

GATE 2 REVIEW GUIDELINE

Business Case

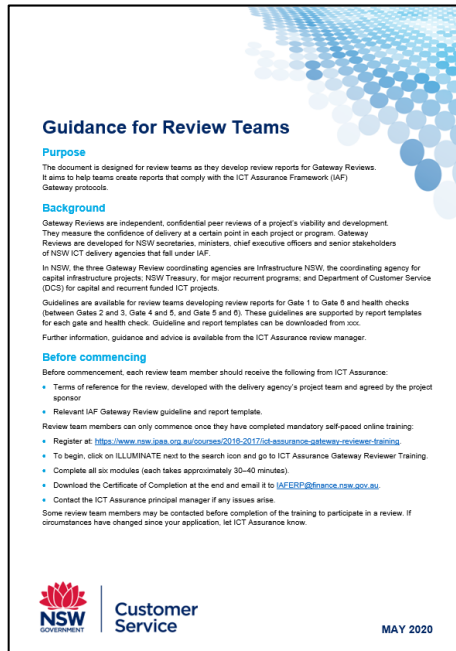


Customer
Service

JUNE 2020

About this guideline

This guideline assists review teams and delivering agencies working on Gate 2: Business Case of the ICT Assurance Framework (IAF) Gateway review process. It should be read alongside the 'Gate 2 Review Report' template and 'Guidance to Review Teams', both available from <https://www.digital.nsw.gov.au/policy/ict-assurance>.



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.

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.

PAGE 3	The Gateway Review process Purpose of the review Focus areas	PAGE 9	Topics to probe within each of the five key review scope areas: 1. Assessment of delivery approach 2. Business Case and stakeholders 3. Risk Management 4. Review of current phase 5. Readiness for next phase: Pre-execution
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The Gateway Review process

	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 1 Strategic Alignment	Ensures the business needs for the initiative are clearly defined and aligned with Strategic imperatives, Investment Principles and Enterprise Architecture.	<ul style="list-style-type: none"> • Policy and business context • Business case and stakeholders • Risk management • Readiness for next phase 	
	GATE 2 Business Case	Ensures that the business case is robust and there are plans to realise benefits and align with Strategic imperatives, Investment Principles and Enterprise Architecture.	<ul style="list-style-type: none"> • Assessment of delivery approach • Business case and stakeholders • Risk management • Review of current phase • Readiness for next phase 	
	GATE 3 Pre-execution	Assesses the procurement and tendering approach, identifies problems early in the initiative and ensures plans for the delivery of the initiative are in place.	<ul style="list-style-type: none"> • Assessment of delivery approach • Business case and stakeholders • Risk management • Review of current phase • Readiness for next phase 	
DELIVERY	GATE 4 Tender Evaluation	Evaluates the solution and preferred option prior to committing funds, ensuring that the initiative will be delivered effectively and checks requirements against milestones.	<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 	<ul style="list-style-type: none"> • Test leading indicators of problems to catch risks and issues early. • Ensure appropriate measures and checks are in place for ongoing assurance.
	GATE 5 Pre-commissioning	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.	<ul style="list-style-type: none"> • Business case and stakeholders • Risk management • Review of current phase • Readiness for next phase 	
	GATE 6 Post-implementation	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.	<ul style="list-style-type: none"> • Review of operating phase • Business case and benefits management • Plans to improve value for money • Plans for ongoing improvements in performance and innovation • Review of organisational learning and maturity targets • Readiness for the future: Plans for future service provision 	

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Potential for multiple or recurrent health checks and milestone reviews

Purpose of the review - Gate 2: Business Case

This Guideline supports Gate 2: Business Case. This Gate assesses whether:

- The Business Case is robust;
- There are outline plans to realise benefits;
- All relevant whole-of-government ICT policies, standards and priorities have been considered; and
- The Business Case aligns with NSW Treasury Business Case guidelines (TPP 18-06 or latest as applicable).

