

Public Accounts Committee

Further supplementary questions – INSW

1. Can you outline what changes have been made to assurance and business case processes to improve the accuracy and reliability of business cases, since 2016, when the first business case for the CCEP was developed?

RESPONSE

As noted in previous responses to Supplementary Questions, lessons learned from assurance activities inform updates to the Infrastructure NSW assurance process, through updates to assurance workbooks. For example, workbooks published in January 2024 included a new confidence rating option of “stressed” for Gateway reviews (previously high, medium and low). The introduction of “stressed” as a rating allows reviewers to identify projects that need additional support to achieve on time and on budget delivery.

In addition, business case and project development processes have been improved with a strengthened Gate 0 process with a sieve to remove projects with limited strategic merit moving through development phase to investment decision.

The guidelines for the development of business cases are managed by NSW Treasury.

2. How could further improvements to assurance and business case related processes be made to improve:

- **the accuracy and reliability of business cases?**
- **the accountability of benefits delivered?**
- **the investor assurance process?**

RESPONSE

As noted, Infrastructure NSW routinely incorporates lessons learnt from assurance activities, to strengthen processes across the assurance lifecycle. In addition, each year, Infrastructure NSW analyses information collected during the Infrastructure Investor Assurance Framework process and provides the NSW Government with a Trends and Insights Report.

The report analyses the performance of the NSW Infrastructure Program of capital projects and programs each year. It assesses the progress made in addressing key drivers of risk, and highlights opportunities to further increase confidence in successful delivery of a sustainable infrastructure legacy for the people of NSW.

For further information on benefits realisation, please see responses to initial supplementary questions 8 and 9, provided to the Committee on 19 April 2024.