Digital NSW | DSIA

Gate 1 Review Report: Strategic Alignment

Project Name

September 2024

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| --- |
| Revision history |
| **Revision date** | **Version status** | **Author** | **Version no.** |
| [Enter date] | Draft | [Enter Author] |  |
| [Enter date] | Final draft | [Enter Author] |  |
| [Enter date] | Final | [Enter Author] |  |

# About this report

This report represents an independent review undertaken on behalf of the NSW Government and administered by the Department of Customer Service (DCS).

This report is delivered to DCS by the review team, then submitted to the Expenditure Review Committee (ERC). In examining the report, the ERC acknowledges the review team’s recommendations to the agency. DCS routinely reports on progress against these recommendations to ERC.

DCS also provides this report to the agency’s Project Sponsor for action. The Project Sponsor is expected to report to DCS on progress against the recommendations in accordance with the Digital Assurance Framework.

The report is strictly confidential and classified as NSW GOVERNMENT SENSITIVE.

|  |
| --- |
| **Square-bracketed text provides guidance or indicates the information to be added. It should be deleted before submitting the report.** |

**Project and review team information**

|  |  |
| --- | --- |
| **Program**  | [Program name]  |
| **Project name**  | [Project name]  |
| **Delivery agency**  | [Agency name]  |
| **Project Sponsor**  | [name of Project Sponsor]  |
| **Status of report**  | DRAFT Version [x]/ FINAL  |
| **ICT Assurance team**  | [name, Director] [name, Principal Manager][name, Case Officer] |
| **Review dates**  | Briefing [dd month YYYY] Interviews [dd – dd month YYYY] |
| **Review team leader**  | [Insert name of team leader]  |
| **Review team**  | [Insert name of team member] [Insert name of team member][Insert name of team member] |
| **Previous review**  | [Insert review type] [Insert dates][Insert Delivery Confidence Assessment – DCA] |

## Scope of the review

The Gate 1: Strategic Alignment review assesses whether the project’s business needs are clearly defined and aligned with strategic imperative, investment principles and enterprise architecture.

It is part of an overall Gateway Review Framework and measures progress and recommendations in terms of seven focus areas for ICT projects in NSW. Details of these seven focus areas and the ratings used in this report are included in the appendices.

[Refer to the Gateway Framework (review scope) and address scope areas listed in the Terms of Reference and the purpose and conduct of the Gate 1 review detailed in the Gate 1 Guideline].

Specifically, this review has…

# Delivery confidence assessment and summary

|  |  |
| --- | --- |
| Delivery confidence assessment against ratings in Appendix E2 – Delivery confidence level definitions | [Insert status using delivery confidence assessment definitions in Appendix E2 – Delivery confidence level definitions] |
| [Provide a summary of no more than two pages that articulates the review team’s view of the likelihood of the project’s successful delivery and identifies issues that influence delivery confidence. This is top-level only; include additional evidence and recommendations in the body of the report.Consider using the following structure:* Describe the project/program, key deliverables, timeframes and costs;
* Reason for review;
* Review outcome:
* Demonstrated good practice;
* Areas for improvements/concerns;
* Findings against the agency self-assessment template in terms of compliance with existing strategies and policies;
* Explanations on confidence-rating/likelihood of project success;
* Summary of key recommendations; and
* Indication if the registered Project Tier needs to be changed (new)].
 |

# Summary of report recommendations

The review team has prioritised its recommendations as below.

