

SUMMARY – Health Check in Delivery

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 (the 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.

For Health Checks in Delivery, the delivery agency is expected to demonstrate a robust delivery approach, healthy commercial relationships, effective monitoring, transparent progress reporting and risk tracking and mitigation. Health Checks in Delivery should provide confidence that the project will be delivered on-time, to budget and in-line with the benefits outlined in the business case.

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.

Why do health check 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.

Types of health check reviews

Health checks are independent expert reviews completed by a review team comprising experienced practitioners selected by ITas to meet the specific needs of the project. A health check adds value to the project by providing 'point in time' insight into project elements potentially impacting on successful development and delivery. Health checks are initiated as planned, unplanned or prompted activities.

Health checks can be undertaken in the development stage, procurement stage or delivery stage of a project. The health checks for each of these stages review the progress of the project against the seven key focus areas. Part C of this workbook includes questions under each of the seven key focus area to assist the review team and guide the review.

Each of the health checks (development, procurement, delivery) take a general approach based on the project's lifecycle stage. In addition, each health check can also consider specific project activities. Review teams utilise a workbook that contains general questions relevant to all Health Checks in Delivery and additional questions that the review team can choose to include in the review process to target specific activities or issues.

As with other reviews, terms of reference for each health check will be agreed and can ask the review team to focus on certain aspects of the project. This is particularly important for health checks which can have a relatively broad remit.

Further information is available at <https://www.infrastructure.tas.gov.au>