

# HEALTH CHECK GUIDELINE

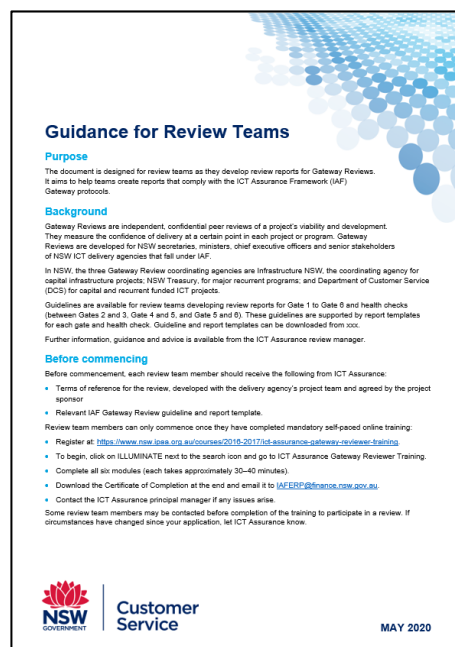


Customer  
Service

JUNE 2020

# About this guideline

This guideline assists review teams and delivering agencies working health checks as part of the of the ICT Assurance Framework (IAF) 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/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. 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:

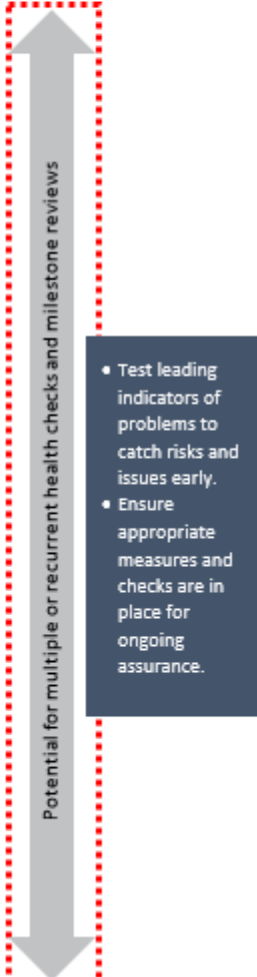
- Change of project members;
- Material changes in structure or strategic environment;
- Agreed risk mitigations not reducing residual risk;
- Milestones not being met;
- A fundamental change in procurement strategy or scope;

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- Prime contractor entering receivership;
- Variations from agreed direction; and
- When requested by the NSW Government.

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<b>HEALTH CHECK 1</b>			
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<b>HEALTH CHECK 2</b>			
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<b>HEALTH CHECK 3</b>			
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The Gateway Review process

	STAGE	PURPOSE	SCOPE	HEALTH CHECKS
	<b>Portfolio review</b>	Initiatives assessed using a value-based priority rating system to determine which initiatives should be developed		
	<b>Strategy and Business Plan</b>	Cluster or agency plan from which initiatives are formed		
<b>PLANNING</b>	<b>GATE 1 Strategic Alignment</b>	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"> <li>• Policy and business context</li> <li>• Business case and stakeholders</li> <li>• Risk management</li> <li>• Readiness for next phase</li> </ul>	<p><b>YOU ARE HERE</b></p> 
	<b>GATE 2 Business Case</b>	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"> <li>• Assessment of delivery approach</li> <li>• Business case and stakeholders</li> <li>• Risk management</li> <li>• Review of current phase</li> <li>• Readiness for next phase</li> </ul>	
	<b>GATE 3 Pre-execution</b>	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"> <li>• Assessment of delivery approach</li> <li>• Business case and stakeholders</li> <li>• Risk management</li> <li>• Review of current phase</li> <li>• Readiness for next phase</li> </ul>	
<b>DELIVERY</b>	<b>GATE 4 Tender Evaluation</b>	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"> <li>• Assessment of the proposed solution</li> <li>• Business case and stakeholders</li> <li>• Risk management</li> <li>• Review of current phase</li> <li>• Readiness for next phase</li> </ul>	
	<b>GATE 5 Pre-commissioning</b>	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"> <li>• Business case and stakeholders</li> <li>• Risk management</li> <li>• Review of current phase</li> <li>• Readiness for next phase</li> </ul>	
	<b>GATE 6 Post-implementation</b>	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"> <li>• Review of operating phase</li> <li>• Business case and benefits management</li> <li>• Plans to improve value for money</li> <li>• Plans for ongoing improvements in performance and innovation</li> <li>• Review of organisational learning and maturity targets</li> <li>• Readiness for the future: Plans for future service provision</li> </ul>	

### Health checks

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.

