

# A. Entity responses

---

We gave a copy of this report with a request for comments to the Department of Housing and Public Works; Chief Customer and Digital Officer; Queensland Corrective Services; Queensland Ambulance Service; Queensland Fire and Emergency Services; Department of Health; Department of Environment and Science; Department of Transport and Main Roads and the Electoral Commission Queensland.

The head of each entity is responsible for the accuracy, fairness and balance of its comments.

This appendix contains their detailed responses.



## Comments received from Director-General, Department of Housing and Public Works



Department of  
**Housing and Public Works**

Our Ref: MN02115-2020  
Your Ref: 12200

22 SEP 2020

Ms Karen Johnson  
Acting Auditor-General  
Queensland Audit Office  
Level 14, 53 Albert Street  
Brisbane QLD 4002

Dear Ms Johnson

Thank you for your letter of 2 September 2020 regarding your intention to table a report to parliament on "insights on delivering successful technology projects" and the opportunity to provide comment.

I note that this report has been sent separately to the Chief Customer and Digital Officer (CCDO). The CCDO's response to the report is included as **Attachments 1 and 1a** to this letter.

The Department of Housing and Public Works acknowledges the findings and observations and supports the actions detailed in the report. The department will take action to review its current portfolio of technology projects to reconfirm priorities and consider improvements around project governance and management including external supplier arrangements, resourcing and application of lessons learned from previous projects.

If you require further information regarding the departmental perspective, Cate Butchers, Director Information, Security and Assurance, Digital Business Group can be contacted on or email

If you require further information, please contact Robyn Turbit on or email

Yours sincerely

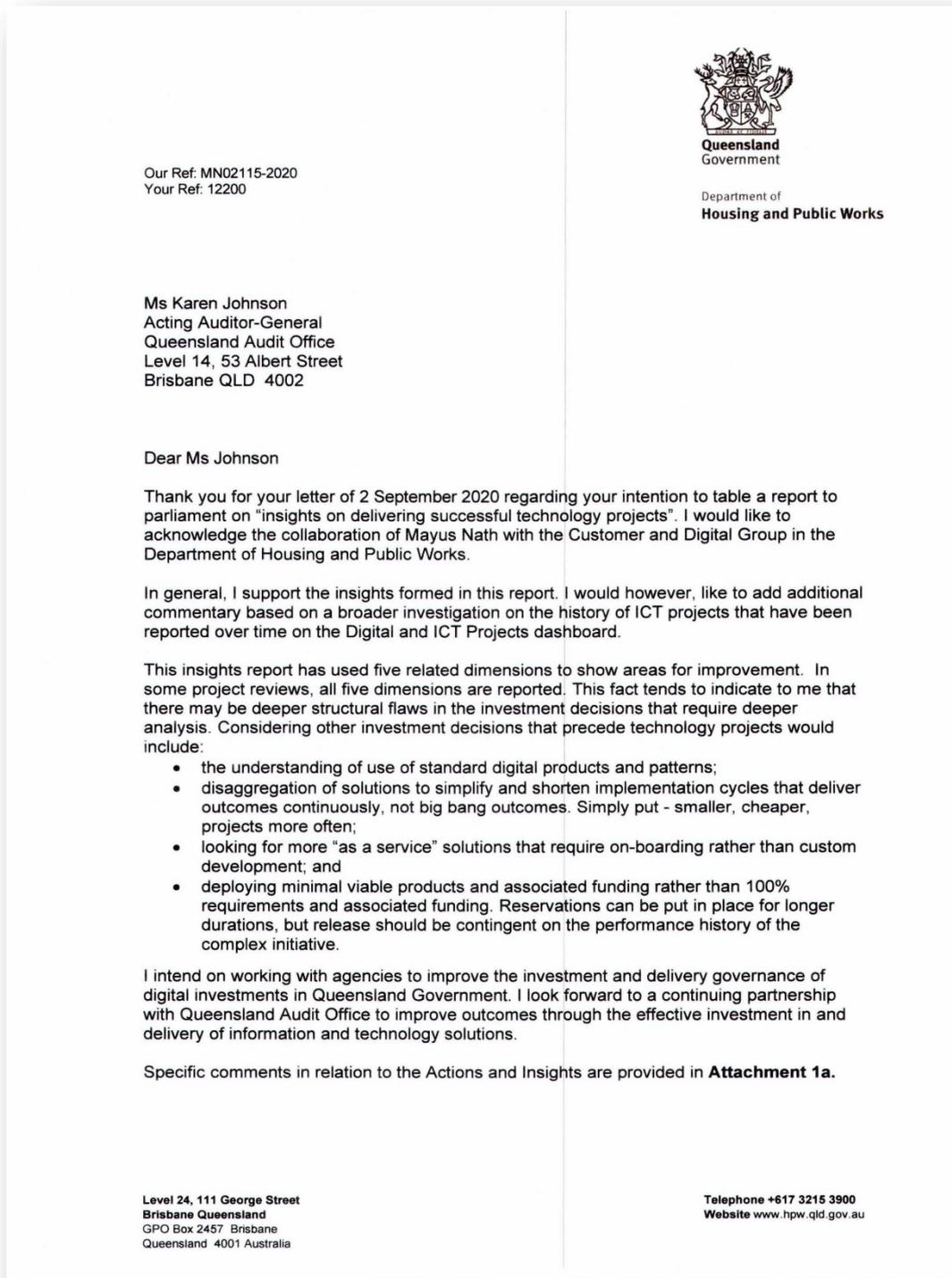
A handwritten signature in black ink that reads 'Liza Carroll'.