Rating descriptions can be found at Appendix E1 – Report recommendations ratings.

|  |
| --- |
| **Recommendation 1** |
| [Enter Recommendation] |
| **Rating** | [Select rating] |
| **Target date for completion** | [Select a date] |
| **Response activity** | [Enter response activity] |
| **Responsibility** | [Enter responsibility] |
| **Focus area (Appendix F)** | [Select focus area] |
| **Recommendation 2** |
| [Enter Recommendation] |
| **Rating** | [Select rating] |
| **Target date for completion** | [Select a date] |
| **Response activity** | [Enter response activity] |
| **Responsibility** | [Enter responsibility] |
| **Focus area (Appendix F)** | [Select Focus Area] |
| **Recommendation 3** |
| [Enter Recommendation] |
| **Rating** | [Select rating] |
| **Target date for completion** | [Select a date] |
| **Response activity** | [Enter response activity] |
| **Responsibility** | [Enter responsibility] |
| **Focus area (Appendix F)** | [Select Focus Area] |
| **Recommendation 4** |
| [Enter Recommendation] |
| **Rating** | [Select rating] |
| **Target date for completion** | [Select a date] |
| **Response activity** | [Enter response activity] |
| **Responsibility** | [Enter responsibility] |
| **Focus area (Appendix F)** | [Select Focus Area] |
| **Recommendation 5** |
| [Enter Recommendation] |
| **Rating** | [Select rating] |
| **Target date for completion** | [Select a date] |
| **Response activity** | [Enter response activity] |
| **Responsibility** | [Enter responsibility] |
| **Focus area (Appendix F)** | [Select Focus Area] |
| **Recommendation 6** |
| [Enter Recommendation] |
| **Rating** | [Select rating] |
| **Target date for completion** | [Select a date] |
| **Response activity** | [Enter response activity] |
| **Responsibility** | [Enter responsibility] |
| **Focus area (Appendix F)** | [Select Focus Area] |
| **Recommendation 7** |
| [Enter Recommendation] |
| **Rating** | [Select rating] |
| **Target date for completion** | [Select a date] |
| **Response activity** | [Enter response activity] |
| **Responsibility** | [Enter responsibility] |
| **Focus area (Appendix F)** | [Select Focus Area] |
| **Recommendation 8** |
| [Enter Recommendation] |
| **Rating** | [Select rating] |
| **Target date for completion** | [Select a date] |
| **Response activity** | [Enter response activity] |
| **Responsibility** | [Enter responsibility] |
| **Focus area (Appendix F)** | [Select Focus Area] |
| **Recommendation 9** |
| [Enter Recommendation] |
| **Rating** | [Select rating] |
| **Target date for completion** | [Select a date] |
| **Response activity** | [Enter response activity] |
| **Responsibility** | [Enter responsibility] |
| **Focus area (Appendix F)** | [Select Focus Area] |
| **Recommendation 10** |
| [Enter Recommendation] |
| **Rating** | [Select rating] |
| **Target date for completion** | [Select a date] |
| **Response activity** | [Enter response activity] |
| **Responsibility** | [Enter responsibility] |
| **Focus area (Appendix F)** | [Select Focus Area] |

# Next Assurance Review

[Include next review type, timing, areas to be covered and/or milestone/s to be achieved.]

# Comments from Project Sponsor

[Insert comments here]

# Detailed findings against key review scope areas

Cross reference the recommendations to the reference numbers from the ‘Summary of report recommendations’. Note that only key findings need to be detailed; it is not expected to document responses to all the expected evidence.

Add a key review scope area rating (high, medium, low) where applicable using the rating definitions in Appendix E3.

## Policy and business context

[Insert brief paragraphs setting out key findings, highlighting:

* Demonstrated good practice;
* Areas for improvements/concerns;
* Consideration of whole-of-government ICT policies, standards and priorities;
* Recommendations linked to areas of improvement; and
* Key review scope area rating: [Choose an item.]
* Alignment to Government Enterprise Architecture
* Assessment of Cyber, Privacy and AI compliance requirements]

## Business Case and stakeholders

[Insert brief paragraphs setting out key findings, highlighting:

* Demonstrated good practice;
* Areas for improvements/concerns;
* Recommendations linked to areas of improvement; and
* Key review scope area rating: [Choose an item.]

## Risk Management

[Insert brief paragraphs setting out key findings, highlighting:

* Demonstrated good practice;
* Areas for improvements/concerns;
* Recommendations linked to areas of improvement; and
* Key review scope area rating: [Choose an item.]