## HEALTH CHECK GUIDELINE

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 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.

## 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><b>Affordability and value for money</b></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><b>Risk management</b></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><b>Governance</b></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><b>Stakeholder management</b></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><b>Change management</b></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><b>Service delivery</b></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><b>Sustainability</b></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

	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"> <li>Policy and business context</li> <li>Business case and stakeholders</li> <li>Risk management</li> <li>Readiness for next phase</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of delivery approach</li> <li>Business case and stakeholders</li> <li>Risk management</li> <li>Review of current phase</li> <li>Readiness for next phase</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of delivery approach</li> <li>Business case and stakeholders</li> <li>Risk management</li> <li>Review of current phase</li> <li>Readiness for next phase</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of the proposed solution</li> <li>Business case and stakeholders</li> <li>Risk management</li> <li>Review of current phase</li> <li>Readiness for next phase</li> </ul>	<ul style="list-style-type: none"> <li>Business case and stakeholders</li> <li>Risk management</li> <li>Review of current phase</li> <li>Readiness for next phase</li> </ul>	<ul style="list-style-type: none"> <li>Review of operating phase</li> <li>Business case and benefits management</li> <li>Plans to improve value for money</li> <li>Plans for ongoing improvements in performance and innovation</li> <li>Review of organisational learning and maturity targets</li> <li>Readiness for the future: Plans for future service provision</li> </ul>
7 focus areas emphasis						
Reviews will assess the focus areas through various lenses including:						
Risk Management	<ul style="list-style-type: none"> <li>Early identification of key risks, including risk for potential solutions/options and strategic risk</li> <li>Outline risk management plans</li> </ul>	<ul style="list-style-type: none"> <li>Early identification of key risks, including risk for potential solutions/options and strategic risk</li> <li>Updated risk management plans</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of key risks</li> <li>Key procurement and supplier risk</li> <li>Stakeholder risks</li> <li>Updated risk management plans</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of key risks</li> <li>Key procurement and supplier risk</li> <li>Updated risk management plans</li> <li>Stakeholder &amp; change risks</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of key risks</li> <li>Key delivery and implementation risks</li> <li>Updated risk management plans</li> <li>Stakeholder &amp; change management risks</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing plans for risk management</li> <li>Business continuity &amp; operations risks</li> <li>Ongoing cyber &amp; information security risk</li> <li>Updated risk management plans</li> <li>Ongoing change management &amp; stakeholder management risks</li> </ul>
Change & end users	<ul style="list-style-type: none"> <li>Stakeholder identification and end user input to service needs</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of the change impact to all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>External (market) engagement and analysis</li> </ul>	<ul style="list-style-type: none"> <li>Change preparation and planning</li> </ul>	<ul style="list-style-type: none"> <li>Change, training and transition support</li> </ul>	<ul style="list-style-type: none"> <li>Continuous improvement</li> <li>End user support</li> </ul>
Benefits Management	<ul style="list-style-type: none"> <li>High level benefits identified and agreed</li> <li>Benefits strategy, plan and register</li> </ul>	<ul style="list-style-type: none"> <li>Benefits aligned to business case and agreed</li> <li>Governance and plans for realising and delivering benefits</li> <li>Updated Benefits management plan</li> </ul>	<ul style="list-style-type: none"> <li>Benefits aligned to business case and agreed</li> <li>Governance and plans for realising and delivering benefits</li> <li>Deviations to agreed and planned benefits</li> </ul>	<ul style="list-style-type: none"> <li>Updated benefits strategy, realisation plan and register</li> <li>Deviations to agreed and planned benefits</li> <li>Benefits aligned to business case and agreed</li> </ul>	<ul style="list-style-type: none"> <li>Achievability of planned benefits</li> <li>Updated benefits strategy, realisation plan and register</li> <li>Handover and measurement of benefits</li> </ul>	<ul style="list-style-type: none"> <li>Assessment and measurement of the realisation of planned benefits</li> <li>Planned future benefits</li> <li>Measurement of benefits against the business case</li> </ul>
Scope Management	<ul style="list-style-type: none"> <li>Requirements and scope are clear</li> <li>Alignment to business needs</li> <li>Options analysis</li> </ul>	<ul style="list-style-type: none"> <li>Feasibility and options analysis to meet organisations needs and address government strategy</li> </ul>	<ul style="list-style-type: none"> <li>Updated project scope including business change</li> <li>Delivery plan defined and agreed</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of options to ensure they are still within scope</li> </ul>	<ul style="list-style-type: none"> <li>Confirmation project scope still meets business needs and acceptance criteria</li> </ul>	<ul style="list-style-type: none"> <li>Scope for improved value for money</li> <li>Future needs and scope</li> </ul>





## Risk assessment tool

Delivery agencies conduct continuous project tier and risk assessments before each gate or health check. These assessments are an additional input to the Gateway Review, allowing for continuous risk assessment of a project.