Liza Carroll  
**Director-General**

Level 31 1 William Street  
Brisbane Queensland  
GPO Box 2457 Brisbane  
Queensland 4001 Australia

Telephone +617 3008 2934  
Website [www.hpw.qld.gov.au](http://www.hpw.qld.gov.au)

## Comments received from Chief Customer and Digital Officer, Department of Housing and Public Works



If you require further information on this matter, please contact me on [redacted] or  
email [redacted]

Yours sincerely



**Chris Fechner**  
Chief Customer and Digital Officer

21 September 2020



## Responses to recommendations

### Chief Customer and Digital Officer response

Delivering successful technology projects – QAO Insights report September 2020

No.	Actions	Insights	Agree/ Disagree	Comments
	Public sector boards and executives	Senior leaders actively lead and challenge: Successful technology projects are normally led by senior leadership teams who understand the projects and ensure they are well run. They have or bring in the skills and competencies to provide independent challenge.	Agreed	Capability of Board members and the need for them to have a good understanding of digital before leading digital projects is paramount. They also need to consider the nature of delivery eg not have long running projects with outcomes achieved only at the end of the project.
1.	Review their current portfolio of technology projects to re-confirm priorities ensuring that:			
1.1	the projects they have underway at any one time reflect the entity's highest priorities and align with changes in its economic and business environments		Agreed	High priority projects include legacy systems replacement, demonstrating failures of an organisation to maintain currency of their business solutions. Agencies request funding from Treasury to address the urgency and are frequently asked to "bundle" smaller investments into a bigger initiative to get funding however this blurs the value case of the smaller investments. This is strongly evidenced by the lack of alignment to business benefits from the original benefits case.
1.2	they only take on the number, size, and nature of projects they have the capability to deliver	Where projects are aligned closely to business outcomes, they are more likely to deliver benefits and systems that are fit for purpose.	Agreed	
1.3	processes are in place to re-validate business cases to ensure that projects continue to be viable and the proposed benefits are still relevant		Agreed	Re-validate process after scope determined should be included in a terms-of-reference template for all boards. Historically the focus has been on getting funding via the business case and then allowing lots of scope change without re-prosecution. This is especially evident in the mega-budget projects. This could have been better addressed by a Government Enterprise Architecture position.

MN02115-2020



1.4	they actively challenge the progress and performance of projects—reports on benefits achieved are realistic and based on sound evidence.		Agreed	Continuous delivery assurance (a current step) is currently working through how to do this in an effective and scalable way.
2. Ensure that for future projects involving external suppliers:				
2.1	the contracts provide incentives to deliver the right outcomes for the business and share the risks and rewards across all parties	Technology projects regularly rely on external software providers. To be successful, project leaders ensure internal and external teams are working towards the same outcomes and goals.	Agree	To include a clear description of the solution attempts to fix outcomes at the commencement. This doesn't support Human Centre Design, agile, or CI/CD models where each phase depends on the deliverables of the previous one.  A more contemporary approach to this is to implement product teams (rather than project teams) who are: - inclusive of a minimal set of ongoing resources who will always be with the product; - always focused on how the system will operate and what new features will be important; - less likely to have major change impacts from build to operate as releases are smaller and the feedback loops shorter; - always connected to the strategic direction resulting in a more "evergreen" solution.
2.2	the contracts clearly describe the solution and the performance measures to achieve the outcomes		Partially agree – outcomes for first phase should be described.	Project teams are time bound; not focused on changing needs; likely to suffer issues moving from build to operate in technology and culture; treated independently of the existing solution; have one time input of strategic direction and are subject to peak and trough investment
2.3	there are strong relationships at all levels of internal and external teams to facilitate the delivery of projects.		Agree	

