

ICT Policy Board
ICT Project Fund
Quality Assurance Framework

Purpose

The ICT Project Fund quality assurance framework is to provide standard independent and fit-for-purpose reviews at key milestones and checkpoints for projects funded through the ICT Project Fund.

This framework was established by the ICT Policy Board following the creation of the ICT Project Fund in the 2013-14 Budget.

Background

The ICT Policy Board has received short sharp reviews of two initiatives-

Initiative	Scope of review	Stage
Modern Communications Program	<ul style="list-style-type: none">• Validation of proposed approach• Capacity and understanding of the supplier• Capacity, understanding and capability of agency• Validation of proposed solution• Major risks• Any other issues	Evaluation of acceptance testing and consideration of rollout of service (considered by the Board in March 2013)
Criminal Justice Information Management Program	<ul style="list-style-type: none">• Program benefits• Validity of proposed approach• Capacity, understanding and capability• Governance and resourcing• Major risks, issues and urgent actions• Any other issues	Following completion of Business Case prior to consideration by the ICT Policy Board (considered by the Board in October 2013)

Both of these reviews aided the ICT Policy Board in its responsibilities and provided useful advice to the responsible agencies on how to manage the risks associated with their initiatives. These reviews informed the development of this framework.

Organisational context

To be funded from the ICT Project Fund, projects will have to be at Point 4 of the Strategic Infrastructure Investment Review Process (SIIRP¹). That is the Business Case has been completed and the proposal has been approved by Budget Committee.

Key objectives of the quality assurance framework are it is intended to:

- Complement SIIRP
- Inform the ICT Project Board of project risks and issues
- Complement and reinforce the expectation that agencies will be expected to establish their own project governance and quality assurance structures

The size or the level of risk of the projects likely to be funded through ICT Project Fund does not warrant the use of full Gateway reviews (see Attachment 2 – Overview of Gateway), however “mini” gateway reviews are warranted.

SIIRP Points 1, 2 and 3 address similar points in a project life to Gateway Review 1 (strategic assessment) and Gateway Review 2 (business case). SIIRP Point 6 corresponds to Gateway Review 6 (benefits evaluation).

ICT Project Fund Quality Assurance Framework

The framework consists of three components:

1. Project governance by agencies
2. Project reporting to the ICT Policy Board
3. External project reviews commissioned by the ICT Policy Board

Scope – trigger for application of this framework

The primary scope of this quality assurance framework is:

- Projects that are either seeking funding or have secured funding from the ICT Project Fund
- From the period an agency requests funding through to and including project review and evaluation, including assessment of outcome realisation

Where appropriate the ICT Policy Board will collaborate with the Department of Treasury and Finance to minimise duplication of effort.

1. Project governance by agencies

Agencies will be expected to establish appropriate project governance mechanisms and supporting documentation in accordance with the Tasmanian Government Project Management Guidelines².

1 www.treasury.tas.gov.au/domino/df/df.nsf/v-pages/4C233D617F4BA8EBCA257953000850C5

The ICT Policy Board, either as part of regular reporting or a review, may wish to discuss or see project documentation relating to:

- Project management plans
- Project steering committee papers.
- Other project documentation covering areas such as-
 - Risk management
 - Stakeholder engagement
 - Quality reporting, including project quality advisory reviews
 - Outcome realisation.

2. Project reporting to the ICT Policy Board

At every meeting, the ICT Policy Board, will receive a short summary of progress, see Attachment 1, of every project funded through the ICT Project Fund, as per the template in the Attachment below.

The report will be prepared by the Office of eGovernment based on information supplied by agencies.

It is anticipated that the information will be easily obtained from status reports prepared for the respective steering committees.

3. External project reviews commissioned by the ICT Policy Board

The ICT Policy Board will commission independent external project reviews when it believes the level of risk warrants an independent review.