This Gate 2: Business Case review is designed to:

- Confirm the full Business Case;
- Confirm the objectives and desired outputs of the project align with the program to which it contributes;
- Ensure the delivery strategy is robust and appropriate;
- Ensure the project's plan to completion is detailed and realistic, including any contract management strategy;
- Ensure project controls and organisation are defined, financial controls in place and resources are available;
- Confirm funding availability;
- Confirm the development and delivery approach and mechanisms are still appropriate and manageable;
- Confirm appropriate project performance measures and tools;
- Confirm there are plans for risk management and issues management (business and technical) and that these will be shared with suppliers and/or delivery partners;
- Confirm quality procedures are applied consistently since the previous review;
- Confirm compliance with IT and Information Security requirements and standards;
- Confirm organisational resources and capabilities will be available for future phases;
- Confirm the stakeholders support the project;
- Evaluate actions to implement recommendations from earlier reviews;
- Confirm if stakeholder, change management and communications plans are adequate;
- Ensure the project has a formal active governance structure with escalation hierarchy;
- Confirm detailed cost/benefit analysis with contingencies considered; and
- Ensure a strategy to plan and manage the benefits the project will deliver.

This guideline details topics to be assessed and the evidence the review team should expect, across key review scope areas:

- Assessment of delivery approach;
- Business Case and stakeholders;
- Risk Management;
- Review of current phase; and
- Readiness for next phase: pre-execution.

These key review scope areas will help to structure the Gate 2 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.

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, 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>

The Gateway Review Framework provides more details of the Gateway Review process

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.

The Gateway Review Framework

	Gate 1 – Strategic Alignment	Gate 2 – Business Case	Gate 3 – Pre-execution	Gate 4 – Tender Evaluation	Gate 5 – Pre-commissioning	Gate 6 – Post-implementation
Purpose	Ensures the business needs for the initiative are clearly defined & aligned with strategic Imperatives, Investment Principles & Enterprise Architecture	Ensures that the business case is robust & there are outline plans to realise benefits & align with Strategic Imperatives, Investment Principles & Enterprise Architecture	Assesses the procurement and tendering approach, identifies problems early in the project and ensure plans for the delivery of the project are in place	Evaluates the solution & the preferred option prior to committing funds, ensuring that the project will be delivered effectively and checks requirements against milestones	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	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"> Policy and business context Business case and stakeholders Risk management Readiness for next phase 	<ul style="list-style-type: none"> Assessment of delivery approach Business case and stakeholders Risk management Review of current phase Readiness for next phase 	<ul style="list-style-type: none"> Assessment of delivery approach Business case and stakeholders Risk management Review of current phase Readiness for next phase 	<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 	<ul style="list-style-type: none"> Business case and stakeholders Risk management Review of current phase Readiness for next phase 	<ul style="list-style-type: none"> Review of operating phase Business case and benefits management Plans to improve value for money Plans for ongoing improvements in performance and innovation Review of organisational learning and maturity targets Readiness for the future: Plans for future service provision
7 focus areas emphasis						
Reviews will assess the focus areas through various lenses including:						
Risk 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"> Early identification of key risks, including risk for potential solutions/options and strategic risk Updated risk management plans 	<ul style="list-style-type: none"> Assessment of key risks Key procurement and supplier risk Stakeholder risks Updated risk management plans 	<ul style="list-style-type: none"> Assessment of key risks Key procurement and supplier risk Updated risk management plans Stakeholder & change risks 	<ul style="list-style-type: none"> Assessment of key risks Key delivery and implementation risks Updated risk management plans Stakeholder & change management risks 	<ul style="list-style-type: none"> Ongoing plans for risk management Business continuity & operations risks Ongoing cyber & information security risk Updated risk management plans Ongoing change management & stakeholder management risks
Change & end users	<ul style="list-style-type: none"> Stakeholder identification and end user input to service needs 	<ul style="list-style-type: none"> Assessment of the change impact to all stakeholders 	<ul style="list-style-type: none"> External (market) engagement and analysis 	<ul style="list-style-type: none"> Change preparation and planning 	<ul style="list-style-type: none"> Change, training and transition support 	<ul style="list-style-type: none"> Continuous improvement End user support
Benefits Management	<ul style="list-style-type: none"> High level benefits identified and agreed Benefits strategy, plan and register 	<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"> 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 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"> Achievability of planned benefits Updated benefits strategy, realisation plan and register Handover and measurement of benefits 	<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
Scope Management	<ul style="list-style-type: none"> Requirements and scope are clear Alignment to business needs Options analysis 	<ul style="list-style-type: none"> Feasibility and options analysis to meet organisations needs and address government strategy 	<ul style="list-style-type: none"> Updated project scope including business change Delivery plan defined and agreed 	<ul style="list-style-type: none"> Assessment of options to ensure they are still within scope 	<ul style="list-style-type: none"> Confirmation project scope still meets business needs and acceptance criteria 	<ul style="list-style-type: none"> Scope for improved value for money Future needs and scope