MN02115-2020



3.	Ensure that current and future technology projects are set up with the right mix of skills and resources.	Technology projects can be high risk and require capability in advanced technology, change management, project management, and contract management. Time needs to be allocated for teams to take on project responsibilities.	Agree	Leadership in this report has focused primarily on executive management however leadership is required at all levels of the project.
4.	Reflect on why projects have failed in the past and take timely actions to avoid making those mistakes again. Prior learnings must form part of the key considerations in managing project risks.	Project teams that identify and act on learnings from their project experience, and from the experiences of others, are more likely to be able to change their course when needed.	Partially agree	These are mostly lag indicators and are subject to being able to be "discovered" from learnings registers and do provide value. There is a strong body of evidence in contemporary approaches that sentiment supported by a few lead indicators of project health are better. A very contemporary practice in this model is the "retrospective" in agile. This takes the aforementioned insights on a short duration, regular basis to continuously look for improvements between iterations

MN02115-2020



## Comments received from Commissioner, Queensland Corrective Services



Office of the  
**Commissioner**

**Queensland  
Corrective Services**

Ref: QCS-03736-2020  
Your Ref: 12200

18 SEP 2020

Ms Karen Johnson  
Acting Auditor-General  
Queensland Audit Office  
QAO.Mail@qao.qld.gov.au

Dear Ms Johnson

Thank you for your letter of 2 September 2020 providing a draft report with your insights on delivering successful technology projects.

I note the range of audits and research that has been undertaken over time, exploring the reasons for the success or otherwise of information technology (IT) projects. The consolidation of these findings into this one report is invaluable. I fully support the findings and my department will review its project management practices in light of the report.

An action proposed in the draft report is for project boards and executives to review their current portfolio of technology projects to re-confirm priorities. I am pleased to advise that Queensland Corrective Services (QCS) is currently in the process of reviewing and prioritising all in-flight and proposed IT projects, with the aim of either stopping, pausing or continuing where it is identified as essential and aligned to business outcomes.

QCS' contract and project management capability remains a priority and this has been a consideration in recent organisational re-alignments, which will support implementation of the remaining actions proposed in this report.

If you require further information regarding this matter, please contact Chief Superintendent Michael Nikolic, Chief Digital Officer, Digital Services and Information Technology, on  
or

I trust that this information is helpful to you.

Yours sincerely

A handwritten signature in blue ink, appearing to read "Peter Martin".

Peter Martin APM  
Commissioner

**OFFICIAL**

QCS Headquarters  
L21 Northbank Plaza  
69 Ann Street Brisbane  
GPO Box 1054 Brisbane  
Queensland 4001 Australia  
Telephone +61 7 3565 7675  
ABN 61 993 700 400

# Comments received from Commissioner, Queensland Ambulance Service



Ref: 20/00475  
Mincor: 04663-2020



Queensland  
Government

Queensland  
Ambulance Service

Department of  
Health

23 September 2020

Ms Karen Johnson  
Acting Auditor-General  
Queensland Audit Office  
PO Box 15396  
CITY EAST QLD 4002

Dear Ms Johnson

Thank you for your correspondence dated 2 September 2020, in which you provided the Queensland Ambulance Service (QAS) with a copy of the Queensland Audit Office's (QAO's) proposed insights report on delivering successful technology projects.

I have considered the proposed report, and I understand that it is your intention to table the finalised report to Parliament in September 2020.

I note the findings of the proposed report, having specific regard for the participation of the QAS in the Human Resources Information Solutions Program led through the Department of Housing and Public Works. To this end, the QAS acknowledges the findings and observations of the proposed report as it relates to this Program.

Having further regard for these findings, I note that the QAS will take appropriate actions to review its current and proposed portfolio of technology projects with a view to ensuring that the lessons learned through the QAO report are effectively captured and applied, driving ongoing benefits to the organisation in its delivery of timely, quality and appropriate patient focussed ambulance services to the Queensland community.

Thank you for the opportunity to consider the proposed report. If you would like any further information, I have asked Mr Kent Grayson, Executive Director, Information Communications and Technology, QAS, to be available to assist you on telephone

Yours sincerely

Russell Bowles ASM  
Commissioner

Office of the Commissioner  
Emergency Services Complex  
Level 3 Block A  
Cnr Park and Kedron Park Roads Kedron  
GPO Box 1425 Brisbane  
Queensland 4001 Australia  
Telephone +61 7 3635 3271  
Facsimile +61 7 3635 3936  
Website [www.ambulance.qld.gov.au](http://www.ambulance.qld.gov.au)  
ABN 89 519 542 578



## Comments received from Commissioner, Queensland Fire and Emergency Services



File No: QFS/15769  
Ref No: 03887-2020  
Your Ref: 12200

23 SEP 2020

Ms Karen Johnson  
Acting Auditor-General  
Queensland Audit Office  
[QAO.Mail@qao.qld.gov.au](mailto:QAO.Mail@qao.qld.gov.au)



Queensland  
Government

Office of the  
Commissioner

Queensland Fire and  
Emergency Services

Dear Ms Johnson

Thank you for your letter dated 2 September 2020, regarding the Auditor-General's insights report on delivering successful technology projects and for providing Queensland Fire and Emergency Services (QFES) the opportunity to provide comments.

