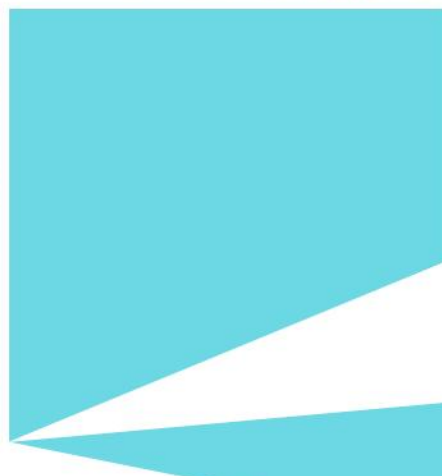
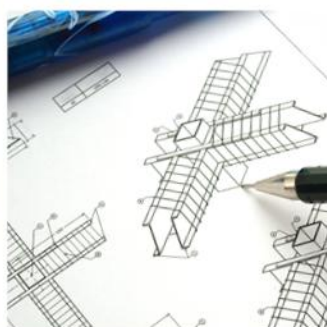
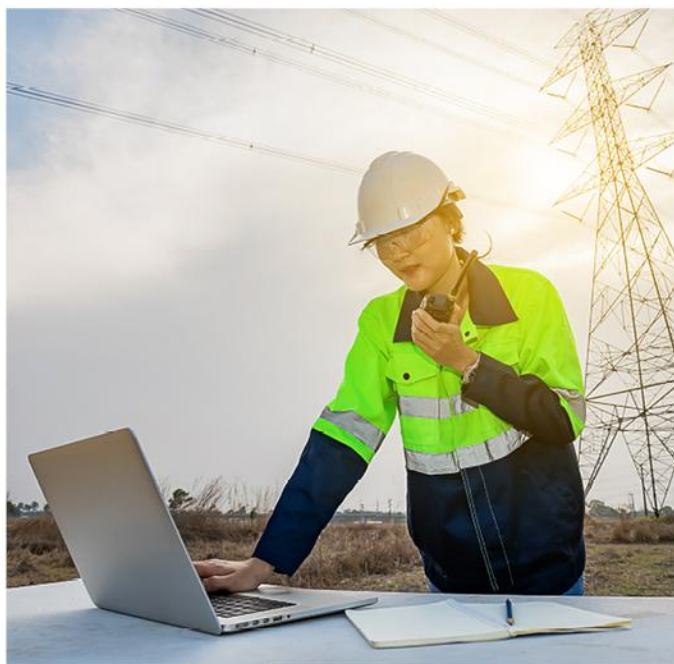


Project Assurance Workbook

Deep Dive

What actions can be taken by the project to resolve key project issues?



Document history

Date of issue	Version	Prepared by	Description of changes	Approved by
29 May 2025	1.0	Infrastructure Tasmania	Final – Issued for use	Ben Goodsir, General Manager

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Introduction to project assurance

Project assurance provides independent reviews at key points, or gates, along the lifecycle of a project. These reviews are important for providing confidence to the Tasmanian Government that projects are being delivered on time, to cost and in line with government objectives.

The project assurance framework sets out guidance and minimum requirements for project assurance in Tasmania. Infrastructure Tasmania (ITas) is responsible for administering the framework, which sets out roles and responsibilities for ITas and delivery agencies in the process. It is the responsibility of the delivery agency to meet the framework's requirements.

Project assurances can consider an individual project, or a program consisting of a number of projects (including sector-specific or place-based programs). For the purposes of this workbook, the use of the term 'project' also covers the grouping of projects into a program.

The outcome of each project assurance is a review report. This document will include commentary and recommendations to assist the Senior Responsible Officer (SRO) within the delivery agency to develop and deliver their projects successfully.

How to use this workbook

At a deep dive, the delivery or accountable agency is expected to respond to the terms of reference which will typically focus on a specific, technical issue.

Project assurance workbooks support a consistent, structured approach to reviews, define roles and responsibilities, and assist delivery agencies and the review team to prepare.

Part A	For delivery agencies and review teams: <ul style="list-style-type: none">• background information on the review process• information on how the review process applies to projects.	PAGE 9
Part B	For delivery agencies: <ul style="list-style-type: none">• guidance on how to initiate a review• documentation required.	PAGE 17
Part C	For review teams: <ul style="list-style-type: none">• guidance on how to conduct a review.	PAGE 21

Project assurance and agency assurance processes

The project assurance process provides recommendations and commentary to assist SROs and delivery agencies to improve projects and assets, with a focus on adding value through the expertise and experience of the review team.

