefits management plan and benefits realisation register.

7.13.2 Health Check 2: Typical project documentation

The review team should expect to receive evidence as noted below.

Governance, requirements, policy and resourcing

- Project management plan
- Full Business Case and benefits plans for each bid to confirm the delivery strategy and that the negotiated and agreed solution(s) remain within the original criteria;
- Governance arrangements;
- Active management of the product backlog and Sprint Backlog;
- Conducting Sprint planning, review and retrospective meetings; and
- The agency self-assessment template showing compliance with whole-of-government ICT policies, standards and priorities.

Stakeholder engagement, change management and communications

- Change management plan;
- Updated communications strategy and plan; and
- Stakeholder management plan; and
- Plans for handling future change.

Quality Management

- Information assurance documentation;
- Test strategies and plans; and
- Quality management plans.

Financial Management

- Financial assessment of the proposed respondent; and
- Confirmation of the funds and authority to proceed.

Procurement and commercials

- Tender documents;
- Contract documents;
- The operational requirement and draft contract;
- Proposal from the preferred respondent; and
- An evaluation report containing recommendation for the selected supplier or partner; justification of the selected supplier; details of close contenders and plans for debrief of unsuccessful suppliers.

Risk Management

- Strategies for managing the risks and issues, and plans and risk register showing that risks were identified and managed; and

- Updated risk register, issue log and risk management plans.

Planning and control

- The service management arrangements defining how services will be managed, how their performance is measured, and service management responsibilities for the client and supplier;
- The delivery strategy, including a procurement strategy if appropriate;
- Realistic plans from the supplier for development and implementation;
- Active management of the Scrum Board/holding stand-up's;
- Tracking of the Sprint Burndown Chart;
- Outline project plans through to completion and plans for the next phase; and
- An updated project time plan developed with the selected suppliers.

Benefits Management

- The benefit management strategy, benefit management plans and responsibilities for delivery.

7.13.3 Health Check 3: Typical project documentation

The review team should expect to receive evidence as noted below.

Governance, requirements, policy and resourcing

- An updated requirements definition with any changes agreed during the period;
- Updated Business Case and plans for benefits realisation that reflect the effect of any requirements changes, and the plans for service delivery;
- Close-out (if the project ends at implementation) and status reports and reconciliations for:
 - Adherence to statutory requirements;
 - Lessons learned during the project (if the project ends at implementation);
 - Governance arrangements for the management of the operational contract;
- Conduct and incorporate a release review and incorporate findings;
- Review of the product backlog v the original Business Case;
- Governance arrangements; and
- The agency self-assessment template showing compliance with whole-of-government ICT policies, standards and priorities.

Stakeholder engagement, change management and communications

- Close-out (if the project ends at implementation) and status reports and reconciliations for:
 - Communication and external relations;
 - Training plan; and
 - The plan for management of change, including expected changes to requirements over time.

Quality Management

- Close-out (if the project ends at implementation) and status reports and reconciliations for:
 - Environmental performance;
 - A plan for performance measurement;
 - Test plan and test reports; and
- Information assurance documentation (accreditation) and operational and maintenance instructions and warranties.

Financial Management

- Close-out (if the project ends at implementation) and status reports and reconciliations for:
 - Cost versus budget; and
 - Actual versus planned schedule.

Procurement and commercials

- Close-out (if the project ends at implementation) and status reports and reconciliations for:

- An assessment of contractual issues during the project to date;
- The updated contracts; and
- Service management and operations contracts.

Risk Management

- Close-out (if the project ends at implementation) and status reports and reconciliations for:
 - Risk management;
 - Updated risk register and issues log, including residual risks; and
 - Updated contingency and reversion plans.

Planning and control

- Close-out (if the project ends at implementation) and status reports and reconciliations for outline project plans through to completion and detailed plans for the next stage.

Benefits Management

- Close-out (if the project ends at implementation) and status reports and reconciliations for benefits management plan.