QFES continues to develop maturity in relation to project governance and delivery. The department's approach is consistent to that outlined in 'Factors that contribute to successful technology projects' (Figure 1 on page 2 of the report), noting that much of QFES' actual technical work is facilitated by the Public Safety Business Agency (PSBA) on behalf of QFES. PSBA provides professional Information and Communication Technology, financial, procurement, asset management and human resource services to the public safety agencies including QFES.

QFES' comments to the Auditor-General's insights draft report on *Delivering successful technology projects* are provided (**Attachment 1**).

Should you require any further assistance, please contact Ms Meg Lowe, Director, Knowledge Hub via email

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Greg Leach'.

Greg Leach  
Commissioner

Enc.

Emergency Services Complex  
125 Kedron Park Road Kedron  
GPO Box 1425 Brisbane  
Queensland 4001 Australia  
Telephone 13 QGOV  
Website [www.qfes.qld.gov.au](http://www.qfes.qld.gov.au)  
ABN 93 035 163 778

## Responses to recommendations

### Attachment 1

#### Queensland Fire and Emergency Services (QFES) response to the Auditor-General's insights draft report on *Delivering successful technology projects*

##### 1. Review of current portfolio of technology projects to re-confirm priorities

- QFES has actively engaged in developing a strong Information and Communication Technology (ICT) Portfolio Management and Governance capability. This includes a standardised process for identifying, exploring, approving, prioritising and delivering ICT projects in partnership with Frontline and Digital Services (F&DS) within Public Safety Business Agency (PSBA) and other parties under contract.
- QFES develops an annual program of work that consists of prioritised projects and initiatives. QFES develops this program based on identified business needs, technology life-cycling, available capacity and an approved funding envelope.
- QFES uses the Queensland Government Gateway process to assist with decision-making associated with QFES-led ICT projects. In the case of lower level initiatives, QFES relies on detailed reporting to assess the progress of projects against objectives and the probability of delivering benefits and will revisit the business case where it appears a project is 'at risk'.
- The ICT Portfolio Management and Governance team actively oversee the progress of all QFES-led ICT Projects and Initiatives as well as those led and managed by F&DS on behalf of QFES and provide advice on project health, including recommendations to the respective Project Boards. All projects, programs and initiatives have the oversight of a Program or Project Board or a Program Control Group.
- Further to this, QFES is currently engaged in the Unite and Recover Data and Savings Program process, whereby all ICT initiatives are reported to, and assessed by the Office of Assurance and Investment within the Department of Housing and Public Works.

##### 2. Future projects involving contracts and relationships with external suppliers

- QFES actively works with PSBA to undertake contract development and contract management activities.
- When developing new ICT contracts or renegotiating existing contracts, QFES leverages the knowledge of the PSBA Procurement Services Group. QFES also engages specialised consultants and contractors to assist with matters such as the development of market documentation, probity and contract development to ensure that ongoing value can be leveraged from contracts.
- Where delivery of a project occurs with an implementation partner or product vendor, QFES provides very clear direction in the form of business requirements or inductions to ensure that all parties are clear on deliverables. Stand-ups and more formal project team meetings are held to ensure that understanding is maintained, risks and issues are identified early, and everyone is working to the same plan.
- The success of the Aurion (QFES' Self Service Payroll system) implementation was due to strong relationships with internal and external teams, which QFES will seek to replicate on future projects.
- All ICT procurement for Queensland public safety agencies is undertaken in accordance with the Queensland Information Technology Contracting (QITC) Framework.
- The QITC Framework allows for individual contracts to be directly formed between a Supplier and a Customer for ICT procurements under a common contractual framework. It includes standardised terms and conditions for the purchase of ICT Products and Services and was co-designed by government and industry. The QITC Framework provides a choice of contract types to reflect the risk and value of ICT procurement activities.