## 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 health check report is the key output of each health check. 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 outcomes by the Review Team. Where possible, examples should be provided especially for items that require further work and action.

The review report lists recommendations and outcomes. 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 – Health Check Name – (DRAFT / FINAL) Report\_Ver 1-1**

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

## HEALTH CHECK 1 Focus areas

# 1. Business Case and stakeholders

Each numbered item below is an area to be probed.

## 1.1 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"> <li>The project will meet business need, including priorities remaining where external factors might have an effect; and</li> <li>Objectives and desired outputs remain aligned with the program to which it contributes, if appropriate.</li> </ul>	

## 1.2 Is the preferred option still appropriate?



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

## 1.3 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"> <li>Bases for calculating costs (value of requirements) and comparison of delivery approaches (e.g. tenders) agreed with key stakeholders;</li> <li>Updated Business Case based on full project definition, market assessment and initial benefits plan;</li> <li>Delivery strategy reflected in Business Case;</li> <li>Examination of sensitivities and financial implications of handling major risks; assessment of their effect on project return;</li> <li>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;</li> <li>All costs and benefits assessed to determine the value of investment options; and</li> <li>Staged implementation that enables evaluation before proceeding considered.</li> </ul>	

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



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



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

Evidence expected	Status/Ref
<ul style="list-style-type: none"> <li>• 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</li> <li>• If the project traverses organisational boundaries, governance arrangements to align with business objectives of all organisations.</li> </ul>	



**1.6 Is total project scope defined?**

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



**1.7 Are security requirements identified?**

Evidence expected	Status/Ref
<ul style="list-style-type: none"> <li>• Security/information security teams engaged, with initial identification of potential requirements;</li> <li>• Delivery agency's Cyber Security Standards, NSW Cyber Security Policy and NSW Cyber Security Incident Emergency Sub-Plan considered;</li> <li>• Delivery agency's information management and asset management standards built into the design and/or contract; and</li> <li>• 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.</li> </ul>	



**1.8 Are costs for appropriate cyber security protection included?**

Evidence expected	Status/Ref
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	



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

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



**1.10 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"> <li>• Documented involvement of and endorsement by stakeholders, including agreed roles and responsibilities;</li> <li>• Security represented as part of the project team and steering committee; and</li> <li>• Clarity around stakeholders that will approve security deliverables.</li> </ul>	

**1.11 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"> <li>• Benefits are clearly stated;</li> <li>• 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;</li> <li>• Critical success factors remain valid and agreed with stakeholders; and</li> <li>• Assessment of the risks that could influence benefit realisation included in Business Case alongside any relevant mitigation activities.</li> </ul>	

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



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

**1.13 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"> <li>• Change management plan developed with stakeholders.</li> </ul>	

**1.14 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"> <li>• An updated benefits realisation strategy and benefits realisation register.</li> </ul>	

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



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

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



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

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



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

**1.18 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"> <li>• Benefits management capture arrangements.</li> </ul>	

**1.19 Are roles and responsibilities and authority delegations appropriately defined?**



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

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



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

**1.21 Are appropriate business change management processes in place?**



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

**1.22 Are business users sufficiently empowered to effect change if required?**



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

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



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

## 2. Review of current phase

Each numbered item below is an area to be probed.

### 2.1 Is the project under control?



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

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



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

### 2.3 What actions will prevent deviations recurring?



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

### 2.4 Are all assumptions documented at Gate 2 verified?



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

### 2.5 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"> <li>Allowance given to teams to remediate defects and refactoring;</li> <li>Monitoring in place to assess progress; and</li> <li>Controls in place to prioritise defect resolution alongside the development of new functionality.</li> </ul>	

### 2.6 Is an incremental planning approach overloading resource or schedule?



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

### 2.7 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"> <li>Examination of financial management data;</li> <li>Evidence of regular financial data, ideally linked to each Sprint cycle; and</li> <li>Reports considered at programme board/steering committee.</li> </ul>	

## 3. Assessment of delivery approach

Each numbered item below is an area to be probed.