A project assurance provides an independent snapshot of project status at a point in time. It is **not an audit or replacement for a delivery agency's internal governance**. Every Tasmanian Government agency should have its own governance structures and resources in place to regularly track, report and undertake internal reviews on its portfolio of projects.

Within the project assurance framework, there are 10 different reviews that can be undertaken across the project lifecycle, including specific gate reviews as well as health checks and deep dive processes. Agencies are not expected to undertake every review during the planning and delivery of a project. As part of the project registration process with Infrastructure Tasmania, an appropriate approach to project assurance will be considered in collaboration with agencies.

Why do project assurance reviews?

The Tasmanian Government requires assurance across its capital programs that expected services and benefits will be delivered on time, on budget and in line with government policy. Project issues and risk management should be transparent, with delivery agencies identifying and mitigating problems before there is an impact on the project, or community and stakeholder outcomes.

Process principles

- Review team members are selected for their skillset and as far as practicable to match the project's type, needs, stage, scale and complexity.
- The workbook structure, terms of reference and review report template are followed by the review team.
- All parties focus on value-adding to the project and making themselves available to this critical process.
- Review report commentary and recommendations are focused on practical issues and outcomes.
- All review reports are considered confidential and Senior Responsible Officers are considered the owner of the final report at the finalisation of the review process.

Conducting a deep dive

Deep dive reviews follow the same format as gate reviews, with the indicative steps and timeframes shown in the following table.

Step	Activity	Timing
1	Project approaches milestone, delivery agency checks readiness for a review and contacts ITas.	Planning
2	ITas and the delivery agency confirm the review dates.	
3	ITas confirms and appoints reviewers.	
4	ITas prepares the terms of reference in discussion with the SRO and delivery agency.	
5	Delivery agency completes the required templates (see Part B) and provides them to ITas.	
6	Project planning meeting organised by ITas to formally commence the review process.	Week 1
7	Review documents are released to the review team.	
8	Review days (hosted by the delivery agency – up to three days if required): <ul style="list-style-type: none"> Day 1 – Interviews Day 2 and 3 – Interviews/report preparation. The time required should be agreed between the delivery agency, review team leader and ITas, and include debrief sessions at the end of each day of interviews.	Week 2
		Week 3
9	Review team presents and discusses draft review report with the SRO and provides feedback through ITas.	Week 4
10	Review team provides a draft review report to the SRO through ITas.	
11	Delivery agency fact checks final draft review report and provides responses to the recommendations to ITas which will liaise with the review team for finalisation.	Week 5
12	Final review report incorporating response to recommendations finalised by the review team which is provided to the SRO through ITas.	
13	Post-review survey sent out to delivery agency and review team by ITas.	Post-review

Review ratings

Overall confidence rating (confidence in successful delivery)

The review team will assign the project an overall confidence rating.

Low	Successful delivery of the project is in doubt, with major risks or issues apparent in a number of key areas. Urgent additional action is needed.	The project may need re-baselining and/or the overall viability reassessed.
Medium	Successful delivery is feasible, but significant issues exist which require timely management attention.	These issues appear resolvable at this stage and, if addressed promptly, should not impact on cost, time or quality.
High	Successful delivery of the project to time, cost and quality appears highly likely.	There are no major outstanding issues that at this stage appear to threaten delivery significantly.

Individual recommendations (criticality)

Individual recommendations are classified as either critical (red) or essential (amber) as per the diagram below. Green is used for recommendations strengthening good practice.

Critical	Action required. This item is critical and urgent. The project team should take action immediately.
Essential	The recommendation is important but not urgent. The project team should take action before further key decisions are taken.
Good practice	The recommendation is not considered critical or urgent, but the project may benefit from implementing this recommendation.

This ensures recommendations are focused on criticality for project success, while still capturing opportunities to embed good practice across project delivery and leadership.

The key focus areas are rated using the following definitions:

Strong	There are no major outstanding issues that at this stage appear to threaten delivery.
Satisfactory	There are issues that require timely management attention.
Weak	There are significant issues in this key focus area that may jeopardise the successful delivery of the project.

Deep Dive

Project Assurance Workbook

PART A:

Background on project assurance and the risk based approach

For delivery agencies and review teams

Project assurance in Tasmania

The Tasmanian Government has adopted a formal project assurance framework for infrastructure projects valued at \$50 million and above, being developed and/or delivered by Tasmanian Government agencies.

