

Peer Review - Mandatory Review Stage One Report

Up Front Check on the Business Case and the Adequacy of Arrangements.

(To be completed before any market exercise).

Project Title: ICT establishment of Garda Siochána Ombudsman Commission [Case Management System]

Project Sponsor: Garda Siochána Ombudsman Commission

Sponsor Contact: Tom Maguire

Project Team: John Murphy Seamus Crowe
Sean O hAilpin Robert Butler

Guide to completing Report:

This report should be completed in electronic form only. All questions should be answered by the review team by providing a tick in the appropriate box and by outlining the review team's comments in relation to a particular question directly below that question. While it is not necessary for the review team to qualify all of their responses a high degree of qualification is generally expected.

For some questions, no answer boxes will be provided. In such instances the comments of the review team are essential. The review team is also asked to include it's **General Comments** and **Overall Findings** in the spaces provided at the end of the report.

1. Policy and Organisational Context: preconditions for success

1.1. Does the project reflect the current policy and organisational environment?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.2. Is there commitment to key roles and responsibilities for this project within current corporate priorities and is there clear accountability?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.3. Does the review team feel that the strength of governance structures being proposed for the project under review is adequate?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.4. Are the review team satisfied that there is a clarity of vision in terms of policy, business or customer needs that will be met?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.5. Does the review team believe that the project may be too big and beyond the organisations current development or operational capacity?

Yes	No	N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

However, it is important that GSOC has the appropriate internal resource to manage the project on an ongoing basis. Ideally such resources should be in place at the commencement of the implementation stage.

1.6. Does the review team consider that the project fits with other projects and with existing cultures and architectures?

Yes	No	N/A
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

1.7. Does the review team consider that the new processes will fit with other projects and existing cultures?

Yes	No	N/A
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

2. The Business Case: scope and stakeholders

2.1. Does the scope of the project fit with the Department's business strategy?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.2. Is there a clear understanding within the organization of the scope of the project to ensure successful delivery?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The Peer Review Team has met with the transition team and Commissioner Foley and is satisfied of their understanding of, and commitment to, successful delivery of the project.

2.3. Does the review team consider the project objectives and requirement specifications to be complete?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.4. Is there a clear and agreed understanding of business goals and how the project will deliver these?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.5. Is the Business Case presented acceptable in terms of its contribution to customer service?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

While the Peer Review Team received a comprehensive presentation from the GSOC transition team, we are not aware that GSOC have a 'Statement of Strategy' or IT Strategy and would recommend that these be put in place as soon as possible.

2.6. Is the Business Case presented acceptable in terms of its contribution to fulfilling the organisations ICT strategy?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

While there is no formal IT Strategy in place, there is a clear understanding from the Business Case of the importance of IT in the efficient and effective delivery of services to customers. However we would recommend that an IT Strategy be put in place as soon as possible.

2.7. Have all the relevant stakeholders who will be impacted by the development and implementation of the project been identified?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

It is the view of the Peer Review Team that at this stage all internal stakeholders have been identified.

2.8. Have all likely stakeholders needs been clearly understood?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

It is the understanding of the Peer Review Team that at this stage the GSOC transition team has identified the potential stakeholders needs. However, it is important that, before Stage II of the project, the requirements of the new GSOC management team and other relevant stakeholders are confirmed and signed off.

2.9. Are all relevant stakeholders bought-in to the project?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The GSOC transition team has bought into the project. However, the new GSOC management team and other relevant stakeholders must clearly buy into the project.

2.10. Does the review team consider the project requirements to be stable?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.11. Is there any evidence in the business case presented of:

ambiguity/incomplete specification?

Yes	No	N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

creeping user requirements?

Yes	No	N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

changing user requirement?

Yes	No	N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

The Business Case was prepared by the GSOC transition team. However, it is important that the new GSOC management team sign off on the Business Case and project requirements.

2.12. Does the review team believe that each of the following has been identified?

All critical success factors

Yes	No	N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

CSFs not clearly identified against a 'Statement of Strategy' or IT Strategy.

All major constraints

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

All major dependencies

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.13. Have all the resources needed for long term support been factored in?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The GSOC transition team has identified a requirement for ongoing support, which may be sourced internally or outsourced. The Peer Review Team supports this requirement.

2.14. Will they have any implications for existing arrangements?

Yes	No	N/A
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

2.15. Does the review team agree with the conclusions reached in the business plan on cost effectiveness, value for money and the adequacy of the financial case, including affordability? (Review Teams Comments required here)

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The Peer Review Group is satisfied that the case set out in the Business Case was well presented. GSOC is a new ‘green field’ organization arising out of the Garda Síochána Act 2005. The business case sets out clearly the requirement for the organization to have an appropriate case management system in place before the organization is officially launched in April 2007. GSOC will be undertaking a tendering exercise, which should ensure value for money, etc.

2.16. Does the review team consider the outline implementation plan and associated schedule including expected costs to be adequate? (Details on how these costs were derived should also be provided here).

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The implementation plan timescale for delivery of the case management system is subject to the timely availability of a new headquarters building for GSOC and the completion of key elements of the IT Infrastructure project. There are some reservations based on time available before “go live” date.

2.17. How and how often will these expected costs be monitored when they occur?
(Comments of Review Team only required here)

The GSOC transition team has identified a requirement for a Project Manager and Technical Manager. It is important that these positions be filled and the appropriate project structure put in place as soon as possible. The Project Board should meet at least monthly.