Conducting a Gateway Review

	Step 1 – Initiate	Step 2 – Prepare	Step 3 – Conduct	Step 4 – Report
WHAT	<ul style="list-style-type: none"> Register project Confirm risk tier and assurance plan Agree review dates Draft and approve terms of reference 	<ul style="list-style-type: none"> Nominate and agree review team Draft review team agreements Project documents uploaded to SharePoint by agency Coordinator Interview logistics completed by agency Review team briefed by assurance team 	<ul style="list-style-type: none"> Planning meeting Interviews held Daily Sponsor feedback sessions End-of-review Sponsor debrief 	<ul style="list-style-type: none"> Review team draft and issue report to ICT Assurance/Sponsor Sponsor reviews report and completes close-out plan and Sponsor comments Review team and ICT Assurance validate Sponsor input Issue final report Issue clearance letter Survey completed by Sponsor and review team Invoicing and charge-back
WHO	<ul style="list-style-type: none"> ISSI Working Group Sponsor, Project Director / Manager (agency) Assurance Director, Principal Manager, Case Officer (DCS) 	<ul style="list-style-type: none"> Sponsor, Project Director / Manager, Coordinator (agency) Assurance Director, Principal Manager, Case Officer (DCS) Review team 	<ul style="list-style-type: none"> Sponsor, Project Director / Manager, Coordinator (agency) Interviewees including project stakeholders, Treasury, end-users, third parties Assurance Director, Principal Manager, Case Officer (DCS) Review team 	<ul style="list-style-type: none"> Sponsor, Project Director / Manager, Coordinator (agency) GCIDO Assurance Executive Director, Director, Principal Manager, Case Officer, Finance (DCS) Review team
WHEN	 Varied	 Up to 4 weeks	 1–3 weeks	 1–3 weeks

Assessing risk in ICT 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.

As project risks or complexities can change, each gate or health check should reassess project risk and complexity by reviewing risk and issue logs, specifically that:

- Inherent and residual ratings are provided for all risks and issues;
- All risks and issues have action plans, with owners and dates against each action;
- Each action plan and seniority of owner reflects the significance of the risk or issue; and
- All dates must be in the future (if an action is late then a revised action plan should be documented).

If the risk tier needs to be changed or the assurance plan updated, this must be discussed with the Project Sponsor, with any change in tier requiring Government Chief Information and Digital Officer (GCIDO) endorsement under the terms of the IAF.

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

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.

1. Assessment of delivery approach

Each numbered item below is an area to be probed.

1.1 Have all relevant options for delivery been investigated and considered the business needs and relevant government priorities?



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

1.2 Are the business needs understood by the delivery agency and by those involved in delivery?



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 Appropriate quality criteria applied to information for the delivery agency (internal or external). 	

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



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

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



Evidence expected	Status/Ref
<ul style="list-style-type: none"> Assessment of the project against relevant whole-of-government ICT policies, standards and priorities, as defined in self-assessment template available from ICT Assurance. 	

1.5 Are the factors that influence delivery addressed?



Evidence expected	Status/Ref
<ul style="list-style-type: none"> Key factors influencing the delivery strategy have been considered; and Efficiency and predictability of delivery process have been considered, including a to address any deviation from the delivery strategy, including communication with stakeholders and suppliers. 	

1.6 Will the delivery strategy facilitate communication and cooperation between all parties involved?



Evidence expected	Status/Ref
<ul style="list-style-type: none"> Communication strategy and support mechanisms in place; Delivery strategy includes: <ul style="list-style-type: none"> Early involvement of suppliers to ensure design is informed by the delivery process; and Defined performance criteria with key performance indicators and a system for measuring performance. 	

1.7 Is the delivery strategy appropriate and defined and agreed with stakeholders? Will Agile methodologies (if appropriate) be considered?



Evidence expected	Status/Ref
<ul style="list-style-type: none"> • Evidence of which delivery methodology is appropriate – Waterfall, Agile, or Hybrid; • If Agile, consideration of Agile values, principles, tools and techniques: <ul style="list-style-type: none"> – Processes to review and respond to feedback, continue to improve, and adapt to change; – Research to inform the evolution of the service; – Methods to prioritise requirements and features to ensure the service meets users’ needs; – Decision-making and approval processes; – Engagement plans for each stakeholder; – Plans to share information, collaborate and troubleshoot issues; – Use of communication to increase collaboration and transparency; and – An understanding of the maturity levels of the organisation to utilise an Agile methodology, and what change is required to maximise this methodology. 	