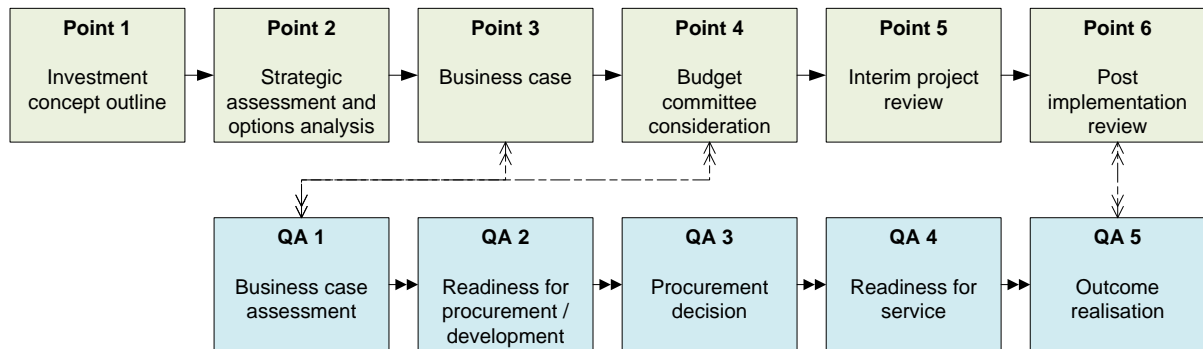
The report will be forwarded to the ICT Policy Board and any relevant agency heads.

The likely project stages when a review may be commissioned, and the focus and scope, include:

- QA1. Business case assessment – focus on:
 - (i) Robustness of the business case – it meets the business need, is affordable, achievable and is likely to obtain value for money
 - (ii) Strategic assessment – support of the Tasmanian Government ICT Strategy
- QA2. Readiness for procurement/development – focus on:
 - (i) Robustness and appropriateness of the procurement approach; and/or
 - (ii) Robustness, appropriateness and capacity of the development approach
- QA3. Procurement decision – focus on robustness and appropriateness of the procurement decision
- QA4. Readiness for service – focus on readiness of the solution to provide the required service
- QA5. Outcome realisation – post project completion examination whether the outcomes are being realised.

2 www.egovernment.tas.gov.au/project_management/tasmanian_government_project_management_guidelines

The diagram below shows the relationship between SIIRP and the possible stages of project reviews.



In addition to the focus of each review, all reviews will be tailored to the specific project and include an assessment/revalidation of:

- The robustness of the business case
- Governance and resourcing of the project
- Capacity, understanding and capability of the agency or agencies, and in particular the project team(s)
- Validity of the proposed approach and solution
- Capacity and understanding of the market/supplier/development team to deliver
- Achievability of intended outcomes
- Major risks, issues and urgent actions
- Any other relevant issues





The reviews will be conducted by a single consultant who, other than conducting project reviews, has had no other role in the project, and is not likely to have any other role.

The consultant is expected to:

- Review relevant documentation
- Meet with key stakeholders
- Deliver a short report that summarises the key findings
- Commit to about four consulting days
- Complete the task in approximately two to three weeks






Attachment 1 – Template Status of ICT Project Fund Projects

Report on progress – ICT Project Fund Projects

Project	Last Status	Current Status	Phase	Update	Major Milestones	Expected milestone date	Major risks
<i>Project title & agency</i>			see legend	<i>Short update</i>	<i>Description</i>	<i>Month year</i>	<i>Very short major risks</i>
							