### 3.1 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"> <li>Examination and assessment of options, including the use of internal resources.</li> </ul>	

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



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

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



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

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



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

### 3.5 Will the project attract the market?



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

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



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

**3.7 Is there a defined delivery strategy?**



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

**3.8 Have factors that influence the delivery strategy been addressed?**



Evidence expected	Status/Ref
<ul style="list-style-type: none"> <li>• Factors influencing the delivery strategy considered; and</li> <li>• 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.</li> </ul>	



**3.9 Will the delivery strategy facilitate communication and cooperation between stakeholders?**



Evidence expected	Status/Ref
<ul style="list-style-type: none"> <li>• Communication strategy and support mechanisms in place; and</li> <li>• 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.</li> </ul>	

**3.10 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"> <li>• Adequate knowledge of existing and potential suppliers has been considered through commercial market intelligence, market sources and potential suppliers;</li> <li>• 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</li> <li>• Indications of suppliers most likely to succeed.</li> </ul>	

**3.11 Is the contract management strategy robust?**



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

**3.12 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"> <li>• Evaluation criteria and model(s) approved by stakeholders, linked to business objectives and given appropriate weighting;</li> <li>• Financial and non-financial aspects of the evaluation separated;</li> <li>• Evaluation criteria included in information to potential tenderers and prioritised, where applicable (e.g. quality of service, innovation);</li> <li>• Where appropriate, evaluation benchmarks value for money offered by partnering, internal supplier or framework/call-off arrangement;</li> <li>• Consideration of contract duration in relation to value for money and whole-life costs; and</li> <li>• Consideration of acting on behalf of other public sector organisations as a central purchasing body.</li> </ul>	

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



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

## 4. Risk Management

Each numbered item below is an area to be probed.

### 4.1 Are risks and issues identified, understood, financially evaluated and considered?



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

### 4.2 Are there risk management plans?



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

### 4.3 Have all issues identified been satisfactorily resolved?



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

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



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

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



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

## HEALTH CHECK 2 Focus areas

# 1. Business Case and stakeholders

Each numbered item below is an area to be probed.

## 1.1 Is the project still required?



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

## 1.2 Is the Business Case complete?



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

## 1.3 Does the preferred option meet the business need?



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

## 1.4 Has the most appropriate option been selected?



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

## 1.5 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"> <li>Market assessment, other organisational benchmarks and previous experience gathered through research organisation such as Gartner;</li> <li>Results of evaluation (including existing commercial arrangements); and</li> <li>Where appropriate, assessment of supplier's funding arrangements.</li> </ul>	

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



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

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



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

**1.8 Is there an agreed benefits realisation plan?**



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

**1.9 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"> <li>• Involvement of stakeholders and business or user representatives in quality and proposal reviews, and evaluation team;</li> <li>• Approval by project board or steering committee;</li> <li>• Cyber security included in contract negotiation and signing; and</li> <li>• Delivery agency's information security team involved in meetings with potential suppliers.</li> </ul>	

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



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

**1.11 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"> <li>• Change management plan, developed with stakeholders.</li> </ul>	

**1.12 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"> <li>Updated benefits realisation strategy and benefits realisation register.</li> </ul>	

**1.13 Is there a strategy to plan and manage benefits?**



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

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



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

**1.15 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"> <li>Evidence and assessment of supplier's delivery schedule aligned to project delivery schedule; and</li> <li>Impact and risk assessment of identified variations.</li> </ul>	

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



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

**1.17 Are delegations for decisions and budget defined?**



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

**1.18 Will the live service operating model deliver the MVP?**



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

**1.19 Are business users empowered to effect change if required?**



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

**1.20 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"> <li>• Delivery agency and program policy/strategy; and</li> <li>• Business Case.</li> </ul>	

**1.21 Are business benefits being reviewed and tracked?**



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

**1.22 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"> <li>• Testing plan details the nature and rationale for planned testing;</li> <li>• The need for full system and end-to-end process testing is recognised, especially in multi-vendor environments; and</li> <li>• Test schedules do not assume success at first pass and allow time for faults identification and rectification.</li> </ul>	

**1.23 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"> <li>• User research and engagement; and</li> <li>• Communication strategy defines customers and end-users, and how they will be engaged with.</li> </ul>	

## 2. Review of current phase

Each numbered item below is an area to be probed.

