



Queensland Government Digital Investment Governance Framework (DIGF)

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Contents

1. Fundamentals.....	3
Purpose and objectives	3
What is a digital investment?.....	4
How to apply the Digital Investment Governance Framework.....	4
2. Digital investment guidance	7
DIGF alignment to other government reviews	7
Digital investment principles.....	7
Digital strategic priorities and policies	8
Digital investments roadmap	8
3. DIGF steps for a project	9
Step 0: Identify investment.....	9
Step 1: Preliminary evaluation	9
Step 2: Analyse and plan	10
Step 3: Investment decision.....	11
Step 4: Deliver investment.....	12
Step 5: Realise investment.....	13
4. DIGF steps for a program.....	14
Step 0: Identify investment.....	14
Step 1: Strategic assessment-identify.....	14
Step 2: Strategic assessment-define.....	15
Step 3: Deliver investment.....	16
Step 4: Strategic assessment-close.....	17
5. Assurance, governance and tracking	18
Assurance alignment	18
DIGF governance.....	19
Digital investments register	21
6. Tools	23
Frequently asked questions	23
Templates.....	24
Useful diagrams	25
List of documentation for QGCDG reviews	25

The Digital Investment Governance Framework

The Digital Investment Governance Framework (DIGF) provides the primary governing structure for Queensland Government investment in digital and IT-enabled technologies.

1. Fundamentals

The Digital Investment Governance Framework (DIGF) is a practical governance framework incorporated within the Queensland Government Enterprise Architecture (QGEA).

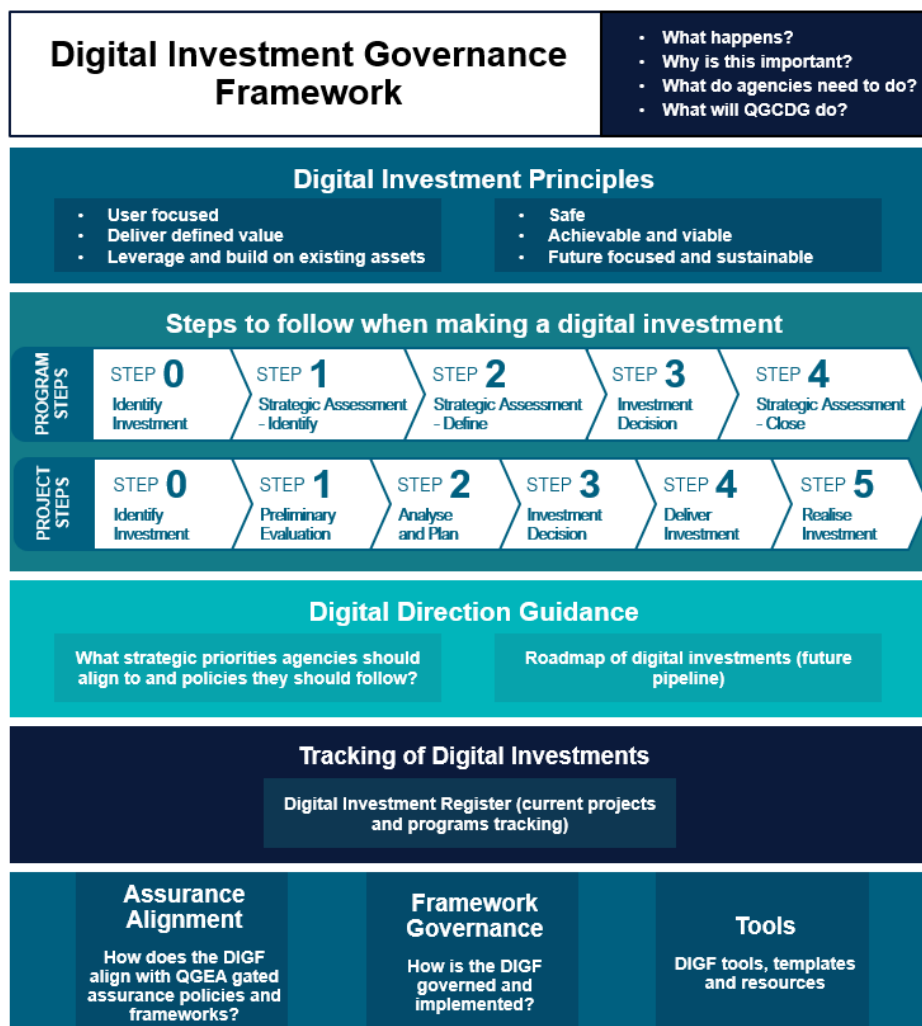
Purpose and objectives

Purpose

The Digital Investment Governance Framework (DIGF) provides:

- principles to follow when making a digital investment
- digital direction guidance e.g., strategies and policies to be aligned to/taken into account
- steps to take when making a digital investment
- assurance alignment and framework governance that applies to the DIGF.