Legend

Status

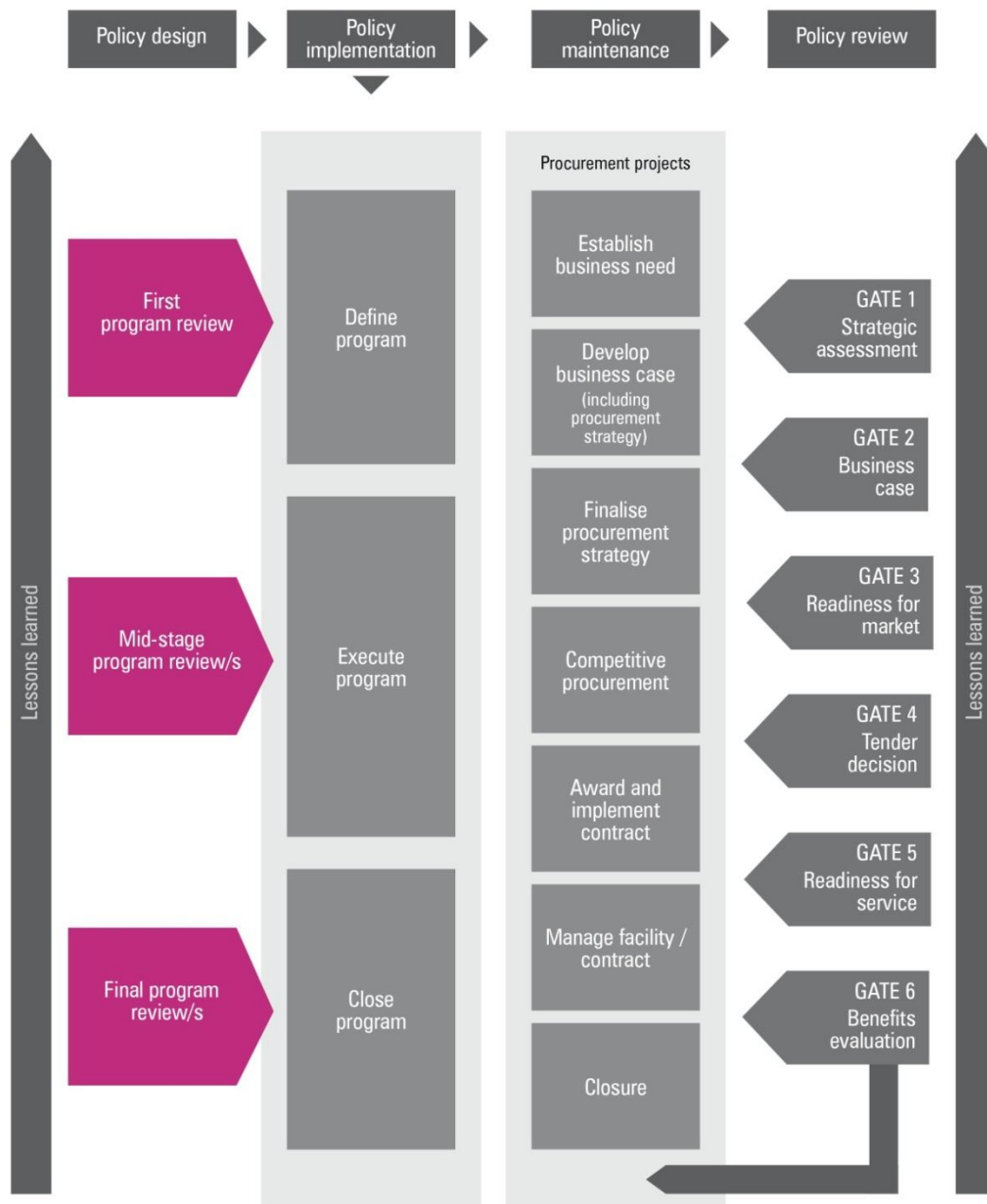
	Red - At risk, urgent attention/mitigation required		Yellow - Potential to escalate monitor closely		Green - Under control		Blue – Completed		Grey – Seeking ICT Project Funds
---	---	---	--	---	-----------------------	---	------------------	---	----------------------------------