Infrastructure projects valued over \$10 million can be referred for review at the discretion of Budget Committee, portfolio ministers or heads of agencies.

The framework takes a risk based approach to investor assurance. Each project is assigned one of three risk based project tiers (considering risk criteria as well as the value and profile of the project) and this determines the potential assurance pathway for the project. For projects assessed to have higher risk/profile/value, the assurance pathway prescribes progressively greater levels of scrutiny.

Gate reviews, health checks and deep dives

Gate reviews are short, focused and independent expert reviews held at key points in a project's lifecycle. They are appraisals of infrastructure projects that highlight risks and issues which, if not addressed, may threaten successful delivery. Gate reviews may be supported by periodic health checks which assist in identifying issues which may emerge between decision points. Deep dives are conducted at any stage of a project's lifecycle, but focus on a few major issues that have been identified and are based on the terms of reference. Health checks and deep dives, when required, are also carried out by independent expert review teams.

The results of each gate review, health check and deep dive are presented in a review report that provides a snapshot of the project's progress to strengthen outcomes.

Improving outcomes

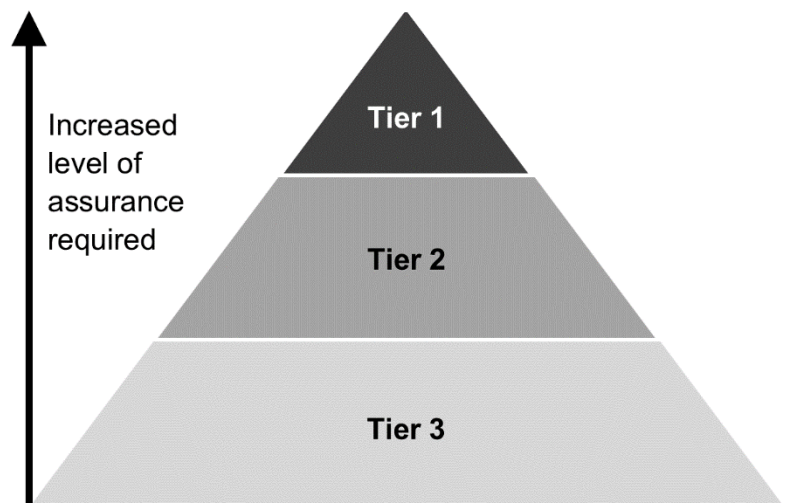
Infrastructure Tasmania (ITas) seeks to share aggregated lessons learnt and good practice across delivery agencies, through the interdepartmental Infrastructure Delivery Committee. This has been established to bring together practitioners to share their insight of the development, procurement and delivery of capital infrastructure projects.

Risk based approach to project assurance

In taking a risk based approach, reviews can be adapted to fit project requirements.

Registration is mandatory for all capital infrastructure projects with a total estimated cost of \$50 million or greater. It is the delivery agency's responsibility to register projects. The risk tier of a project is determined when it is registered with ITas.

The risk tier of a project is determined when it is registered with ITas. Projects are assigned a risk tier from 1 to 3. Tier 1 is the highest level of risk and therefore greater scrutiny is required, with greater frequency of gate reviews, health checks, reporting and monitoring. The assurance pathway is determined at project registration but may change over time through discussions with ITas and the delivery agency.



The objective is to ensure that the appropriate level of attention is given to projects as they are developed and delivered, so that government can optimise community benefits. Agencies are expected to have robust portfolio and program management practices in place, to manage issues and risks for both individual projects and across all capital portfolios.

Overview of gate reviews

Gate reviews are short, focused and independent expert reviews into the progress and direction of a project at key points in its lifecycle. Each of the gates occur at a point within a project phase, timed to inform government decision making and project progression.

Project phase	Lifecycle phase	Gate	Informs
Initiate	Establish mandate	0 - Project registration	Assess risk and sequence appropriate reviews.
Plan and development	Strategic analysis	1 - Project justification	Proceeding to develop the business case.
	Investment decision	2 - Business case	The investment decision.
Procurement	Prepare for market	3 - Readiness for market	Readiness to release procurement documentation.
	Competitive procurement	4 - Tender evaluation	Robustness of the evaluation process and readiness to mobilise.
Execute	Award contract and delivery	5 - Readiness for service	Readiness of the asset to enter service/operations.
Close	Completion	6 - Benefits realisation	Benefits promised have been delivered.

