Digital NSW | DSIA

Gate 1: Terms of Reference

Project Name

September 2024

Contents

[1 DAF Gateway Review 1](#_Toc181977796)

[2 Program background 2](#_Toc181977797)

[3 Timing of DAF Gate 1 Review 3](#_Toc181977798)

[4 Terms of reference 4](#_Toc181977799)

[4.1 Purpose and objectives 4](#_Toc181977800)

[4.2 Scope 5](#_Toc181977801)

[4.3 Areas of Sponsor Concern 5](#_Toc181977802)

[4.4 Out of Scope 6](#_Toc181977803)

[5 Review team 7](#_Toc181977804)

[5.1 Review Panel 7](#_Toc181977805)

[5.2 Documentation 7](#_Toc181977806)

[5.3 Interviewees 7](#_Toc181977807)

[6 Appendix A 9](#_Toc181977808)

# DAF Gateway Review

|  |  |
| --- | --- |
| **Program** | [Program name] |
| **Review type** | Gate 1 |
| **Phase** | [Insert Phase] |
| **Next Gate** | [Gate/HC etc] |
| **Tier** | [Insert Tier] |
| **Agency** | [Insert Agency] |
| **Sponsor** | [Insert Sponsor Name and title] |
| **Email** | [Insert Sponsor email] |

# Program background

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

**Objectives**

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

* Example
* Example
* Example

**Expected strategic benefits**

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

* Example
* Example
* Example

**Estimated Total Cost**

$ xx.xx (including contingency)

**Schedule**

Project start date: XX/XX/20XX

Project end date: XX/XX/20XX

**Previous Assurance Activities**

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

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

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

# Timing of DAF Gate 1 Review

|  |  |
| --- | --- |
| Activity | Dates |
| Documents uploaded to SharePoint | [Enter Day XX/XX/202X] |
| Interview schedule to be uploaded to SharePoint | [Enter Day XX/XX/202X] |
| Planning Meeting (1.5 hours)  Note: Sponsor attendance is mandatory | [Enter Day XX/XX/202X] |
| Interviews (3 days)  NOTE: 1st interview is with the Sponsor, and end of day debriefs (15-30min) with Sponsor on each interview day | [Enter Day XX/XX/202X] |
| Report Writing by Review team (2 days) | [Enter Day XX/XX/202X] |
| Sponsor Debrief on Review Recommendations (1 hour)  Note: Sponsor attendance is mandatory | [Enter Day XX/XX/202X] |
| Draft Report to Sponsor/Project Team for fact check | [Enter Day XX/XX/202X] |
| Fact Check Response & Close Out Plan received from Sponsor/Project Team | [Enter Day XX/XX/202X] |
| Review of Fact Check Response & Close Out Plan by Review Team | [Enter Day XX/XX/202X] |
| Final Report issued | [Enter Day XX/XX/202X] |

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

For detail steps and timeframes of Gate 1 review, refer to Appendix A.

# Terms of reference

## Purpose and objectives

**Purpose**

A Gate 1 review happens once you have identified the need for the project but before developing a detailed business case. The purpose is to ensure the business needs for the initiative are clearly defined & aligned with strategic Imperatives, Investment Principles & Enterprise Architecture. Confirmation of Alignment to Government Enterprise Architecture

**Objective**

This Gate 1: Strategic Alignment review is designed to:

* Ensure the project contributes to the organisation’s business strategy and to high-level NSW Government policy objectives and outcomes including Ministerial priorities and Digital.NSW policies;
* Assess the robustness of the Preliminary Business Case – whether it meets business need; is affordable and achievable; and explores appropriate options in order to achieve value for money;
* Confirm that appropriate expert advice has been obtained to identify or analyse potential options;
* Establish the satisfactory completion of a feasibility study or proof of concept and clarity around a preferred way forward, developed in dialogue with the market, where appropriate;
* Ensure the project is clearly understood and supported by users and stakeholders;
* Review the arrangements for leading, managing and monitoring the project (or individual projects of a program);
* Confirm internal and external authority, if required, and support for the project;
* Assess if major risks are identified, and risk management plans developed;
* Assess if the project will deliver its business goals and support wider business change, where applicable;
* Confirm that the scope and requirements specifications are realistic and unambiguous;
* Assess whether the scale, outcomes, timescales and impact of external issues are considered;
* Ensure articulation of high-level desired benefits, measures of success and a measurement approach;
* Check that financing has been adequately assessed for the project and that it has a realistic, properly resourced and authorised plan through to the next stage;
* Ensure there are plans for the next stage;
* Confirm planning assumptions and assess whether the project team can deliver the next stage;
* Confirm consideration of overarching and internal business and technical strategies; and
* Check for quality plans for the project and its deliverables.

Detail checklist of Gate 1 review objectives can be found in [Resources for agencies and expert reviewers | Digital NSW](https://www.digital.nsw.gov.au/policy/digital-assurance/resources-for-agencies-and-expert-reviewers) - Gate 1 Guideline (Section 4.7).

By this stage, you will have developed a preliminary justification for the project that may include indicative costings and a range of projected business benefits. A detailed list of typical project documentation for Gate 1 review can be found in the [Resources for agencies and expert reviewers | Digital NSW](https://www.digital.nsw.gov.au/policy/digital-assurance/resources-for-agencies-and-expert-reviewers) - Gate 1 Guideline (Section 7.6).