### 2.1 Is the project under control?



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

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



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

### 2.3 What actions will prevent deviations recurring in other phases?



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

### 2.4 Have assumptions from previous reviews been validated?



Evidence expected	Status/Ref
<ul style="list-style-type: none"> <li>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</li> <li>Documentation of any new assumptions.</li> </ul>	

### 2.5 Have required organisational procurement and technical checks been carried out?



Evidence expected	Status/Ref
<ul style="list-style-type: none"> <li>Bid management review and approval processes;</li> <li>Compliance with the NSW procurement policies;</li> <li>An evaluation strategy, underpinning models and criteria followed; and</li> <li>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.</li> </ul>	

### 2.6 Did the project team follow the delivery strategy?



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

**2.7 Were documents subject to quality review?**

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

**2.8 Has the procurement process adequately managed probity issues?**

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

**2.9 How does the project align with the NSW Government Sustainability Plan?**

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

**2.10 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"> <li>Consideration of how the project aligns with sustainability plans or policies where applicable.</li> </ul>	

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

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

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

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

**2.13 Can progress be tracked, reported on and corrected?**

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

**2.14 Are there legacy systems and plans to transfer data integrated?**

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





**2.15 Is an incremental planning approach overloading resource or schedule?**

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



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

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



**2.17 Is change managed effectively?**

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



**2.18 What lessons have been considered from past or public releases?**

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



**2.19 What communications are planned for releases or live transition?**

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



**2.20 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"> <li>Support service handover arrangements and, if provided externally, timing and handover arrangements defined in contracts.</li> </ul>	

## 3. Assessment of the proposed solution

Each numbered item below is an area to be probed.

### 3.1 Does the proposed solution meet the business need?



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

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



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

### 3.3 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"> <li>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.</li> </ul>	

### 3.4 Has the proposed solution affected the strategy for business change?



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

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



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

**3.6 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"> <li>Proposed supplier development and implementation plans included in delivery solution and recommended to the project board;</li> <li>Delivery agency's implementation plan agreed with users or their representatives and stakeholders, e.g. staff training, changes in business processes; and</li> <li>Transition to business as usual and adoption plans agreed with users.</li> </ul>	

**3.7 Has the proposed solution affected the strategy for business change?**



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

**3.8 Are responsibilities between parties and any contractual liabilities allocated?**



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

**3.9 Are resources available for the supplier to fulfil contractual obligations?**



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

**3.10 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"> <li>Proposed solution is technically acceptable;</li> <li>Information management, privacy of data and cyber security are considered; and</li> <li>Full information lifecycle considered, e.g. retention of data, archiving requirements and data migration.</li> </ul>	

**3.11 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"><li>• Plans for providing the required small to medium enterprise (SME) capability, with staff allocations to major roles;</li><li>• Internal and external commitment to provide the resources required;</li><li>• Job descriptions for key project staff;</li><li>• Skills appraisal and plans for addressing any shortfall;</li><li>• Access to external sources of expertise if required; and</li><li>• Appropriate allocation of key project roles between internal staff and consultants or contractors.</li></ul>	

## 4. Risk Management

Each numbered item below is an area to be probed.

### 4.1 Are risk and issue management plans up-to-date?



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

### 4.2 Have major risks that arose during this phase been resolved?



Evidence expected	Status/Ref
<ul style="list-style-type: none"> <li>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;</li> <li>Owners of risks/issues assigned;</li> <li>Client-side risk transfer plans, where applicable; and</li> <li>Mitigation of risks identified during vulnerability and penetration testing.</li> </ul>	

### 4.3 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"> <li>Business continuity and contingency plans agreed with stakeholders and suppliers or under development;</li> <li>Supplier's continuity and contingency plans assessed;</li> <li>Information assurance including risk assessment and management; and</li> <li>Information security and cyber security practices and processes.</li> </ul>	

### 4.4 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"> <li>Contracts comply with standard terms and conditions;</li> <li>Any changes to standard terms and conditions assessed for their impact, legality and acceptability; and</li> <li>Analysis of risk allocation proposed by supplier or partner versus expectations or the original rationale for project.</li> </ul>	

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



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

### 4.6 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"> <li>Examination of financial management data;</li> <li>Evidence of regular financial data, ideally linked to each Sprint cycle; and</li> <li>Reports considered at program board/steering committees.</li> </ul>	

## HEALTH CHECK 3 Focus areas

# 1. Business Case and stakeholders

Each numbered item below is an area to be probed.