**3. Ensure that current and future technology projects are set up with the right mix of skills and resources.**

- QFES works with F&DS to estimate resource requirements for ICT Projects. As technology changes quickly, a mix of public service resources and contract resources has been the standard model to ensure both knowledge development within the QFES business and the acquisition of skilled workers with contemporary ICT skill sets.
- Historically, this mix of resources has allowed for adaptive responses to changing technology.

**4. Reflect on why projects have failed in the past**

- Lessons management is a key component of the QFES operational environment and this also translates to the ICT project environment.
- Post Implementation Review is a standard component of ICT project practices within QFES.
- Lessons are also captured and applied during inflight project delivery, particularly where the same output is delivered over multiple sites or occasions.
- There are many lessons documents from the Human Resources Information System (HRIS) program, which QFES will review and consider in future projects.



## Comments received from Director-General, Department of Health



Queensland Health

Enquiries to: Damian Green  
Deputy Director-General, eHealth Queensland  
Chief Information Officer, Queensland Health

Telephone:  
Our ref: C-ECTF-20/12842  
Your ref:

Ms Karen Johnson  
Acting Auditor-General  
Queensland Audit Office  
PO Box 15396  
CITY EAST QLD 4002

Email: [gao@gao.qld.gov.au](mailto:gao@gao.qld.gov.au)

Dear Ms Johnson

Thank you for your letter dated 2 September 2020, which enclosed the Auditor-General's proposed insights report on delivering successful technology projects.

I note the report's findings and thank you for the insights that it suggests. The report highlights that technology projects are a significant challenge for public and private organisations across the globe. Queensland Health is no different in this regard, and the consolidation of learnings from across the public sector within the proposed report provides a helpful reference moving forward.

As you know I announced the Laboratory Information System (LIS) project was being discontinued by Queensland Health in April 2020. I welcome the acknowledgement in the report that "cancellation can be appropriate" and that "senior leaders should feel empowered to consider this option when it is in the best interests of the state". The report states that this "needs to be at the right time before significant losses accumulate", but cancellation can be the optimal option at any point and requires active exploration at all times.

In the case of the LIS project analysis, it demonstrated that the most cost-effective option was to discontinue the project. This was due to several factors, the most notable of which was a re-evaluation of the need to replace the existing system. In 2012, the current system was forecast to reach end of life in June 2020, but the system was procured by a larger vendor in 2015, upgraded, and support extended to at least 2029. Meanwhile, it became evident that the replacement project required significant software development that was not originally in scope, and as a result, the risks and costs of continuing exceeded that of upgrading the existing system. At the same time, the COVID-19 pandemic necessitated the prioritisation of laboratory resourcing towards the output of more than 9,000 COVID-19 tests per day. As a result, it was determined that the optimal option for Queensland Health, considering all costs, benefits and risks was to discontinue the project. This decision was validated by independent experts.

Level 39  
1 William St Brisbane  
GPO Box 48 Brisbane  
Queensland 4000 Australia

Website [health.qld.gov.au](http://health.qld.gov.au)  
Email [DG\\_Correspondence@health.qld.gov.au](mailto:DG_Correspondence@health.qld.gov.au)  
ABN 66 329 169 412

In the Auditor-General's report number 1 for 2018-19, *Monitoring and Managing ICT Projects*, it is noted that 67 per cent of companies fail to terminate unsuccessful projects. A subsequent recommendation in report 10 for 2018-19, *Effectiveness of the State Penalties Enforcement Registry ICT Reform*, was "Ensure project steering committee members understand that they are empowered to stop projects". The proposed insights report has now recommended that "Boards and executives review their current portfolio of technology projects to re-confirm priorities ensuring that the projects they have underway at any one time reflect the entity's highest priorities and align with changes in its economic and business environments". The LIS Project is an example of these recommendations in action. Characterising the LIS Project as a "costly technology failure" does not consider the fact that project drivers change over time, and that as a result, the best option can be to stop a project, rather than complete it. It is a matter of regret that this example of recommendations being followed was not highlighted in the report. However, I appreciate the report was designed to be brief and focussed on the five factors.

Overall, there are many lessons which have been learnt from the LIS Project. Queensland Health has captured, shared and is integrating these into practice. Many of these lessons relate to the five factors identified in the proposed report.

Queensland Health acknowledges that these five factors are a useful conceptual framework to consider in delivering technology projects. For example, it currently collects, aggregates and disseminates lessons learned from Information and Communications and Technology (ICT) projects, facilitating the continuous integration of learnings. Queensland Health is also in the process of strengthening the application of Gateway Assurance to require accountable ICT project officers to submit reports to project teams and relevant governance bodies. It is hoped the sharing of lessons and the willingness to harness a wider range of resources and expertise to support assurance activities will support more successful technology projects and the attainment of system-wide goals.

