

Analysis of reviews – Alignment of Key Focus Areas and Themes

KEY FOCUS AREAS	KEY THEMES	CONSIDERATIONS
1. Service needed	1. Quality of business case	1.1. Appropriate technical and socio-economical analysis has been undertaken 1.2. Financial/economic appraisal (including appropriate sensitivity analysis) with assumptions underlying the analysis has been clearly articulated 1.3. There is consistency and clarity of documentation and clear articulation/justification for the project 1.4. The case for change has been articulated, with the justification for investment substantiated
	17. Clear project objectives	17.1 Objectives articulate the project or proposed required service need, with service needs and proposed level of service clearly defined 17.2 The way project objectives align to government priorities/objectives has been substantiated 17.3 The scope, scale and requirements of the project have been properly identified, including reference to how the project scope aligns with the project objectives 17.4 Criteria for measuring success of the project has been developed
2. Value for money and affordability	5. Benefits realisation	5.1 A Benefits Realisation Strategy/Plan that includes responsibility assigned to the expected benefits, and articulates the approach to management and reporting of the benefits 5.2 Processes to manage change and benefit realisation over the project life cycle
	8. Procurement	8.1. An effective Procurement Strategy has been developed for the project offering value for money and taking into account the capacity and capabilities of the market 8.2. A Delivery Strategy has been developed that provides efficient and optimal means of delivery for the complete scope 8.3. A Tender Evaluation Plan with a clear methodology has been prepared to ensure transparency in the decision-making process 8.4. RFT documentation for the project is fit-for-purpose and includes all required information for the tenderer
	9. Options analysis	9.1. Comprehensive assessment and analysis of all reasonable options to meeting the service need 9.2. Analysis of a range of alternative options (including a realistic base case) - where an option has not been evaluated an explanation is provided 9.3. Clear justification for the preferred option
	10. Commercial capability	10.1. Cost estimates/plans have been developed and include all costs throughout the life of the project and are up to date (reflective of project stage) 10.2. Contingency allowances appear to adequately cover risk management strategies 10.3. Funding Strategy and options are suitable for the project and, where appropriate, have been submitted to central agencies for funding approval 10.4. Funding is confirmed (depending on project stage)
3. Social, economic and environmental sustainability	18. Sustainability	18.1. Considers whether suitable consideration, documentation and assessment of the social, economic and environmental impacts of the project has been undertaken
	19. Approach to planning and approvals	18.2. Has the agency considered and established appropriate means of achieving planning consent for the project in a timely manner
4. Governance	2. Governance	2.1. An effective governance framework that is fit-for-purpose and clearly understood by project team members and stakeholders 2.2. Roles, responsibilities and accountabilities that are clearly articulated and delineated amongst project teams 2.3. CEO/Executive Sponsor support for the project/program
	6. Project resourcing	6.1. A Resource Plan has been developed 6.2. There is adequate resource capability and expertise within key roles 6.3. There is consideration and planning for retention of key resources 6.4. There is consideration for resource requirements for the project's next stage/project life
	7. Program/project management & planning	7.1. Programs and schedules reflective of the project risks and timing 7.2. Project Management Plan(s) 7.3. Project controls reflective of project stages, developed and implemented
	16. Understanding Government processes	16.1. Considers whether the relevant NSW Government guidelines, frameworks and processes have been considered, employed and compiled in project development and delivery
5. Risk management	3. Discipline in risk management	3.1. Risks associated with the stage of the project have been identified and assessed (qualitative and quantitative) 3.2. Risk Management Strategy/Plan, incorporating mitigation measures and contingency management, developed and up to date (dependent on project stage) with a supporting Risk Register
6. Stakeholder management	4. Stakeholder engagement	4.1. All stakeholders have been identified, and their views/concerns considered and addressed in the development of the project 4.2. A Stakeholder Strategy/Management Plan for managing stakeholder expectations and communications with stakeholders has been developed and is up to date 4.3. Adequate stakeholder consultation is undertaken with both internal and external stakeholders
	14. Sharing knowledge across Gov	14.1. Considers whether lessons learnt (errors and successes) have been captured, shared and made available to other government agencies and organisations
	15. Integration with the precinct/serv	15.1. Considers whether adequate consideration has been provided to interfacing agencies and projects, including the management of interfaces with both the agencies and projects
7. Asset owner's needs and change management	12. Change management	12.1. Considers whether the changes necessary to achieve project services outcomes have been identified and a Change Management Plan developed to help ensure realisation
	13. Operational readiness planning	13.1. Operational Readiness Planning Plans developed 13.2. Determination and establishment of operational governance and management structures 13.3. Appointment of dedicated Commissioning Manager to ensure effective readiness planning, prioritisation, management and operation