## 1.1 Is the project still viable?

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



## 1.2 Does the project meet business need?

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



## 1.3 Is the Business Case still valid?

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



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



**1.5 Is the delivery agency ready for business change?**

Evidence expected	Status/Ref
<ul style="list-style-type: none"> <li>• Agreed plans for business preparation, transition and operational phases and, where appropriate readiness of IT and/or new facilities;</li> <li>• Evidence of a change management plan, including evidence of stakeholder involvement in the completion of this plan;</li> <li>• 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;</li> <li>• Communications plan;</li> <li>• Informed and trained staff; and</li> <li>• A clearly defined service management function/organisation in place.</li> </ul>	



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

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



**1.7 Does the project team have the appropriate skills and experience?**

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



**1.8 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"> <li>• An updated benefits realisation strategy and benefits realisation register.</li> </ul>	



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

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



**1.10 Is there post go-live super user support available?**

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



**1.11 Is any remaining development focused on the MVP?**

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



**1.12 Are delegations for decisions and budget defined?**

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



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

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



**1.14 Are business users empowered to effect change if required?**

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



**1.15 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"> <li>Delivery agency and program policy/strategy; and</li> <li>Business Case.</li> </ul>	



**1.16 Are business benefits being reviewed and tracked?**

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



**1.17 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"> <li>Testing plan details the nature and rationale for planned testing;</li> <li>The need for full system and end-to-end process testing is recognised, especially in multi-vendor environments; and</li> <li>Test schedules do not assume success at first pass and allow time for faults identification and rectification.</li> </ul>	



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

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



## 2. Review of current phase

Each numbered item below is an area to be probed.

### 2.1 Does the total service or facility meet the acceptance criteria?



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

### 2.2 Is the project running according to plan and budget?



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

### 2.3 Have all stakeholder issues been addressed?



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

### 2.4 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"> <li>Commissioning/test plans, results and analysis of products against acceptance criteria;</li> <li>Commissioning/test results conform to the pre-defined criteria;</li> <li>Ratified test reports and logs;</li> <li>Commissioning/testing team with relevant skills and experience;</li> <li>Confirmed end-to-end testing, including changed or new business processes;</li> <li>Testing considers future modules or deliverables;</li> <li>Missing or incomplete items and agreed corrective action documented; and</li> <li>Delivery agency's information security team consulted on the need for periodic (annual at a minimum) security reviews and testing.</li> </ul>	

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



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

**2.6 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"> <li>Fully documented and timetabled decision paths for key aspects (e.g. go/no-go decisions on rollout) with decision-makers identified and informed;</li> <li>Where appropriate, plans cover IT components and business processes;</li> <li>Endorsement by project board and supplier;</li> <li>Roles and responsibilities allocated and staff trained;</li> <li>Commissioning/testing represented expected scenario(s);</li> <li>Plans for transition to new ways of working and to business as usual, where applicable;</li> <li>Plans for handover to facilities management, where applicable;</li> <li>Training plans and relevant supporting material, if required; and</li> <li>Plans for a user support helpdesk, where applicable.</li> </ul>	

**2.7 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"> <li>All required plans in the contract;</li> <li>All parties, or their representatives, aware of and agreed responsibilities;</li> <li>Where relevant, partnering agreement in place or planned; and</li> <li>Shared understanding of the change control process.</li> </ul>	

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



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

**2.9 Is the organisation ready to manage the contract in the operational environment?**



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

**2.10 How does the project align with the NSW Government Sustainability Plan?**



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

**2.11 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"> <li>• Consideration of how the project aligns with sustainability plans or policies where applicable.</li> </ul>	

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



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

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



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

**2.14 Can progress be tracked, reported and corrected?**



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

**2.15 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"> <li>• Review of plans to establish viability of approach.</li> </ul>	

**2.16 Is the incremental planning approach overloading resources or the schedule?**



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

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



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

**2.18 Is change managed/controlled effectively?**



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



**2.19 What lessons are considered from past or public releases?**

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



**2.20 What communications are planned for releases or live transition?**

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



**2.21 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"> <li>• Support service handover arrangements are defined and, if external suppliers provide such support, the timing and handover arrangements defined in contracts.</li> </ul>	

## 3. Risk Management

Each numbered item below is an area to be probed.

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

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

### 3.2 Are risks and issues associated with implementation identified and managed?

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

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

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

### 3.4 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"> <li>Examination of financial based management data;</li> <li>Evidence of good financial data, ideally linked to each Sprint cycle; and</li> <li>Reports considered at program board/steering committees.</li> </ul>	

# 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.

# 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 and change management

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

# 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 and change management

- 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.