## Readiness for next phase – Business Case

[Insert brief paragraphs setting out key findings, highlighting:

* Demonstrated good practice;
* Areas for improvements/concerns;
* Recommendations linked to areas of improvement; and
* Key review scope area rating: [Choose an item.]

# Appendix A – Project background

## Aims of the project

[Insert two or three paragraphs on the key aims of the project.]

## Driving force for the project

[Describe why the project came into existence and/or is necessary. Consider, for example, the deficiency, need, issue, political imperative or opportunity that instigated the project. Also state the program to which the project contributes, if applicable.]

## Procurement/delivery status

[Describe how far the procurement process has progressed within the project.]

## Current position regarding previous assurance reviews:

[Describe which assurance reviews have already taken place on the project.

Note whether existing recommendations have been implemented and, if not, comment on the justification for any alternative course of action. If not in place, please indicate the reason and expected date of approval.]

Appendix D summarises recommendations, progress and status from the previous Gateway.

# Appendix B – Stakeholders consulted

|  |  |
| --- | --- |
| Name  | Organisation and role |
| [Enter name] | [Enter organisation and role]  |
| [Enter name] | [Enter organisation and role]  |
| [Enter name] | [Enter organisation and role]  |
| [Enter name] | [Enter organisation and role]  |
| [Enter name] | [Enter organisation and role]  |
| [Enter name] | [Enter organisation and role]  |
| [Enter name] | [Enter organisation and role]  |
| [Enter name] | [Enter organisation and role]  |
| [Enter name] | [Enter organisation and role]  |
| [Enter name] | [Enter organisation and role]  |

# Appendix C – Documents reviewed

|  |  |
| --- | --- |
| Author  | Document name |
| [Enter author name] | [Enter document name]  |
| [Enter author name] | [Enter document name]  |
| [Enter author name] | [Enter document name]  |
| [Enter author name] | [Enter document name]  |
| [Enter author name] | [Enter document name]  |
| [Enter author name] | [Enter document name]  |
| [Enter author name] | [Enter document name]  |
| [Enter author name] | [Enter document name]  |
| [Enter author name] | [Enter document name]  |
| [Enter author name] | [Enter document name]  |

# Appendix D – Progress against previous assurance review

Rating descriptions can be found at Appendix E1 – Report recommendations ratings.

Progress against previous assurance review [insert review dates] recommendations:

|  |  |  |
| --- | --- | --- |
| Recommendation from previous report  | Critical / Essential / Recommended | Current status |
| [Enter recommendation] | [Select rating] | [Enter status] |
| [Enter recommendation] | [Select rating] | [Enter status] |
| [Enter recommendation] | [Select rating] | [Enter status] |
| [Enter recommendation] | [Select rating] | [Enter status] |
| [Enter recommendation] | [Select rating] | [Enter status] |
| [Enter recommendation] | [Select rating] | [Enter status] |
| [Enter recommendation] | [Select rating] | [Enter status] |
| [Enter recommendation] | [Select rating] | [Enter status] |
| [Enter recommendation] | [Select rating] | [Enter status] |
| [Enter recommendation] | [Select rating] | [Enter status] |

# Appendix E – Ratings

## E1 – Report recommendations ratings

|  |  |
| --- | --- |
| 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. |

## E2 – Delivery confidence level definitions

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

|  |  |
| --- | --- |
| Rating  | Criteria description  |
| **High** | Successful delivery of the project to time, cost, quality and anticipated benefits appears **highly likely** and there are no major outstanding issues that appear to threaten delivery or overall viability. |
| **Medium-High** | Successful delivery of the project to time, cost, quality and anticipated benefits appears **likely** however constant attention will be needed to ensure risks do not become major issues threatening delivery. |
| **Medium** | Successful delivery of the project to time, cost, quality and anticipated benefits appears **feasible** but risks and/or issues exist that threaten delivery or overall viability. These appear resolvable if addressed promptly. |
| **Medium-Low** | Successful delivery of the project to time, cost, quality and anticipated benefits is **unlikely** with major issues apparent in a number of key areas. Urgent action is needed to address these. |
| **Low** | Successful delivery of the project to time, cost, quality and anticipated benefits appears **unachievable** as currently planned. Major issues do not appear to be manageable or resolvable. The project may need re-base lining and/or its overall viability re-assessed. |