1.8 Is the culture of the organisation ready?



Evidence expected	Status/Ref
<ul style="list-style-type: none"> • Staff from project teams to board level aware of the implications the delivery methodology (e.g. through training and regular communications); • Reporting and governance structures within the team and stakeholders; and • Evidence of organisational capability and discipline. 	

1.9 Do stakeholders understand the delivery strategy, including resource commitments and governance arrangements?



Evidence expected	Status/Ref
<ul style="list-style-type: none"> • High level of understanding, training and awareness of key stakeholders; • Roles and responsibilities clarified; • Participants trained to start development, e.g. product owner; • Ramifications such as empowered staff and evolving/changing requirements considered; and • Decision-making framework in place and stakeholders aware. 	

1.10 Have the implications of time, cost and resources been considered?



Evidence expected	Status/Ref
<ul style="list-style-type: none"> • Outline costs of delivery strategy considered against delivery requirements; • Full priced costing model; • Understanding of what other business as usual activities team members are working on; and • Recognition that plans are developed iteratively. 	

1.11 Do stakeholders understand that some development may be discarded or some approaches may change?



Evidence expected	Status/Ref
<ul style="list-style-type: none"> • Recognition of disposal of early iterations is accepted and that longer-term planning is not always possible. 	

1.12 If more than a single development methodology is required does the organisation have the capability and capacity to manage simultaneous developments?



Evidence expected	Status/Ref
<ul style="list-style-type: none"> • Resourcing plans clarify what resources are available and their role; • Capacity and capability should be subject of challenge; and • Enough trained team members to work on multiple developments. 	

1.13 Is the development in line with the wider change portfolio?



Evidence expected	Status/Ref
<ul style="list-style-type: none"> • Comparison of the plans with a wider change portfolio/strategy. 	

2. Business Case and stakeholders

Each numbered item below is an area to be probed.

2.1 Does the Business Case align with the TPP18-06 or latest?

Evidence expected	Status/Ref
<ul style="list-style-type: none"> Evidence of alignment with NSW Treasury guidelines. 	

2.2 Is full Business Case valid and does it demonstrate business need and contribute to the delivery agency's business strategy?

Evidence expected	Status/Ref
<ul style="list-style-type: none"> Confirmation the project will meet business need, with priorities retained where external factors might have an effect; and Confirmation the objectives and outputs still align with the program to which it contributes, if appropriate. 	

2.3 Is the preferred option still appropriate?

Evidence expected	Status/Ref
<ul style="list-style-type: none"> Confirmation of the preferred option, supported by indicative assumptions about factors such as interdependencies with other programs and projects, reliance on partners to deliver, availability of internal resources, etc. 	

2.4 Will the preferred option achieve whole-life value for money?

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 stakeholders; Business Case updated based on full project definition, market assessment and initial benefits plan; Delivery strategy incorporated; Examination of sensitivities and financial implications of handling major risks; assessment of their effect on project return; If project not designed to achieve a financial return, comparisons with similar projects to assess the potential to achieve value for money; Consideration of all costs and benefits in determining the value of investment options; and Consideration of staged implementation that enables evaluation before proceeding. 	

2.5 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 key stakeholders; and Project costs within organisation's forecasted spending plans. 	



2.6 How have costs and associated contingencies been assessed?

Evidence expected	Status/Ref
<ul style="list-style-type: none"> • Costs and contingency align with project complexity; • Independent assessment and relevant benchmarking undertaken; and • Budgeting for costs relating to assurance reviews. 	



2.7 Are costs for cyber security protection included?

Evidence expected	Status/Ref
<ul style="list-style-type: none"> • Cyber security costs included in product cost, and indirectly included through integration with delivery agency security environment, security testing/remediation or independent security reviews of design (if relevant). 	



2.8 Is the delivery agency 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 the business objectives of all organisations. 	



2.9 Is there a clear definition of the total project scope?

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



2.10 Are risks and issues relating to business change understood? Is there an initial plan to address these issues?

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 issues considered, such as regulatory impact, sustainable development and environmental appraisal. 	



2.11 Are ICT security requirements been identified?

Evidence expected	Status/Ref
<ul style="list-style-type: none"> • Preliminary identification of potential requirements from security teams; • Agency Cyber Security Standards, NSW Cyber Security Policy, NSW Cyber Security Incident Emergency Sub-Plan all considered; and • Consider the NSW Government information management and asset management standards. 	