The diagram below provides an overview of the DIGF.



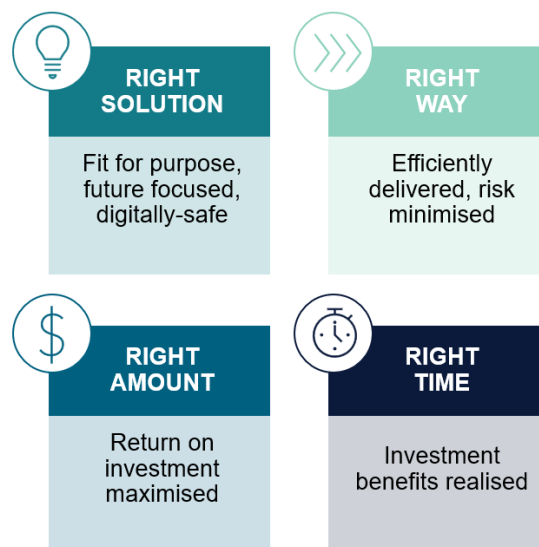
The DIGF has been drafted to enable readers to consume the information in the order appropriate for them. Further information about this can be found in the [Frequently asked questions](#).

The DIGF does not replace existing agency governance processes. The intent of the DIGF is to support agency processes while also taking a whole-of-government portfolio lens. Queensland Government Customer and Digital Group (QGCDG) will work directly with agencies where alternative, mature investment assessment and governance oversight is applied.

Objectives

The objective of the DIGF is to support delivery of Queensland Government priorities (*Good Jobs, Better Services, Great Lifestyle*) by providing a primary governing structure for Queensland Government digital investments that ensures:

- The *Right Solution*: fit for purpose, future focused, digitally safe
- The *Right Way*: efficiently delivered, risk minimised
- The *Right Amount*: return on investment maximised
- The *Right Time*: investment benefits realised.



What is a digital investment?

Digital and IT-enabled investments are those where technology is the primary lever for achieving desired outcomes and benefits and may include:

- Software as a Service (SaaS) provided by a third party
- software development conducted as part of a project or program
- large scale IT installations conducted as part of a project or program

Digital and IT-enabled investments may be a program, project or an initiative.

How to apply the Digital Investment Governance Framework

Who does the Digital Investment Governance Framework (DIGF) apply to?

All Queensland Government agencies must follow the DIGF. Queensland Government Statutory Bodies and Government Owned Corporations (GOCs) should have regard to the intent of the DIGF and may choose to adopt the DIGF where appropriate.

Which digital investments does the DIGF apply to?

The DIGF applies to [digital investments](#) with the exception of low risk/value investments. Low risk/value investments will not be monitored or tracked by the Queensland Government Customer and Digital Group (QGCDG) within the Department of Transport and Main Roads. It will be the agencies' responsibility to ensure these investments follow the [digital investment principles](#), align to [digital strategic priorities](#) (where possible) and appropriate assurance and governance is applied.

For completeness, all digital investments should still be registered with QGCDG once established as a project or program. QGCDG will work with agencies to ensure accurate records of the initiatives (e.g., moving between stages, tranches, closure) are maintained. If in doubt whether your investment is subject to the DIGF, contact OAI@chde.qld.gov.au for assistance.

All digital investments that are not deemed low risk/value will be required to follow the DIGF. These investments include:

- CBRC funded investments (no exceptions), or
- investment assessed as assurance level 3 and 4 (no exceptions), or
- all investments greater than the Director-General thresholds defined by the [Project commencement approval policy](#).
- investments deemed a high risk, (including those under the dollar thresholds), by an agency, the Chief Customer and Digital Officer (CCDO), Queensland Treasury or the Department of Premier and Cabinet (e.g., initiatives with significant privacy, security, and human rights implications).

Excluded digital investments which are not required to follow the DIGF include:

- replacement of an existing application or technology using a like for like service and deployment model that is above the Project commencement approval policy thresholds and an exemption is granted from the CCDO, or
- operational technology (OT) that detects, monitors or controls industrial equipment, assets, processors or events, unless nominated for inclusion by an agency. As these investments primarily relate to heavy infrastructure or industrial infrastructure, they will be covered by other investment assessment and governance frameworks. Examples of these investments would include heavy infrastructure (buildings, roads, bridges, tunnels, rail, etc.) and industrial infrastructure (medical equipment, industrial machinery, physical security, etc.) across sectors such as education, health, transport, water and energy.