Phase

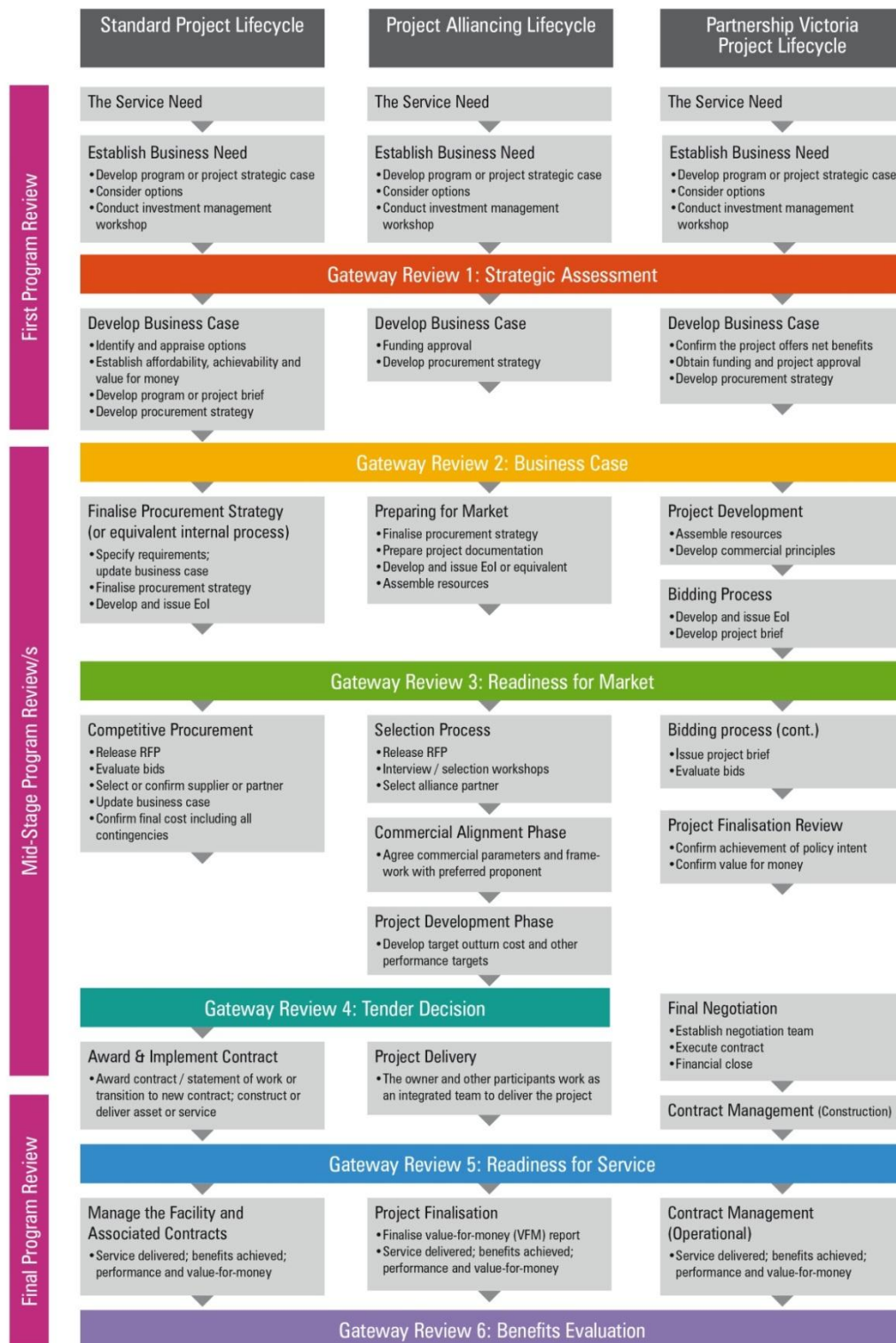
Phase	Description
Specification	Preparation of formal specifications
Procurement	Evaluation of RFP/RFT, contract negotiation
Development/Integration	System development/integration (select on or the other)
Implementation	Rollout of new service
Benefits	Benefits realisation – service is operational, in benefits realisation phase

Attachment 2 – Overview of Gateway Model

Overview of the Gateway review process as used in Victoria



Applying the Gateway process in Victoria



Refer to www.dtf.vic.gov.au/Investment-Planning-and-Evaluation/Understanding-investment-planning-and-review/What-is-the-Gateway-review-process for further information.