2.12 Do stakeholders support the project? Is the delivery agency still 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. 	

2.13 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 clearly stated; Initial plan for realising and evaluating benefits, showing costs offset by improved quality of service and/or savings over the project's expected life; Critical success factors for the project still valid and agreed with stakeholders; An updated high-level benefits realisation strategy and benefits realisation register; and Documentation of any dis-benefits and how these will be managed. 	

2.14 Is there a process for managing organisational change?



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

2.15 How have affected business units been involved developing the change management plan?



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

2.16 How will changes within and external to the delivery agency be identified, assessed, communicated and managed?



Evidence expected	Status/Ref
<ul style="list-style-type: none"> Evidence of a stakeholder and communications management plan developed with stakeholders. 	

2.17 Is there a formal ICT project governance process? Does the Project Sponsor endorse the governance process?



Evidence expected	Status/Ref
<ul style="list-style-type: none"> Documented terms of reference and governance process documents; Effective decision-making and escalation processes; Consideration of a Cyber Security Officer in the steering committee; and Governance incorporates monitoring, aligns with delivery agency corporate strategy and ICT strategy. 	



2.18 Are roles and responsibilities and authority delegations defined?

Evidence expected	Status/Ref
<ul style="list-style-type: none"> Organisational model shows roles and responsibilities; Interviews and/or observation of the team confirms whether this model will work; and Stakeholders aware of their approval responsibilities including security deliverables. 	



2.19 Is staff training been considered and planned?

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 shortage; and Skills and knowledge transfer considered. 	



2.20 Are appropriate change management processes in place?

Evidence expected	Status/Ref
<ul style="list-style-type: none"> If using Agile methodology, product backlog regularly monitored and where tolerances exceeded, an appropriate escalation path in place; and Steering committee terms of reference outline the change management function. 	



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

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



2.22 How will progress be tracked and corrective action taken?

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. 	



2.23 Is the Business Case supported by adequate and relevant documentation?

Evidence expected	Status/Ref
<ul style="list-style-type: none"> Documentation aligns with typical project documentation section below. 	



2.24 Does the Project Sponsor have capacity to dedicate and be effective on this project?

Evidence expected	Status/Ref
<ul style="list-style-type: none"> Project Sponsor included in governance structure and resource estimates; and Project Sponsor understands their role and responsibilities. 	

3. Risk Management

Each numbered item below is an area to be probed.

3.1 Are major 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 risks. In addition: <ul style="list-style-type: none"> Interdependencies identified, if applicable, with other projects within the program or programs within and outside the organisation; Risks relating to cyber security and information management security (where applicable) identified and assessments undertaken; Risks relating to system uptake/adoption identified; Risks assessed financially and included as sensitivity or a separate risk allocation; Assessment of technical risks documented, such as build ability and risks associated with innovation; and Risks related to experience and readiness in using the delivery methodologies. 	

3.2 What are the Risk Management plans?



Evidence expected	Status/Ref
<ul style="list-style-type: none"> Project risk management strategy developed in line with best practice; Risk management plans and person responsible for each risk identified and approved by stakeholders or appropriate governance, e.g. Chief Information Security Officer or similar, and agency audit and risk committee; Risk reporting process in place for upward referral of risks; Contingency and/or business continuity plans developed if required; and Budget for specialised services allocated, e.g. accreditation of suppliers, independent security or testing services considered as appropriate. 	

3.3 Have all issues been satisfactorily resolved?



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

3.4 Are external issues such as statutory, communications environmental issues addressed?



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

3.5 Will staff be supported to avoid burnout?



Evidence expected	Status/Ref
<ul style="list-style-type: none"> Measures in place to support staff wellbeing. 	

4. Review of current phase

Each numbered item below is an area to be probed.

4.1 Is the project under control?



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

4.2 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, and in accordance with risk allowances. 	

4.3 What actions will prevent deviations recurring in other phases?



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

4.4 Are there any assumptions documented at Gate 1 that have not been 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. 	

4.5 Does the budget support the project burn rate?



Evidence expected	Status/Ref
<ul style="list-style-type: none"> Financial reporting linked to each Sprint cycle; and Analysis of backlog and burndown chart. 	

5. Readiness for next phase: Pre-execution

Each numbered item below is an area to be probed.

5.1 Is the project plan for the remaining stages realistic?



Evidence expected	Status/Ref
<ul style="list-style-type: none"> Objectives, deliverables and milestones for the next stage defined and signed off by stakeholders; Recommendations from Gate 1 actioned; and Cyber security activities, resources and availability considered. 	