What if a digital investment is not required to be monitored or tracked in accordance with the DIGF?

For a digital investment that is not in-scope, an agency is still required to ensure:

- Registration of the digital investment with OAI occurs
- digital investment principles are applied
- digital strategic priorities are applied (where possible) and appropriate policies are applied
- best practice project and program management is applied
- gated assurance process is applied (once assurance profiling tool submitted to QGCDG, further QGCDG reviews and reporting are not required). An agency may request a review or guidance from the QGCDG concerning the investment
- Queensland Government Enterprise Architecture (QGEA) framework, tools and guidance are applied.

What if a digital investment is not initially in scope of the DIGF, however, becomes in scope due to a change?

The DIGF has been designed to allow initiatives to enter at any step, particularly where they become in scope due to a change. The agency is required to notify the QGCDG as soon as possible of a change in status for their initiatives, and a decision will be made as to whether the DIGF is to apply to the digital investment from that point onwards. QGCDG will work collaboratively with agencies to determine what governance activities are required for each initiative.

2. Digital investment guidance

The digital investment guidance assists when formulating and delivering a digital investment within the Queensland Government.

DIGF alignment to other government reviews

Recommendations arising from the following reviews have been considered and applied where possible within the Digital Investment Governance Framework (DIGF):

- Monitoring & Managing ICT Projects (QAO) – 2018-19
- Effectiveness of the SPER ICT reform (QAO) – 2020
- Delivering Successful Technology Projects (QAO) – 2020.

The following recommendation themes from the above reviews have been applied:

- clear definition of investments that are to be monitored and reported on
- government's investments in digital aligns to digital strategic priorities (where possible) and policies
- investment reporting starts early – at concept stage
- business cases provide clear, comprehensive evidence for decision-makers, policy and business outcome alignment
- leveraging required assurance reviews and health checks at each investment step
- learnings are identified, acted on and shared
- establishing criteria to measure the performance of projects.

Digital investment principles

All digital investments are required to follow the digital investment principles of:

- **User focused** – digital investments are accessible and user-centric, delivering improvements for individuals and businesses to engage with or deliver government services
- **Deliver defined value** – digital investments have a clear value proposition (e.g. quantifiable value or efficiency benefits)
- **Leverage and build on existing assets** – where it makes sense, digital investments use common and connected digital platforms to enable responsive service delivery (joined up government service delivery)
- **Safe** – digital investments safeguard the security of government and customer information and digital resources
- **Achievable and viable** – digital investments have executive support, are able to be delivered, include business change and readiness considerations and have practical timelines with appropriate risk profiles
- **Future-focused and sustainable** – digital investments contribute to the momentum of the government's digital transformation in a way that can be maintained over the solution's lifecycle (beyond implementation).

The digital investment principles provide direction and guidance when formulating a digital investment within the Queensland Government. The principles are designed to steer investment decisions towards achieving the [DIGF objectives](#) (*Right Solutions, Right Way, Right Amount, Right Time*).

Digital strategic priorities and policies

All digital investments are required to follow the [digital investment principles](#) and align to digital strategic priorities (where possible) and policies. These include:

- [key principles](#) and strategic objectives contained within the Queensland Government Enterprise Architecture (QGEA), to ensure all new investment proposals meet the policy objectives and align to the agreed future state architecture
- Queensland [Digital Economy Strategy](#) (DES) and Action Plan including any supporting sub-strategies and plans
- agency specific service delivery commitments.

The QGEA provides ICT strategies, frameworks, tools and guidance to streamline investment and decision making in agency and whole-of-government environments.

The DES is founded on three focus areas and aims to accelerate the development, embedding and optimisation of digital technologies in Queensland over the next decade. It has been endorsed by cabinet as the overarching strategic policy for Queensland.

Digital investments roadmap

The digital investments roadmap is a list of digital initiatives that each agency has internally prioritised, planned or is undertaking to enhance or optimise the delivery of its services. Each agency will maintain their digital investment roadmap and provide this information to Queensland Government Customer and Digital Group (QGCDG), regardless of whether they fall within the Digital Investment Framework (DIGF).

The aggregation of each agency's digital investment roadmap presents a consolidated view of all digital investments across Queensland Government. The pipeline of investments is analysed to identify gaps and reuse opportunities. This will improve the visibility and cross sector collaboration. New investments are reviewed to ensure they adhere to the digital investment principles and align to digital strategic priorities (where relevant) and policies.

While complementary, the ICT work plan, and the published [Digital Projects Dashboard](#) are independent of the digital investment's roadmap.