Project assurance review process

Each gate review has a clear purpose, reflecting the increasing requirement for certainty as a project moves through its lifecycle. Health checks and deep dives are reviews conducted at any point through the project lifecycle. All gate reviews, health checks and deep dives include the involvement of an independent expert reviewer, review team lead and/or review team. These individuals are appointed by the ITas based on their independence from the project, experience and expertise.

Gate 0 – Project registration

As project development is at an early stage in the project lifecycle, Gate 0 is the registration process for a project, undertaken by ITas. The Gate 0 report provides an opportunity to consider the project assurance pathway for an individual project.

Gates 1 to 5 – Project development and delivery

Gate reviews are independent expert reviews conducted over a short period. The structure of each of these reviews is similar and focused on high value areas that have greatest impact on successful project development and delivery.

Seven key focus areas support a consistent structure in undertaking reviews and preparing review reports. Review report commentary and recommendations are intended to address the key focus areas, the terms of reference and be constructive in raising issues essential to the project's success.

Health checks and deep dives

Health checks are similar to gate reviews. They follow the same format to address and rate overall delivery confidence, as well as the seven key focus areas.

Health checks may be conducted at any stage of the project lifecycle but are most likely to be of value when there are long durations between gates. Health checks are useful to identify any emerging issues between key decision points.

Deep dives have limited terms of reference and do not cover the seven key focus areas. Instead, they examine and report on a specific or detailed technical issue(s).

Gate 6 – Benefits realisation

The purpose of the Gate 6 benefits realisation report is firstly to support the close out of the delivery stage, and secondly to assess delivery against the government's purpose and benefits in choosing to invest in the project. The report is to be finalised 4–8 months from the date of first operations.

Instead of a review team, ITas appoints an independent expert lead reviewer to work with the responsible agencies to complete the Gate 6 report, following a structured template. The most appropriate agency leads the preparation of the initial draft and then the lead reviewer completes the draft content of the report, including the overall rating and recommendations. The lead reviewer then provides the Gate 6 report for review and finalisation.

Review reports

The primary output of any project assurance review is a high-quality written report, which follows the appropriate review report template. It includes an executive summary, commentary on each of the seven key focus areas, review ratings, the recommendations table, and observations of good practice or areas of opportunity. The review report will also cover other matters identified in the terms of reference.

The primary purpose of the review report is to inform project progress and key issues impacting decision making. The review team provides a rating of how well the project team has addressed each key focus area, and an overall rating of the level of confidence in the project's development and delivery. Once finalised, the review report is provided to the Senior Responsible Officer (SRO) and ITas. The delivery agency is expected to act on the recommendations documented in the review report.

Report distribution

- Deep dive reports are considered the property of the delivery agency and are provided directly to the SRO.
- Review team members must not distribute copies of any versions of review reports directly to delivery agencies, project teams or any other party.
- The review team leader sends the draft review report to ITas for distribution.
- The review report must not be distributed outside of the responsible delivery agency until the report is finalised, including agency responses to the review recommendations.
- Copies of final review report (including agency responses to the review recommendations) are only distributed by ITas in accordance with the protocols outlined in the project assurance framework.
- The final review report must not be distributed to any other parties unless directed by the delivery agency.
- The SRO or delivery agency head may distribute the final review report at their discretion, having regard to the confidential nature of the report.

SIIRP

The Department of Treasury and Finance administers its own review and assessment process for government sector infrastructure investment proposals, called the 'Structured Infrastructure Investment Review Process' (SIIRP). Under SIIRP, infrastructure investment proposals are subject to a series of decision points before being considered for funding through the State Budget process and must meet reporting requirements throughout the life of the project.

Given the processes involved with the project assurance framework, the departments of State Growth, and Treasury and Finance maintain regular liaison and collaboration efforts to ensure appropriate alignment between SIIRP and the framework to reduce unnecessary duplication where possible.

What does project assurance not do?

A project assurance review is not an audit. The reviews are intended to be confidential and constructive, providing an expert assessment of a project's status and recommendations to support the successful delivery of the project.

Delivery agencies should note that reviews will not:

- make an enforceable recommendation to halt a project
- quality check or provide direct detailed assessment of management plans and project team deliverables
- provide a forum for stakeholders or other parties to inappropriately disrupt the direction or nature of a project
- provide a detailed mark-up of management plans and specific project team deliverables
- represent a government decision in relation to funding, planning, approvals or policy.