5.2 Are the project's timescales reasonable?



Evidence expected	Status/Ref
<ul style="list-style-type: none"> Timescales to meet business and legislative needs verified with internal stakeholders and suppliers; Comparisons with similar projects; Where appropriate, evidence of compliance with NSW Government procurement rules; and Analysis of the effects of slippage that will affect the project (e.g. procurement costs) and suppliers (e.g. bid costs), with supporting sensitivity analysis. 	

5.3 Is there adequate time to fix faults? How will slippage be monitored?



Evidence expected	Status/Ref
<ul style="list-style-type: none"> Allowance for teams to undertake defect remediation and refactoring; Monitoring to assess progress; Controls to prioritise defect resolution alongside the development of new functionality; and Spring planning adequately covers time to fix defects. 	

5.4 Have activities been defined and resourced for the next phase?



Evidence expected	Status/Ref
<ul style="list-style-type: none"> Plan showing roles, responsibilities, training requirements, internal and external resources, skills requirements and any project management mentoring resources available; Involvement from a business, end-user and technical perspective; Delivery strategy identifies key review and decision points, including preliminary reviews; and Appropriate standard form of contract identified as the baseline for later adaptations as required. 	



5.5 Does the project team have appropriate skills, experience and capacity?

Evidence expected	Status/Ref
<ul style="list-style-type: none"> • Capability and capacity assessment completed, and resources identified and secured: <ul style="list-style-type: none"> – Requisite skills available in the project team, and access to external expertise as appropriate; – Requirements for intelligent customer capabilities, where appropriate, and plans to implement; – Project relationships such as team working and partnering considered, with a plan to implement where appropriate; – Internal and external resource requirements; – Job descriptions for key project staff; – Skills audit undertaken and plans for addressing any shortfall; – Contract management staff identified to join the procurement team early to understand the procurement’s intent and processes; and – Appropriate allocation of key project roles between internal staff and consultants or contractors. 	

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



Evidence expected	Status/Ref
<ul style="list-style-type: none"> • The resourcing strategy and plan is appropriately aligned to the demand profile; • Witnessing stand-ups, etc. will demonstrate whether everyone who needs to be there attends; • All relevant resources have been costed into project budget; and • Need to replace resources considered. 	

5.7 Are procurement procedures and strategies proposed?



Evidence expected	Status/Ref
<ul style="list-style-type: none"> • Related risks such as impact on timescales and bid costs for suppliers considered, decision justified and documented; • Legal advice sought on any procurement approach; • Procedures align with NSW procurement framework policy and processes and relevant ISO standards; and • Probity advisors considered/employed. 	

5.8 Are end-users adequately prepared for transition?



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. 	

5.9 Are there plans to transfer, integrate with, and exit data from existing systems?



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



5.10 Can external dependencies be effectively fed into development work?

Evidence expected	Status/Ref
<ul style="list-style-type: none"> • Coordinated approach to dealing with external dependencies. 	



5.11 Is status reporting and related artefacts set up for the next phase?

Evidence expected	Status/Ref
<ul style="list-style-type: none"> • Status reports and other reporting tools and artefacts such as burn-down charts and scrum boards for Agile projects. 	

Gate 2 Review: Typical project documentation

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

Governance, requirements, policy and resourcing

- A completed full Business Case;
- Specification of the project's expected outputs and outcomes;
- Well-developed requirements documentation, preferably as draft output-based specification or statement of requirements;
- Project management plan;
- Governance and Project management framework;
- A release plan for the Business Case (Agile);
- Product backlog populated with epics and stories (Agile); and
- Alignment with whole-of-government ICT policies, standards and priorities - agency self-assessment template.

Stakeholder engagement and change management

- Change management plan;
- Communications 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); and
- Updated quality management plan.

Financial Management

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

Procurement and commercials

- Asset strategy;
- Updated procurement plan; and
- Proposed implementation strategy for implementing the new service/works contract.

Risk Management

- Updated risk register, issue log and risk management plans; and
- Feasibility/options analysis.

Planning and control

- Delivery/acquisition approach and documented justification for the approach;
- Environment impact assessment/statement;
- Set-up of a Scrum Board for Agile projects/commencement of stand-ups; and
- Burn-down charts set up for Agile projects.

Benefits Management

- Updated benefits management plan
- Updated benefits realisation register.

Post implementation evaluation

- Project evaluation plan.