The QGCDG reviews each agency's digital investment roadmap and will provide digital investment advice back to the agency. The QGCDG will present the consolidated agencies' digital investment roadmaps annually and summaries of any updates for new investment proposals at the monthly governance group meetings.

3. DIGF steps for a project

The steps to follow when making a digital investment may require the Queensland Government Customer and Digital Group (QGCDG) review findings to be presented to the Digital Economy Leadership Sub Group (DELSG). Agencies should allow for sufficient time (minimum 6-8 weeks) to navigate this process and discuss timeframes with the QGCDG, particularly where urgency exists. The timeframes should allow for the assessment and the DELSG process, noting that the outcome of the review process is tied to the frequency of the DELSG meetings.

Step 0: Identify investment

What happens at this step?

A digital investment proposal is prioritised internally by an agency, and the agency's digital investment roadmap is updated and submitted to the Queensland Government Customer and Digital Group (QGCDG) for consultation. The QGCDG performs an initial assessment of the proposal and provides digital investment advice back to the agency.

Why is this important?

This step ensures the proposal adheres to the digital investment principles and aligns to digital strategic priorities (where possible) and policies.

The QGCDG also reviews the investment considering other investment proposals across the whole-of-government pipeline and initiatives currently being implemented, and facilitates cross agency collaboration and productivity, reducing duplication.

What do agencies need to do at this step?

Agencies will follow their internal planning processes to identify digital investment proposals to address their service needs. The proposal is an internal agency document/record which identifies future service need based on clearly defined problems and/or opportunities.

If a proposal is internally prioritised within the agency, the proposal is added to the agency's digital investment roadmap (refer to digital investments roadmap) with information fields updated as additional information becomes available. These updates are to be provided in line with the regular monthly reporting cycle and as agreed between the agency, Digital Economy Leadership Sub-Group (DELSG) and QGCDG.

The proposal should be registered with QGCDG once established as a project.

What will the QGCDG be doing at this step?

The QGCDG will provide digital investment advice back to the agency which could include recommendations on how the proposal could be strengthened, opportunities for the reuse of digital and IT solutions and platforms, or guidance to ensure agencies align achieving service needs with the strategic direction set by government.

The QGCDG will present the consolidated digital investment roadmap annually and any updates for new investment proposals at the monthly DELSG meetings.

Step 1: Preliminary evaluation

What happens at this step?

Once a project is initiated and the preliminary business case is developed, the Queensland Government Customer and Digital Group (QGCDG) completes a Concept Review and works with the agency to ensure that project is aligned and opportunities for cross-agency collaboration are identified. Summarised findings are presented to the Digital Economy Leadership Sub Group (DELSG) and guidance is provided back to the agency before resources are committed to undertake a detailed business case for the project.

Why is this important?

This step continues to ensure the project adheres to the digital investment principles and aligns to digital strategic priorities (where possible) and policies, setting up the project for success.

The QGCDG provides advice to the agency on any actions to improve policy alignment, robustness of the project and linkages it may have with programs/projects in other agencies. Guidance is provided early in the project lifecycle.

What do agencies need to do at this step?

The agency completes the assurance profiling tool, develops an assurance plan and submits these documents for QGCDG review. At this stage the project may choose to provide evidence of strategic alignment work that has been undertaken. The agency will also submit, for QGCDG review, the Gate 1 review report, its supporting documentation including the preliminary business case, and action plan once completed.

Consideration of Queensland Government's Project assessment framework (PAF) as well as the Infrastructure business case development framework administered by the Department of State Development and Infrastructure where relevant, remains.

The funding model for the project should be considered including planning and budgeting for business cases. For example, what will be the source of funding for each digital investment step? Will the funding be capital or operating in nature, sourced internally and/or will a Cabinet Budget Review Committee submission be required?

Other governance policies should also be considered e.g., [Project commencement approval policy](#).

What will the QGCDG be doing at this step?

The QGCDG will complete a concept review - an assessment of each proposal against the digital investment principles and digital strategic priorities and policies. A summary report with key observations from the review will be presented to the DELSG and investment guidance will be provided back to the agency before resources are committed to undertake a detailed business case for the project. The QGCDG will also provide advice on the assurance plan.

At this step, the project is added to the digital investments register and if required, updated on the digital investments roadmap.

Step 2: Analyse and plan

What happens at this step?

Following completion of the detailed business case, the Queensland Government Customer and Digital Group (QGCDG) works with the agency to complete investment review A for the project.

Summarised findings are presented to the Digital Economy Leadership Sub Group (DELSG) and investment guidance is provided back to the agency. For some projects, this step may not be required. QGCDG will work collaboratively with agencies to determine what reviews are required for each project.