Roles and responsibilities within a review

The typical roles and responsibilities within a project assurance review are outlined below.

	Role	Responsibility
Senior Responsible Officer (SRO)	The delivery agency executive (usually the Secretary or Deputy Secretary) with strategic responsibility, who is the single point of overall accountability for project, including responsibility for governance and of benefits.	<ul style="list-style-type: none"> • Delegate (in writing) appropriate work activities to the project team. • Endorse the project risk profiling assessment, and agree to the terms of reference, names of interviewees and documents shared with ITas. • Actively engage with ITas and the assurance review team, including fact checking queries. • Provide responses to the draft report recommendations. • Owns and is responsible for addressing or remedying any recommendations in the final report.
Assurance Review team	To undertake a gate review, health check or deep dive in line with the agreed terms of reference.	<ul style="list-style-type: none"> • Undertake a confidential, independent assurance review in line with the terms of reference. • Write a draft and final report setting out the findings and reasoning for the assurance review and share with ITas and the SRO.
Delivery agency	To develop and/or deliver a project that will undergo a gate review, health check or deep dive.	<ul style="list-style-type: none"> • Nominate an SRO. • Make resources available to support successful delivery of the project and assurance reviews.
Infrastructure Tasmania (ITas)	To administer and review the framework.	<ul style="list-style-type: none"> • Work with delivery agencies to ensure that a project is risk profiled and assigned a risk-based tier rating. • Establish and administer project assurance panel comprising experts with skills, experience and capability across relevant infrastructure sectors and project delivery. • Appoint Assurance Review Teams with expertise specific to each project. • Guide and coordinate the gate review, health check or deep dive. • Monitor quality, scope and consistency of assurance reviews. <p>(continued over)</p>

	Role	Responsibility
		<ul style="list-style-type: none"> • Provide regular high-level performance reports to agencies and government, including commentary on recommendations, as/if required. • Collect and analyse data and insights to identify common issues, common themes, data trends and analytics to be included in an annual report. • Work with agencies, industry and assurance review teams on how to best address challenges at a whole of government level. • Explore opportunities to share lessons and insights across government agencies and project management communities. • Maintain and continuously review policy, process and provide advice to government.

Deep Dive

Project Assurance Workbook

PART B:

Initiating and preparing for a deep dive

For delivery agencies

How to use part B

Part B assists delivery agencies prepare for a deep dive review, including collating documentation and preparing for the project briefing and interviews.

Focused analysis

A deep dive requires the delivery agency to provide clear evidence to support and respond to the terms of reference.

Deep dives are focused on a specific technical or project issue. The terms of reference will detail the scope of the deep dive and assist in guiding the delivery agency's preparation prior to the deep dive.

Deep dives occur at the request of the responsible Minister or the delivery agency. A deep dive may also be considered based on a recommendation made by a gate review or health check. The deep dive should be sponsored by the delivery agency's Senior Responsible Officer (SRO) and appropriate stakeholders (internal and external to the delivery agency) should be involved.

It should be noted that deep dives can occur in compressed timeframes to support government decision making.

Deep dive

Project phase	Any
Lifecycle phase	Any
Key question	What actions can be taken by the project to resolve key project issues?
Review deliverables	<ul style="list-style-type: none">• Overview of project status and key issues• Documents relating to the project issues that have been identified in the terms of reference

Deep dive project assurance review and documents

Review teams require evidence that work has been completed, but documentation should not be created solely for a review. It is intended that delivery agencies use existing project documentation to respond to the scope of the deep dive.

However, it is useful to include a project presentation providing an executive overview of the project tailored towards the terms of reference.

The delivery agency must complete a document register for the review team and for inclusion in the review report. Typically, no more than 30 documents that are most relevant to the project should be provided.

Initiating the project assurance review

The delivery agency contacts Infrastructure Tasmania (ITas) to initiate the review.

On initiation of the review, ITas will initially prepare a project assurance plan in collaboration with the delivery agency, help draft the terms of reference and when appropriate appoint the review team. The delivery agency uses this time to collate project documentation and coordinate interviewees.

The review commences with the release of the project supporting documents to the review team. This is followed by the planning meeting and interviews.

ITas will assist the delivery agency to agree:

- dates for the planning meeting and interview day(s)
- any urgency in the completion of the review report
- any issues to be covered in the terms of reference.