Attachment 1 provides a response to each of the actions that the proposed report lists for consideration. Each action is commented on from the perspective of the LIS project specifically, as well as from the perspective of Queensland Health more generally.

Should you require further information, Queensland Health's contact is Mr Damian Green, Deputy Director-General, eHealth Queensland on telephone .

Yours sincerely



Dr John Wakefield PSM  
**Director-General**  
22/09/2020

## Responses to recommendations

Action for Consideration	Agree/Disagree	Comments (LIS Project)	Comments (Additional)
<p>1. Public sector boards and executives should review their current portfolio of technology projects to re-confirm priorities ensuring that:</p> <ul style="list-style-type: none"> <li>• the projects they have underway at any one time reflect the entity's highest priorities and align with changes in its economic and business environments</li> <li>• they only take on the number, size and nature of projects they have the capability to deliver</li> <li>• processes are in place to re-validate business cases to ensure that projects continue to be viable and the proposed benefits are still relevant</li> <li>• they actively challenge the progress and performance of projects – reports on benefits achieved are realistic and based on sound evidence.</li> </ul>	<p>Agree</p>	<p>The LIS Project was formally reviewed at several junctures to confirm its prioritisation, including in October 2015 (preliminary business case) and November 2017 (detailed business case). In each instance it was determined to be a priority of Queensland Health and the Queensland Government. The project was informally reviewed by the Director- General in December 2018 and March 2019. In September 2019, the Senior Responsible Owner commissioned another formal review, which identified that continuation of the project was no longer in the best interest of Queensland Health given the changed environment. As part of each formal review, the business case was appraised to ensure the drivers of the project remained valid (the review of 2019 found that this was no longer the case). A project health check was done in mid 2019. Reviews are resource intensive. Treasury's project management requirements include formal reviews at gateways and project health checks. Given the self-assessed high-risk rating, the 2019 health check was undertaken by independent assurance experts as recommended by Treasury.</p>	<p>The four recommendations contained in the report are extremely important for the system and provide guidance to improve the delivery of complex ICT projects. In particular, the report highlights that a more proactive approach is required in both assurance and governance of ICT projects, which will be implemented in line with the other improvements to ICT governance.</p> <p>At the system level there are frameworks and processes in place to guide boards and executives. However, it is acknowledged that more needs to be done to strengthen the performance of projects particularly when they are large and complex.</p> <p>Significant ICT initiatives are assessed in accordance with the Queensland Health Investment Management Framework, ensuring a structured and rigorous approach to investment.</p> <p>All ICT initiatives are bound by the requirements outlined in the Governance of ICT initiatives Policy (QH-POL-470:2019) and the subordinate Standard – Requirements of ICT Initiatives (QH-IMP-470:2019). These:</p> <ul style="list-style-type: none"> <li>• promote prudent and efficient decisions that maximise value for money and strategic alignment at all stages of an ICT initiative's lifecycle;</li> <li>• enable a portfolio approach to investment appraisal and assurance so that all significant projects are evaluated and monitored against strict criteria;</li> <li>• promote cogent, standardised and timely performance reports and interrogation; and</li> <li>• support effective risk and benefit management.</li> </ul>



Action for Consideration	Agree/Disagree	Comments (LIS Project)	Comments (Additional)
			<p>Within Queensland Health, Gateway Assurance is applied in accordance with the Queensland Health ICT-enabled initiative assurance framework.</p> <p>A standard component of Gateway Reviews is independent verification of the business case – ensuring that it is valid despite any internal or external events or changes, and confirmation that the objectives are still aligned with the wider organisational business strategy.</p> <p>The assurance framework is being strengthened to state that the recommendations within the Gateway Assurance Review Report are to be submitted to the initiative team for development of an action plan and the relevant governance body and Chief Information Officer for increased oversight and monitoring.</p> <p>Queensland Health is currently exploring ways to improve the governance of its ICT portfolio, including a review of the peak ICT governance body, which will be informed from this report.</p> <p>It is envisioned that any new ICT portfolio governance will deliver prudent and efficient ICT investment, within centrally set parameters or guardrails. It will be underpinned by principles that encourage a collegiate approach to ICT delivery where system stakeholders share knowledge, expertise and resources to improve the success in delivering complex ICT projects.</p>