Why is this important?

This step is undertaken before government commits funding for the initiative (regardless of funding source).

The QGCDG ensures the project continues to adhere to the digital investment principles, aligns to digital strategic priorities (where possible) and policies, and the business case provides clear, comprehensive evidence for decision-makers.

What do agencies need to do at this step?

The agency submits, for QGCDG review, the Gate 2 review report, its supporting documentation, and action plan, including the detailed business case for the project. The agency will engage with vendors (where possible) to gather information for the detailed business case.

What will the QGCDG be doing at this step?

The QGCDG will complete the investment review A which includes a review of the detailed business case and Gate 2 review documentation and creates a summary report with key observations from the review for the DELSG.

Investment guidance is provided back to the agency for consideration before resources are committed to undertake the project.

The project is updated on the digital investments register as more information becomes available.

Step 3: Investment decision

What happens at this step?

The Queensland Government Customer and Digital Group (QGCDG) works with the agency to complete investment review B for the project. Summarised findings are presented to the Digital Economy Leadership Sub-Group (DELSG) and investment guidance is provided back to the agency. For some projects, this step may be repeated if multiple contracts or procurement processes are required. QGCDG will work collaboratively with agencies to determine what reviews are required for each project.

Why is this important?

This step is undertaken before government awards contracts to potential suppliers, partners and/or other delivery agencies to ensure the project remains viable after considering feedback from the market. Updates from procurement processes are incorporated into the business case, and further guidance is provided back to the agency, particularly if there are major changes to investment parameters.

What do agencies need to do at this step?

The agency submits, for QGCDG review, the Gate 3 review report, its supporting documentation, and action plan. This will also include the final business case and benefits realisation plan following any updates from prospective suppliers.

What will the QGCDG be doing at this step?

The QGCDG will complete investment review B which includes a review of the detailed business case (if required) and Gate 3 review documentation and creates a summary report with key observations from the review for the DELSG.

Investment guidance is provided back to the agency for consideration before contracts are awarded.

The digital investments register is updated with any additional information.

Step 4: Deliver investment

What happens at this step?

The Queensland Government Customer and Digital Group (QGCDG) works with the agency to monitor progress and delivery of the project through several mechanisms. If warranted by risks and issues, the QGCDG may perform health checks, with findings presented to the Digital Economy Leadership Sub Group (DELSG) and guidance provided back to the agency.

Why is this important?

This step monitors the progress of the project to ensure it is on track for successful delivery. The QGCDG works with the agency, taking agreed actions (e.g., health checks) when warranted.

The QGCDG also monitors projects across government to identify any trends or similar issues arising across the combined whole-of-government portfolio of digital investments so that strategies and advice can be provided back to the agency.

What do agencies need to do at this step?

The agency will complete the following monthly:

- provide information for updates to the digital investments register
- project key indicator questionnaire - a series of questions to gauge the project's health during delivery.

The agency will also be required to submit a Gate 4 review report, supporting documentation, and action plan to address report recommendations at the appropriate time.

What will the QGCDG be doing at this step?

The QGCDG monitors the project's delivery through several mechanisms, the QGCDG:

- may request to attend Project Board meetings depending on size and risk of the project
- will review the monthly digital investments register data
- will review results of the monthly Project key indicators questionnaire and may request further information.

Where the QGCDG's review highlights areas of concern, and there are issues that are likely to impede delivery, QGCDG may undertake a health check. This may range from completing a high-level review

to a deep dive into certain aspects of the project. The QGCDG and the agency will agree on the information required before the health check commences.

The findings of the health check will be summarised for endorsement by the DELSG and guidance provided back to the agency.

The QGCDG will also review the Gate 4 review report and action plan prior to go live and provide support and guidance as required.

Step 5: Realise investment

What happens at this step?

The Queensland Government Customer and Digital Group (QGCDG) works with the agency to perform an outcomes review. Summarised findings are presented to the Digital Economy Leadership Sub Group (DELSG) for noting. The review focuses on benefits, lessons learned and transition activities to business as usual.

Why is this important?

This step confirms the desired benefits of the project are/have been achieved and collates any lessons learnt from the project that QGCDG can incorporate into advice for future digital investment proposals to guide agency investments in digital.

What do agencies need to do at this step?

The outcomes review process requires the agency to submit the Gate 5 review report and supporting documentation for QGCDG review.

What will the QGCDG be doing at this step?

The QGCDG will complete an outcomes review and create a summary report with observations and business case exceptions for noting by the DELSG.

The QGCDG will ensure lessons learnt are consolidated and considered when providing advice for future digital investment proposals.