Terms of reference for the review

In consultation with the SRO and delivery agency, ITas will help draft the terms of reference for the review and provide them to the review team prior to the commencement of the review. The terms of reference provide the review team with important project-specific information and identify aspects of the project that ITas and/or the delivery agency see as issues. The terms of reference should be used in conjunction with the appropriate project assurance review workbook.

Delivery agencies should collate sufficient evidence and schedule appropriate interviewees to address the terms of reference.

Planning meeting

The planning meeting is an opportunity for the review team, SRO and ITas to discuss and agree the terms of reference, supporting documentation, interviewee list and interview schedule. Supporting documentation is usually provided either prior to or after the planning meeting, with interviews scheduled to take place approximately two weeks later.

Participation and interviews

The delivery agency must provide an interviewee list and interview schedule for the review team for inclusion in the review report. The interviewee list and schedule templates are included in the deep dive suite of documents.

The delivery agency prepares an interview schedule and provides it to the review team and ITas for comment. The review team has discretion over the final list of interviewees and, if deemed necessary, can request additional interviewees, which the delivery agency must then arrange. The interviewees nominated should be appropriate to cover the terms of reference.

Draft and final review report

The review team will prepare a draft review report and provide it to ITas in the first instance and then to the SRO.

The SRO then:

- checks the report for factual accuracy and provides marked-up corrections of any factual issues in the commentary (this does not extend to challenging or rewriting review team observations, professional opinions or recommendations)
- provides responses to the recommendations made in the draft report in the table provided
- returns report to ITas which will liaise with the review team for finalisation.

The report only becomes final once the review team has reviewed and approved the updated report and the agency's responses.

ITas will send a copy of the final review report to the SRO.

Deep Dive

Project Assurance Workbook

PART C:

Conducting a deep dive

For review teams

Deep dive approach

A deep dive can be undertaken at any point during a project's lifecycle.

The review team should respond to the terms of reference in undertaking the deep dive.

Deep dives

The deep dive is conducted through an examination of the project documentation provided and interviews with project team members and stakeholders. The scope of the review is wholly informed by the terms of reference. Typically, a deep dive includes:

- project documentation released to the review team
- a planning meeting attended by the delivery agency Senior Responsible Officer (SRO) and Infrastructure Tasmania (ITas)
- interview day(s) organised by the delivery agency with daily debrief sessions between the review team and SRO
- a review report drafted by the review team
- a review debrief with the SRO organised by the delivery agency, and attended by the review team leader and ITas
- finalisation of the review report and issue to the delivery agency.

Project assurance review team

For each review, ITas selects the review team from the review panel. Typically there are three members, but this can vary depending on the review requirements. One of the review team members will be assigned as the review team leader.

Each member of a review team must be independent of the project. Reviewers must immediately inform ITas of any potential or current conflict of interest that arises prior to or during the review. This may preclude them and/or their organisation from participating in the review in any capacity.

ITas seeks to appoint a review team with the mix of skills and expertise to allow the team to expertly address the terms of reference, as relevant to the project stage and the nature of the project. Each member is expected to contribute within their area of expertise, work collaboratively with their review team colleagues and take responsibility for producing a high quality written review report using the appropriate template.

Review team principles and behaviour

The review team is expected to add value to the development and delivery of the project by:

- being helpful and constructive in conducting the review and developing the review report
- being independent, with the review report's recommendations not directed or influenced by external parties
- adhering to the terms of reference for the review
- providing a review report that clearly highlights substantive issues, their causes and consequences
- providing specific and actionable recommendations.

Project assurance reviews are not adversarial or a detailed assessment of management plans and project team deliverables. ITas requires professional and respectful behaviour during the review.