## E3 – Key scope review areas (detailed findings) ratings

Review teams may include this additional rating for every detailed finding in the key scope review areas.

|  |  |
| --- | --- |
| Rating  | Criteria description  |
| **High** | There are no major outstanding issues in this key scope review area that at this stage appear to threaten delivery significantly. |
| **Medium** | Some issues in this key scope review area require timely management attention. |
| **Low** | Significant issues in this key scope review area may jeopardise the project. |

# Appendix F – Seven 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 |
|  | **Affordability and value for money** 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. |
|  | **Risk Management** 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. |
|  | **Governance** 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. |
|  | **Stakeholder Management** 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. |
|  | **Change Management** Consideration of how the change will affect stakeholders, expected acceptance or resistance and actions required to move to new ways of working. |
|  | **Service Delivery** 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. |
|  | **Sustainability** 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. |

# Appendix G – 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** | * 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** |
| * Early identification of key risks, including risk for potential solutions/options and strategic risk
* Outline risk management plans.
 | * Stakeholder identification and end user input to service needs.
 | * High level benefits identified and agreed
* Benefits strategy, plan and register
 | * 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** | * 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** |
| * 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
 | * Stakeholder identification and end user input to service needs.
 | * High level benefits identified and agreed
* Benefits strategy, plan and register
 | * Requirements and scope are clear
* Alignment to business needs
* Options analysis
 |

**Gateway Review Framework** continued

|  |
| --- |
| Gate 2 – Business Case |
| **Purpose** | Ensures that the business case is robust & there are outline plans to realise benefits & align with Strategic Imperatives, Investment Principles & Enterprise Architecture. Confirmation of Alignment to Government Enterprise ArchitectureFunding model to operate is sustainable for whole of lifeCyber, Privacy and AI implications are understood, and assurance addressed in the BC. |
| **Review Scope** | * 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** |
| * 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
 | * Assessment of the change impact to all stakeholders
 | * Benefits aligned to business case and agreed
* Governance and plans for realising and delivering benefits
* Updated Benefits management plan
 | * 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** | * 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** |
| * 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
 | * External (market) engagement and analysis
 | * Benefits aligned to business case and agreed
* Governance and plans for realising and delivering benefits
* Deviations to agreed and planned benefits
 | * 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** | * 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** |
| * 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
 | * Change preparation and planning
 | * Updated benefits strategy, realisation plan and register
* Deviations to agreed and planned benefits
* Benefits aligned to business case and agreed
 | * Assessment of options to ensure they are still within scope
 |

**Gateway Review Framework** continued

|  |
| --- |
| Gate 5 – Pre-commissioning |
| **Purpose** | 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.Clearly defined sustainability of funding to deliver the system into the future in BAU including AI Monitoring, Cyber and Privacy checks |
| **Review Scope** | * 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** | **Change and End Users** | **Benefits Management** | **Scope Management** |
| * Assessment of key risks
* Key delivery and implementation risks
* Updated risk management plans
* Stakeholder & change management risks
* AI Cyber and Privacy Compliance Signoff
 | * Change, training and transition support
 | * Achievability of planned benefits
* Updated benefits strategy, realisation plan and register
* Handover and measurement of benefits
 | * Confirmation project scope still meets business needs and acceptance criteria
 |

**Gateway Review Framework** continued

|  |
| --- |
| 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** | * 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 Al, 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** |
| * 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
 | * Continuous improvement
* End user support
 | * Assessment and measurement of the realisation of planned benefits
* Planned future benefits
* Measurement of benefits against the business case
 | * Scope for improved value for money
* Future needs and scope
 |

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