4. DIGF steps for a program

The steps to follow when making a digital investment may require the Queensland Government Customer and Digital Group (QGCDG) review findings to be presented to the Digital Economy Leadership Sub Group (DELSG). Agencies should allow for sufficient time (minimum 6-8 weeks) to navigate this process and discuss timeframes with the QGCDG, particularly where urgency exists. The timeframes should allow for the assessment and the DELSG process, noting that the outcome of the review process is tied to the frequency of the DELSG meetings.

Step 0: Identify investment

What happens at this step?

A digital investment proposal is prioritised internally by an agency, and the agency's digital investment roadmap is updated and submitted to the Queensland Government Customer and Digital Group (QGCDG) for consultation. The QGCDG performs an initial assessment of the proposal and provides digital investment advice back to the agency.

Why is this important?

This step ensures the proposal adheres to the digital investment principles and aligns to the digital strategic priorities (where possible) and policies.

The QGCDG also reviews the proposal considering other investment proposals across the whole-of-government pipeline and initiatives currently being implemented and facilitates cross agency collaboration and productivity, reducing duplication.

What do agencies need to do at this step?

Agencies will follow their internal planning processes to identify digital investment proposals to address their service needs. The proposal is an internal agency document/record which should identify future service need based on clearly defined problems and/or opportunities.

If the proposal is internally prioritised within the agency, the proposal is added to the agency's digital investment roadmap (refer to [digital investments roadmap](#)) with the required information fields updated as the proposal matures, and information becomes available.

The proposal should be [registered](#) with QGCDG once established as a program.

What will the QGCDG be doing at this step?

The QGCDG will provide digital investment advice back to the agency which could include recommendations on how the proposal could be strengthened, opportunities for the reuse of digital and IT solutions and platforms, or guidance to ensure agencies align achieving service needs with the strategic direction set by Government.

The QGCDG will present the consolidated digital investment roadmap annually and any updates for new investment proposals at the monthly Digital Economy Leadership Sub Group (DELSG) meetings.

Step 1: Strategic assessment-identify

What happens at this step?

Once a program is initiated and the strategic assessment is developed, the Queensland Government Customer and Digital Group (QGCDG) completes a Program concept review and works with the agency to ensure that investments are aligned and opportunities for cross-agency collaboration are identified. Summarised findings are presented to the Digital Economy Leadership Sub Group (DELSG) and guidance is provided back to the agency before resources are committed to undertake a detailed business case for the program.

Why is this important?

This step continues to ensure the proposal adheres to the digital investment principles and aligns to the digital strategic priorities (where possible) and policies, setting up the investment for success.

The QGCDG provides advice to the agency on any actions to improve policy alignment and robustness of the program and interdependencies and linkages it may have with programs/projects in other agencies. Guidance is provided early in the program lifecycle.

What do agencies need to do at this step?

The agency completes the [assurance profiling tool](#), develops an [assurance plan](#) and submits these documents for QGCDG review. The agency is to also submit, for QGCDG review, the Gate 0 review report, its supporting documentation including the Program strategic business case, and action plan once completed.

Consideration of the Queensland Government's [Project assessment framework](#) (PAF) as well as the [Infrastructure proposal development policy](#) administered by Department of State Development and Infrastructure, where relevant is still required.

The funding model for the program is to be considered including planning and budgeting for business cases. For example, what will be the source of funding for each digital investment step? Will the funding be capital or operating in nature, sourced internally and/or will a Cabinet Budget Review Committee submission be required? Other governance policies should also be considered e.g., [Project commencement approval policy](#).

What will the QGCDG be doing at this step?

The QGCDG will complete a program concept review - an assessment of the direction and planned outcomes of the program against the [digital investment principles](#) and [digital strategic priorities](#) (where possible) and policies. A summary report with key observations from the review will be presented to the DELSG and investment guidance will be provided back to the agency before resources are committed to undertake a detailed business case for the program. The QGCDG will also provide advice on the assurance plan.

At this step, the program is added to the digital investments register.

Step 2: Strategic assessment-define

What happens at this step?

Following completion of the detailed program business case the Queensland Government Customer and Digital Group (QGCDG) works with the agency to complete a Program investment review for the program. Summarised findings are presented to the Digital Economy Leadership Sub Group (DELSG) and investment guidance is provided back to the agency.

Why is this important?

This step is undertaken before government commits funding for the program (regardless of funding source).

The QGCDG ensures the program continues to adhere to the digital investment principles, aligns to the digital strategic priorities (where possible) and policies, and the business case provides clear, comprehensive evidence for decision-makers.

What do agencies need to do at this step?