The strategic business case should:

* Alignment to Government Enterprise Architecture
* Demonstrate that funding model to operate is sustainable for whole of life
* Cyber, Privacy and AI implications are understood, and assurance addressed in the SBC

Details scope for considerations can be found in the [Resources for agencies and expert reviewers | Digital NSW](https://www.digital.nsw.gov.au/policy/digital-assurance/resources-for-agencies-and-expert-reviewers) - Gate 1 Guideline (Section 7.2).

Once complete the review should clearly answer these questions:

* Will the project efficiently deliver on Strategic Imperatives?
* Should this proposal proceed to the next stage and develop a detailed Business Case?

## Scope

The scope of a Gate 1 review will cover areas such as:

1. Policy and business context
2. Business case and stakeholders
3. Risk management
4. Readiness for next phase
5. Alignment to Government Enterprise Architecture

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

## Areas of Sponsor Concern

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

## Out of Scope

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

# Review team

## Review Panel

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

## Documentation

The Review Panel Team will need to review all relevant project documentation. The information is likely to be found in the documents indicated in the Gate 1 Guideline document (refer link below) under the section “Gate 1 Review: Typical project documentation”, but may also be located in other project documents.

Link: [Resources for agencies and expert reviewers | Digital NSW](https://www.digital.nsw.gov.au/policy/digital-assurance/resources-for-agencies-and-expert-reviewers) - Gate 1 Guideline.

## Interviewees

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

|  |  |  |
| --- | --- | --- |
| Interviewee | Agency | Position |
| [Enter Title/Name] | [Enter Agency] | Sponsor |
| [Enter Title/Name] | [Enter Agency] | Project Director |
| [Enter Title/Name] | [Enter Agency] | CIO/Program Technical Director |
| [Enter Title/Name] | [Enter Agency] | Program Finance Lead |
| [Enter Title/Name] | [Enter Agency] | Director Change Management |
| [Enter Title/Name] | [Enter Agency] | Director EPMO |
| [Enter Title/Name] | [Enter Agency] | Strategy Lead |
| [Enter Title/Name] | [Enter Agency] | [Enter Role/Position] |
| [Enter Title/Name] | [Enter Agency] | [Enter Role/Position] |

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

# Appendix A

Gateway Reviews for Gate 1: Follow the steps and timeframes shown in the table below:

|  |  |  |
| --- | --- | --- |
| Step | Activity | |
| **1** | **Entry Criteria**  Prior to the Gate 1 or 2 the project must be registered in the ICT portal– DSIA, *this is a prerequisite for initiating a Gate 1 review. (It should be undertaken at least 6 weeks before initiating a Gate 1).*  6 weeks prior to the Gateway commencement date, the Delivery (or Accountable) Agency checks readiness of the project for the Gate 1 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.)* | **6 weeks  + prior**  **A group of blue people  Description automatically generated** |
| **2** | GCA Review Manager (Digital Assurance) and Delivery (or Accountable) Agency confirm the Review Dates.  (Dates must consider key stakeholder availability including the Sponsor) |
| **3** | GCA Review Manager appoints an independent Reviewer Team to the review. (As per the expert reviewer panel appointment process.) |
| **4** | GCA Review Manager conducts a briefing with the Delivery (or 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 Gate 1 readiness checklist template. | **1 Month prior**  **Preparation / Planning**  **TOR** |
| **5** | The Delivery (or Accountable) Agency complete the Gate 1 *readiness checklist template* with input from key Agency stakeholders. (New document to assist the Agency and DCS Assurance team to prepare for the Gateway.)  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.* |
| **6** | The Delivery (or Accountable) Agency provide the Reviewer Team with the readiness checklist and provide supporting documentation to the allocated secure shared drive location. | **Finalise Plan  and Conduct**  **A blue square with three dots  Description automatically generated** |
| **7** | **Pre-Planning**  GCA Review Manager meets with the Independent Review Team to jointly review the Terms of Reference for the Gate 1 and if additional documentation is considered then the request can be made for this as well the key interviewees. |
| **8** | **Planning formal Kick off**  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. |
| **9** | **Review Week**  **Entry criteria**   * 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.   Interview week commences and the scheduled interviews are undertaken by the Gateways reviewers.  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. | **Review week**  **A blue and black logo  Description automatically generated** |
| **10** | The draft findings are prepared using the Gate 1 Report 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.  Attention is to be given to Cyber, Privacy and now AI impact on the plan. | **Reporting**  **A blue and black folder  Description automatically generated** |
| **11** | Post Review survey sent out to Delivery (or Accountable) Agency, Reviewer Team and GCA Review Manager. |
| **12** | Close-out Plan issued and managed by DCS ICT Digital Investment and Assurance (IDIA) Unit | **Post Review**  **Within 4 weeks of report issue**  **Post Review Activities**  **A blue check mark in a star shape  Description automatically generated** |
| **13** | **Post Review Activities**  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.  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. |

This table can also be found in [Resources for agencies and expert reviewers | Digital NSW](https://www.digital.nsw.gov.au/policy/digital-assurance/resources-for-agencies-and-expert-reviewers) - Gate 1 Guideline (Section 1.8)

Digital NSW | DSIAA blue and red square with a red stripe

Description automatically generated