Review communication protocols

Topic	Details
Report confidentiality	<ul style="list-style-type: none">• Review reports are primarily for the consideration and noting of the SRO and delivery agency to support delivery of a successful project, to assist in making decisions about the project or to take action as required.• All review reports are ultimately owned by the SRO and delivery agency.• All participants must keep all information and documents confidential at all times.• Review team members must not directly contact the delivery agency or stakeholders without the permission of ITas.
Report distribution	<ul style="list-style-type: none">• Review team members must not distribute copies of any versions of review reports directly to delivery agencies, project teams or any other party.• The review team leader sends the final draft of the review report to ITas for review and distribution.• There is no informal element to a review or the review report. A review report is not to be distributed without permission of ITas.• The review team may not keep any copies of any version of the review report, or supporting documents, following submission to ITas.
Review debrief	<ul style="list-style-type: none">• ITas and the review team leader will agree on the process and timing of a review debrief with the delivery agency following the development of the review report. ITas will liaise with the SRO to approve the agency representatives that attend the debrief.• There is no informal element to reviews. A debrief to the SRO or any agency executive must not occur without the approval of ITas.
Report format	<ul style="list-style-type: none">• All review reports must include a document control table.• All review reports must include a list of people interviewed by the review team.• All reports issued by the review team to ITas are to be in Microsoft Word format.
Report	<ul style="list-style-type: none">• The delivery agency SRO is the ultimate owner of the final review report and is responsible for document circulation.

Topic	Details
transmittal	<ul style="list-style-type: none"> ITas will keep a record of the final review report for metrics and trend reporting use only. All participants should minimise the use of hard copies of delivery agency documents and must not keep documents in any form following the review.

Project assurance review report

The **primary output** of a project assurance review is a high-quality written report that is candid and clear, absent of errors, and without contradiction or inconsistencies.

The **primary purpose** of the review report is to provide commentary and recommendations to the delivery agency SRO to support successful project delivery.

The review team should utilise the appropriate review report template, incorporating the review ratings and the review recommendations table. The terms of reference form part of the review report.

Review reports must include:

- an executive summary that addresses the review team's key findings, and includes the recommendations rated as critical and the overall review rating with a succinct justification
- commentary, including a rating, on the project's response to the terms of reference
- relevant recommendations under the terms of reference, listed, justified and rated (consistent with the ratings guide)
- a recommendations table in the format provided by ITas, including each recommendation with its rating and categorisation by theme (see next page).

Key theme assessment

ITas is required to prepare a report each year on key themes emerging across all reviews. This relies on an analysis of the review recommendations categorised according to 18 key themes. Review teams are requested to assign one of the 18 key themes to each recommendation made.

Key themes	Key matters for consideration
Quality of the business case	<ul style="list-style-type: none"> • Case for change is not clearly or sufficiently articulated and justification for the investment is not substantiated. • Analysis, assumptions or documentation lack rigour and clear articulation.
Governance	<ul style="list-style-type: none"> • Governance frameworks are not fit-for-purpose or understood. • Lack of definition around roles, poor understanding of responsibilities and decision making frameworks, and single-point accountability. • Lack of active senior-level support.
Discipline in risk management	<ul style="list-style-type: none"> • Key project risks overlooked, missed or not adequately considered. • Risk management strategy/plan requires strengthening, mitigation measures and contingency management have not been developed or are not up to date.
Stakeholder engagement	<ul style="list-style-type: none"> • Stakeholder strategy/management plan is missing or not up to date. • Lack of adequate stakeholder consultation, and/or stakeholder views/concerns have not been considered and addressed appropriately.
Benefits realisation	<ul style="list-style-type: none"> • Lack of a benefits realisation framework strategy/plan, or does not adequately identify, quantify or assign responsibility for benefits.
Project resourcing	<ul style="list-style-type: none"> • The resource plan for current and next stages in the project lifecycle have not been developed, the resources identified are not adequate, or key roles lack appropriate capability and expertise.
Project management and reporting	<ul style="list-style-type: none"> • Inadequate project management, scheduling discipline or project controls. • The schedule has not been appropriately developed and is not reflective of the project's risks and timing.
Procurement	<ul style="list-style-type: none"> • Inadequate procurement strategy or planning, or documentation does not ensure transparency in the decision making process. • Delivery strategy not appropriately detailed and project staging not addressed.
Options analysis	<ul style="list-style-type: none"> • Identification or assessment of options to meet service need is inadequate. • Alternative options, including a realistic base case, are poorly justified. • Lack of a clear justification for the preferred option.