The agency submits, for QGCDG review, the Gate 0 review report, its supporting documentation including program detailed business case, and action plan. The agency will engage with vendors (where possible) to gather information for the detailed program business case.

Projects that emerge from the program will commence the project digital investment steps at either step 1 or step 2, as discussed and agreed between the agency and QGCDG.

What will the QGCDG be doing at this step?

The QGCDG will complete the program investment review which includes a review of the program detailed business case and Gate 0 documentation and creates a summary report with key observations from the review for the DELSG.

Investment guidance is provided back to the agency for consideration before resources are committed to undertake the program.

The program is updated on the digital investments register as more information becomes available.

Step 3: Deliver investment

What happens at this step?

The Queensland Government Customer and Digital Group (QGCDG) works with the agency to monitor progress and delivery of the program through several mechanisms. This monitoring will be linked to delivery monitoring of the program's constituent projects.

If warranted by risks and issues, the QGCDG may perform health checks, with findings presented to the Digital Economy Leadership Sub Group (DELSG) and guidance provided back to the agency.

Why is this important?

This step monitors the progress of the program to ensure it is on track for successful delivery. The QGCDG works with the agency, taking agreed actions (e.g., health checks) when warranted.

The QGCDG also monitors programs and projects across government to identify any trends or similar issues arising across the combined whole-of-government portfolio of digital investments so that strategies and advice can be provided back to the agency.

What do agencies need to do at this step?

The agency will complete the following monthly:

- provide information for updates to the digital investments register

- program key indicator questionnaire - a series of questions to gauge the program's health during delivery.

The agency will also be required to submit Gate 0 review reports, supporting documentation and action plans when undertaken.

What will the QGCDG be doing at this step?

The QGCDG monitors the program's delivery through several mechanisms. The QGCDG:

- may request to attend Program Board meetings depending on size and risk of the program
- will review the monthly digital investments register data
- will review results of the monthly Program key indicators questionnaire and may request further information.

Where the QGCDG review highlights areas of concern, and there are issues that are likely to impede delivery, the QGCDG will undertake a health check. This may range from completing a high-level review to a deep dive into certain aspects of the program. The QGCDG and the agency will agree on the information required before the health check commences.

The findings of the health check will be summarised for endorsement by the DELSG and guidance provided back to the agency.

The QGCDG will also review any Gate 0 reviews undertaken and will note and provide support and guidance as required.

Step 4: Strategic assessment-close

What happens at this step?

The Queensland Government Customer and Digital Group (QGCDG) works with the agency to perform a program outcomes review. Summarised findings are presented to the Digital Economy Leadership Sub Group (DELSG) for noting. The review focuses on benefits, lessons learned and transition activities to business as usual.

Why is this important?

This step confirms the desired benefits of the program are/have been achieved and collates any lessons learned from the program that the QGCDG can incorporate into advice for future digital investment proposals to guide agency investments in digital.

What do agencies need to do at this step?

The program outcomes review process requires the agency to submit a final Gate 0 review report and supporting documentation for QGCDG review.

What will the QGCDG be doing at this step?

The QGCDG will complete a program outcomes review and create a summary report with observations and business case exceptions for noting by the DELSG.

The QGCDG will ensure lessons learnt are consolidated and considered when providing advice for future digital investment proposals.

5. Assurance, governance and tracking

Assurance, governance and tracking assists with determining the appropriate assurance level, governance requirements & enables a consolidated view of initiatives across whole-of-government.

Assurance alignment

What happens?

The role of assurance is to provide information to those that sponsor, govern, and manage a project or program to help them make informed decisions to promote the conditions for success, reduce the causes of failure, and deliver improved outcomes.

All digital projects and programs are required to undertake assurance in accordance with the Queensland Government Enterprise Architecture (QGEA) gated assurance policies and frameworks (e.g., [Program and project assurance framework](#)).

The projects and programs that fall within the Digital Investment Governance Framework (DIGF) are required to follow the DIGF Steps. The DIGF Steps are aligned to the QGEA gated assurance policies and frameworks, and the Queensland Government Customer and Digital Group (QGCDG) will use and leverage the reviews undertaken to provide digital investment guidance.

Why is this important?

Assurance is important as it assists in maintaining the delivery confidence in the implementation of a proposal. The alignment of the DIGF Steps with the QGEA gated assurance policies and frameworks assists with minimising the governance burden for projects and programs.

What do agencies need to do?

The agency will work closely with the QGCDG to meet the requirements for assurance planning and ongoing implementation set out in the QGEA gated assurance policies and frameworks. The agency will be required to complete the [assurance profiling tool](#), develop an [assurance plan](#) and submit these documents to QGCDG for review. Relevant gated assurance reviews will also be submitted at each DIGF Step, including supporting documents/evidence against the gate criteria, and an action plan addressing recommendations that have arisen from the report.