Action for Consideration	Agree/Disagree	Comments (LIS Project)	Comments (Additional)
<p>2. Public sector boards and executives ensure that for future projects involving external suppliers:</p> <ul style="list-style-type: none"> <li>• the contracts provide incentives to deliver the right outcomes for the business and share the risks and rewards across all parties</li> <li>• the contracts clearly describe the solution and the performance measures to achieve the outcomes</li> <li>• there are strong relationships at all levels of internal and external teams to facilitate the delivery of projects.</li> </ul>	<p>Agree</p>	<p>The Contract with the supplier to deliver the LIS project contained a Project Implementation and Payment Plan (PIPP) with milestone and performance dependent payments, along with financial penalties for delayed delivery. The Contract defines Contract Specifications as the totality of deliverables to be provided by the Supplier in response to the procurement process of the Customer which are set out in Detailed Design Documentation, not the Contract, as per standard practice. There was a joint governance structure with the supplier pursuant to the Contract. This interface was strengthened as part of the reorganisation of the project in March 2019.</p>	<p>The Queensland Information Technology Contracting (QITC) framework forms the basis of all Queensland Government ICT contracts. These contain commercial incentives for both parties, along with joint governance arrangements.</p> <p>The contract template used by eHealth Queensland, Department of Health and available to other system stakeholders includes a table of accountabilities ensuring that a Contract Owner is identified from the customer and the vendor side and includes a structured approach to meetings with the vendor.</p> <p>As highlighted, Gateway Assurance is a key component of ICT governance within Queensland Health.</p> <p>Before a contract is placed with a vendor a Gate 3 review confirms whether the recommended investment decision is appropriate, whether both the client and the supplier can implement and manage the proposed solution and whether the necessary processes are in place to achieve a successful outcome after the contract is awarded.</p> <p>Additional controls will be implemented to measure, verify and implement contract performance.</p> <p>It is anticipated that the changes Queensland Health plans to roll out regarding the dissemination of Gateway Assurance to relevant governing bodies and project teams will enable a greater breadth of expertise to be leveraged and increased oversight.</p>



Action for Consideration	Agree/Disagree	Comments (LIS Project)	Comments (Additional)
<p>3. Ensure that current and future technology projects are set up with the right mix of skills and resources.</p>	<p>Agree</p>	<p>The LIS Project was underpinned by a resourcing plan that was determined by identifying the skills and resources required at each project stage. Performance against this plan was monitored by the LIS Project Board as part of the monthly project status report.</p> <p>QH acknowledges that whilst the plan was designed about a commercial off the shelf solution, the requirements for software changes caused increase resource requirements.</p>	<p>The implementation of new technology into the health setting is complex, requiring project management, technical and clinical user expertise.</p> <p>A standard component of the Gateway Assurance Gate 2 review, which is required prior to the commencement of a procurement process, is independent confirmation that the delivery strategy is robust and appropriate and project resources have appropriate skills and experience.</p> <p>Later Gateway Reviews also assure the resourcing components both in terms of capacity and capability, the appropriateness of the delivery approach and the delivery parameters.</p> <p>Improvements can be made in this area and it is anticipated that the changes Queensland Health plans to roll out regarding the increased dissemination of Gateway Assurance information will improve resource planning and management.</p> <p>The broader changes proposed to ICT governance – namely the focus on a collegiate delivery approach – will support a more optimal allocation of resources across the system to deliver the ICT portfolio, improved resource plans and timing to onboard project and specialist resources.</p>



Action for Consideration	Agree/Disagree	Comments (LIS Project)	Comments (Additional)
<p>4. Reflect on why projects have failed in the past and take timely actions to avoid making those mistakes again. Prior learnings must form part of the key considerations in managing project risks.</p>	<p>Agree</p>	<p>The LIS project considered the lessons learned from major technology projects throughout its lifecycle, including projects within the Queensland public sector, and LIS replacement projects in South Australia and Western Australia. A lessons learned register was maintained throughout the course of the project and at the cessation of the project, lessons learned were documented within the Project End Report, which has been shared with eHealth Queensland for consolidation within Queensland Health, as well as the Office of Assurance and Investment, Queensland Government Chief Customer and Digital Office.</p>	<p>Queensland Health will lead and implement improvements in the system to deliver improved value from ICT projects including several initiatives that aim to embed lessons learned into project delivery, ensuring ICT projects successfully add value to the health system.</p> <p>Queensland Health compiles lessons learned from ICT initiatives across the health system into a report each year. The report for 2018-19 is based on 62 assurance reviews of 55 initiatives.</p> <p>These reports are disseminated to key stakeholders, and published on the Queensland Health intranet. This facilitates the continuous integration of learnings into projects.</p> <p>The Queensland Health ICT-Enabled Initiative Assurance Framework is currently being updated to strengthen existing practices by mandating that lessons learned are formally considered at each gateway review and as part of project health checks.</p> <p>In addition, Queensland Health is currently compiling Lessons Learned Guidance material. This will provide practical guidance to the health system about how to establish a feedback loop where lessons are learned and actioned. It is anticipated this will be released towards the end of the financial year 2020-21.</p>