Key themes	Key matters for consideration
Commercial capability	<ul style="list-style-type: none"> • Insufficient rigour, process and accuracy around cost estimates and contingency estimating, planning and management. • Funding for the next phase not confirmed or allocated, gaps in project funding, lack of suitable funding strategy.
Approach to planning and approvals	<ul style="list-style-type: none"> • Pathway to planning consent in a timely manner not identified or articulated.
Change management	<ul style="list-style-type: none"> • Lack of an effective mechanism to identify the changes necessary to achieve project outcomes. • Inadequate change-management plan.
Operational readiness planning	<ul style="list-style-type: none"> • Inadequate mechanisms to ensure readiness planning, prioritisation, management and operation. • Operational governance and management structures not determined or established.
Sharing knowledge across government	<ul style="list-style-type: none"> • Inadequate processes to capture and share lessons learnt (errors and successes).
Integration with precinct across services	<ul style="list-style-type: none"> • Inadequate consideration of interfacing networks, precincts, projects and services.
Understanding government processes	<ul style="list-style-type: none"> • Relevant Tasmanian Government guidelines, frameworks and processes not considered, employed or complied with during project development and delivery.
Clear project objectives	<ul style="list-style-type: none"> • The project objectives do not align to government priorities, are not clear or do not articulate the service need. • The project scope, scale and requirements have not been appropriately articulated. • The project scope does not align with the objectives and KPIs have not been developed.
Sustainability	<ul style="list-style-type: none"> • Inadequate consideration, documentation and assessment of the social, economic and environmental impacts of the project.

Glossary

Term	Definition
Project assurance framework	The guidelines and processes administered by Infrastructure Tasmania that set out minimum requirements for project assurance.
Project assurance reviews	Refers to gate reviews, health check and deep dives.
health check	A health check is an independent review carried out by a team of experienced practitioners seeking to identify issues in a project/program which may arise between gate reviews.
deep dives	Deep dives are a type of review similar to health checks, but focusing on a specific and often technical issue. These reviews are usually undertaken in response to an issue raised by stakeholders.
accountable agency	The agency accountable for the project at its current stage (may be more than one). In the instance where it is more than one, Infrastructure Tasmania will assign the lead accountable agency responsibilities.
delivery agency	The government agency tasked with developing and/or delivering a project.
gate	Key decision point(s) in a project/program's lifecycle when a gate review may be undertaken.
gate review	<p>A review of a project/program by an independent team of experienced practitioners at a specific key decision point (gate) in the project/program lifecycle.</p> <p>A gate review is a short, focused, independent expert appraisal of the project/program that highlights risks and issues, which if not addressed may threaten successful delivery. It provides a view of the current progress of a project/program and assurance that it can proceed successfully to the next stage if any critical recommendations are addressed.</p>
program	<p>Programs provide an umbrella under which related projects and activities can be coordinated. A program is likely to be longer term than a single project and have a life that spans several years.</p> <p>Projects that form part of a program may be grouped together for a variety of reasons including co-location, similar nature (for example, agency capital program or road upgrades) or shared outcome.</p> <p>The component parts of a program are usually individual projects or smaller groups of projects (sub-programs). In some cases, these individual projects or sub-programs may have a different project tier to the overall program.</p>

Term	Definition
project	<p>A project is a group of interrelated activities that are planned and then executed in a particular sequence to achieve agreed outcomes, within a predetermined timeframe. A project has the following characteristics:</p> <ul style="list-style-type: none"> • defined scope and finite resources • has a definable start and end dates • introduces a change • creates a unique result, product or service • has its own governance structure. <p>A particular project may or may not be part of a program.</p>
project assurance	<p>The governance, reporting and expert project review process that assesses the health and viability of a project. Project assurance can provide investors and other stakeholders with the confidence that the project can deliver to time, budget and quality.</p>
Project Assurance Services Panel	<p>Established and managed by Infrastructure Tasmania, the panel includes experts with skills, experience and capability across infrastructure sectors and project delivery. The project assurances service panel ensures quick mobilisation and coordination of review teams and the consistent application of the project assurance framework.</p>
project tier	<p>The project tier classification is comprised of three project tiers, where Tier 1 encompasses projects deemed as having the highest risk profile and Tier 3 with the lowest risk profile. Tier classification considers a project's overall risk profile and the project's estimated total budget.</p>
regular infrastructure project reporting	<p>Routine reporting of projects prepared by the Department of Treasury and Finance, and provided to government.</p>
Review Team	<p>A team of expert independent reviewers, sourced from the project assurance services panel engaged by Infrastructure Tasmania to undertake a gate review, health check or deep dive review.</p>
Senior Responsible Officer	<p>The delivery agency secretary or deputy secretary with strategic responsibility and the single point of overall accountability for a project/program. The Senior Responsible Officer is the owner of the business case, accountable for all aspects of governance and delivery of benefits. Some project management methodologies refer to this role as the Project Executive, Sponsor or Client.</p>



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