3. Management of intended outcomes

3.1. Does the review team believe that there is a clear understanding of the outcomes needed from the project?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.2. Does the review team feel that these are soundly based?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.3. Have the main outcomes been identified?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.4. Does the review team believe that the planned outcomes are achievable?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Yes. However, at this stage, the proposed project timeframe is considered to be very ambitious and possibly unachievable.

3.5. Is there a plan for achieving the required outcomes?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.6. Are the principal stakeholders confident that outcomes will be achieved when expected?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The Peer Review Team feels that the GSOC transition team is confident that the outcomes will be achieved when expected. However, the new GSOC senior

management team needs to be in place and their views taken into account. The project timeframe as outlined in the Business Case is unlikely to be met given slippage to date on infrastructure project and delay in recruitment.

4. Project Management, Leadership and support

4.1. Does the review team believe that Senior Management is committed to and willing to accept and lead the necessary change?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The Peer Review Team feels that the GSOC transition team is committed to and willing to accept and lead the necessary change. However, the new GSOC senior management team needs to be in place and their views taken into account.

4.2. Is there any evidence of a lack of user involvement or executive support?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

While there is no evidence of lack of executive support, the Peer Review Team has seen no evidence of involvement of a key user i.e. An Garda Siochana.

4.3. Has the team and its leadership a history of making things happen and achieving results?

Yes	No	N/A
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

GSOC is a new organization.

4.4. Have the individual responsibilities of the project stakeholder roles, owner, key project board members and other essential roles been clearly defined?

Yes	No	N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

It is the view of the Peer Review Team that the GSOC transition team and the Commission (through Commissioner Foley) have a clear understanding of their project roles. However, other key staff has yet to be appointed to GSOC.

4.5. Does the review team consider that all financial, time, HR, IR or legal constraints have been adequately addressed?

Yes	No	N/A
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

4.6. Does the review team consider that the proposed project management arrangements are adequate?

Yes	No	N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

The GSOC transition team has identified a requirement for a Project Manager and Technical Manager. It is important that these positions be filled and the appropriate project structure put in place as soon as possible.

4.7. Does the review team believe that the proposed project plans and timescales are achievable?

Yes	No	N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

In the experience of the Peer Review Team the timescales outlined in the Business Case will unlikely to be met given the slippage in provision of a new GSOC headquarters building, the consequent slippage in the IT infrastructure project and the delay in recruitment of key personnel.

4.8. Does the review team believe that the target business area has the ability to implement and run the solution in a live operational environment?

Yes	No	N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

GSOC need the identified Project and Technical Manager posts to be filled as soon as possible or need to source appropriate independent external expertise. An internal solution would be preferable

4.9. Is the review team satisfied with the numbers and experience levels of the in-house team, its resilience to staff losses, staff transfers, promotions or more urgent work?

Yes	No	N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

GSOC need the identified Project and Technical Manager posts to be filled as soon as possible or need to source appropriate independent external expertise.

4.10. Does the review team believe that there is proper and effective communication and co-ordination of activities between the various internal authorities associated with the project?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

It is the view of the Peer Review Team that in relation to this project there is effective communication and co-ordination between the internal authorities i.e. the GSOC

transition team and the Commission (through Commissioner Foley). However, other key staff have yet to be appointed to GSOC.

5. Risk Management

5.1. Does the review team feel that sufficient emphasis has been placed on the identification of risks?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5.2. Does the review team consider the project risk and contingency plans, allowances and fallback plans to be adequate?

Yes	No	N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

The Peer Review Team feel that there may be potential problems in the future if the fallback solution is required and the likelihood is that it will given the slippage in time.

5.3. Are there processes to identify, assess, allocate and monitor current, anticipated and emerging risks?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The GSOC transition team has identified key risks for this stage of the project. It will be important that the Project Board put in place a risk management process.

6. Readiness for next stage – procurement strategy

6.1. Does the project require external procurement?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6.2. Is the review team satisfied with the expected approach to this procurement?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6.3. Is a draft tender document (RFT) currently available?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6.4. Is the review team satisfied that there is a clear understanding within the organisation of the scope of what is being proposed in terms of its magnitude, forecasted cost and difficulty?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(Review teams comments also required here)

The Peer Review Group is satisfied that the case set out in the Business Case was well presented. GSOC is a new 'green field' organisation arising out of the Garda Síochána Act 2005. The business case sets out clearly the requirement for the organisation to have a case management system in place before the organisation is officially launched in April 2007. GSOC will be undertaking a tendering exercise, which should ensure value for money, etc.

6.5. Does the review team believe that the project being proposed is too ambitious, too big, too complex and too reliant on new technologies? (Review teams comments only required here)

The Peer Review Team considers that the indicative timescales as outlined in the Business Case to be too ambitious.

6.6. Does the review team believe that the project should be re-phased as a programme of smaller related projects that are individually less risky?

Yes	No	N/A
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

(Review teams comments also required here)

General comments of Peer Review Team:

The Business Case and proposed procurement process is considered appropriate for an IT project of this nature. The Peer Review Team is concerned that key senior GSOC management staff have yet to be appointed and feel that these will need to be in place and have input into the selection of an appropriate case management system for GSOC. The “go live” date for the system is closely linked to the availability of a suitable GSOC headquarters building, the putting in place of the underlying IT infrastructure and the timely appointment of the Project and Technical Managers.

Overall Findings of Peer Review Team:

Overall Stage One of the process was very satisfactory and the Peer Review team are happy to proceed to Stage Two subject to progress on the issues outlined above.