## Comments received from Deputy Director-General, Department of Environment and Science

---



Department of  
**Environment and Science**

Our Ref: CTS 19208 & CTS 19300/20  
Your Ref: 12200 – Mayus Nath

Ms Karen Johnson  
Acting Auditor-General  
Queensland Audit Office  
PO Box 15396  
CITY EAST QLD 4002

Dear Ms Johnson

Thank you for your letter dated 2 September 2020 to the Department of Environment and Science (DES) regarding the Auditor-General's insights report on delivering successful technology projects. The Director-General has asked me to respond on his behalf.

DES is proud of the achievements of the Accelerating Science Delivery Innovation program and is confident the program will continue to deliver benefits for the scientific community across government, industry, research bodies and for Queenslanders.

DES is supportive of the actions identified in the Delivering Successful Technology Projects Report which reinforces the strong program/project governance and methodology currently deployed within the department.

Yours sincerely

A handwritten signature in blue ink, appearing to read "m.jacobs".

Dr Mark Jacobs  
Deputy Director-General  
Science and Technology  
22 / 9 / 2020

GPO Box 2454 Brisbane  
Queensland 4001 Australia  
Website [www.des.qld.gov.au](http://www.des.qld.gov.au)  
ABN 46 640 294 485



## Comments received from Director-General, Department of Transport and Main Roads



Office of the  
Director-General

Department of  
**Transport and Main Roads**

Our ref: DG39999

Your ref: 12200

17 SEP 2020

Ms Karen Johnson  
Acting Auditor-General  
Queensland Audit Office  
qao@qao.qld.gov.au

Dear Ms Johnson

Thank you for your letter of 2 September 2020 enclosing the proposed insights report to Parliament on delivering successful technology projects for my information and comment.

I note your acknowledgement of the Department of Transport and Main Roads' (TMR) Vessel Traffic Services Project and how TMR has worked towards achieving greater alignment between business units, suppliers, and project team and that the project has processes in place to reflect on lessons as it progresses. I also note that extensive consultation has been undertaken through the audit process with your auditor and representatives from TMR.

I support the intent of the report and agree with the value of the factors identified in the proposed report to expand the maturity of agency processes to deliver technology projects. TMR has taken a continuous improvement approach to maturing portfolio management, specifically governance processes, assurance/gating processes, project executive capability, and benefits delivery. TMR has recently conducted the annual review of the inflight and forward program of technology projects to reassess priorities, linkage to strategic outcomes and the deliverability of projects. TMR works closely with the Office of Assurance and Investment Review, under the Queensland Government Customer and Digital Group within the Department of Housing and Public Works, to ensure transparency and openness in the delivery of TMR initiatives.

TMR has been one of the leaders in the implementation of the Queensland Information Technology Contracting Framework, as well as developing the TMR FlexiProQr process which provides a flexible and agile procurement process to enable greater flexibility in ensuring solutions and contracts are able to pivot as required. This process has enabled an increased collaboration with the market and better contract outcomes through balanced risk and setting expectations.

1 William Street Brisbane  
GPO Box 1549 Brisbane  
Queensland 4001 Australia

Telephone +61 7 3066 7316  
Website [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au)  
ABN 39 407 690 291

The proposed actions from the report will be coordinated through TMR's Information Technology Branch with oversight and governance by the Information and Systems Committee.

TMR appreciates the opportunity to provide comments on this proposed report. If you need any further information, please contact Ms Samara Dowling, Acting Chief Auditor, TMR, by telephone on

Yours sincerely

*Neil Scales*

Neil Scales  
Director-General  
Department of Transport and Main Roads



## Comments received from Electoral Commissioner, Electoral Commission Queensland

---

File number: CCA/000039; 824

Your reference: 12200



**Electoral  
Commission**  
QUEENSLAND

11 September 2020

Ms Karen Johnson  
Acting Auditor-General  
PO Box 15396  
CITY EAST QLD 4002  
Email: [gao@gao.qld.gov.au](mailto:gao@gao.qld.gov.au)

Dear Ms Johnson

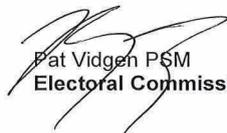
Thank you for your correspondence of 2 September 2020 regarding the Auditor-General's insights report on delivering successful technology projects.

I have reviewed the report and am satisfied with its contents.

I look forward to its tabling in parliament and its wider distribution to share learnings with the wider public sector.

I trust this information is of assistance.

Yours sincerely



Pat Vidgen PSM  
Electoral Commissioner