The agency should consider undertaking a health check, or Gate 0 review if a program, if the time span between reviews is material or the impact and complexity of the project or program characteristics warrant it. The agency will also review, update and resubmit (if updated) the assurance plan at each DIGF step.

For projects and programs that are not required to be monitored or tracked in accordance with the DIGF Steps, the agency is required to provide an approved copy of their assurance profiling tool to the QGCDG. Gated assurance reviews required under the QGEA gated assurance policies and frameworks are not required to be submitted to the QGCDG but are welcome. The agency may request a review or guidance from the QGCDG concerning the investment at any time.

What will the QGCDG be doing?

The reviews undertaken by the QGCDG in the DIGF Steps complement the QGEA gated assurance policies and frameworks. The QGCDG will utilise the Gate Review documentation submitted by the

agency, or agreed alternate assurance processes, to inform its review at each DIGF step, taking into consideration prior Gate Review reports, recommendations, and action plans, and provide guidance and advice as required.

DIGF governance

What happens?

Governance of digital investments is incorporated throughout the DIGF. The Governance Group for the Digital Investment Governance Framework (DIGF) is the Digital Economy Leadership Sub Group (DELSG). The DELSG is chaired by the Director-General of the Department of Transport and Main Roads (TMR). The DELSG members consist of Deputy Directors-General from a defined group of agencies. The Queensland Government Customer and Digital Group (QGCDG) will provide secretariat support and summarise and present digital investment information to the DELSG. Further information regarding DELSG meetings is available from the DELSG secretariat by emailing delsgsecretariat@chde.qld.gov.au.

The DELSG will be supported by the Chief Customer and Digital Officer (CCDO), Queensland Government Digital Leadership Group, subgroups as required and agency project and program executive. The DELSG members will provide advice and recommendations to the DELSG Chair who will then provide guidance and advice back to agencies through the secretariat. This process will supplement existing Agency governance arrangements at key decision points within the investment lifecycle.

The DELSG will also oversee the implementation of the DIGF and will:

- monitor and update the DIGF
- provide cross-government leadership, strategy and policy direction for future strategic investments for digital portfolio and platforms, particularly those that are impacting whole-of-government
- monitor the progress and performance of current investments through delivery and post implementation to ensure they deliver on the strategic benefits and outcomes and that risks are managed
- provide advice on strategic and directional issues on initiatives across the portfolio, which need the input and agreement of senior stakeholders to ensure progress.

What do agencies need to do?

The steps to follow when making a digital investment may require the Queensland Government Customer and Digital Group (QGCDG) review findings to be presented to the Digital Economy Leadership Sub Group (DELSG). Agencies should allow for sufficient time (minimum 6-8 weeks) to navigate this process and discuss timeframes with the QGCDG, particularly where urgency exists. The timeframes should allow for the assessment and the DELSG process, noting that the outcome of the review process is tied to the frequency of the DELSG meetings.

The project or program Senior Responsible Officer (SRO) is required to attend the DELSG meetings to provide supplementary information and answer questions that may arise.

The agency must wait for formal notification of DELSG support prior to making any significant commitments. In some cases, support may be provided, subject to specific qualifications being met. The agency should not stop work on the project or program while waiting for the DELSG and it can be

progressed in a way where no major irreversible commitments are made on behalf of the government.

The agency should consider the guidance provided back by the DELSG and work with the QGCDG in relation to next steps. If the guidance provided by the DELSG Chair is not accepted, then the agency Director-General can escalate the matter to the CEO Leadership Board to obtain further guidance.

For digital projects and programs that are not required to be monitored or tracked in accordance with the DIGF Steps, they will be governed by internal agency governance arrangements only. These initiatives are still required to be listed on the agency's digital investment roadmap and apply the digital investment principles and QGEA policies and frameworks.

What will the DELSG be doing?

The DELSG will provide digital direction guidance in relation to:

- direction setting - digital investment principles, digital strategic priorities and policies that should be aligned to/taken into account when making a digital investment
- optimising (Portfolio View)
- digital investment roadmap – guidance in relation to future pipeline of digital investments across Queensland Government
- digital investments register – guidance in relation to the progress of current digital projects and programs across Queensland Government
- frameworks and tools – continuously improving and maturing the DIGF
- initiative Review - digital investment reviews undertaken for those projects and programs that are monitored in accordance with the DIGF steps. Guidance from the reviews will be provided from the DELSG Chair to the SRO or Project Executive within the agency.

The DELSG will be supported by the CCDO, Queensland Government Digital Leadership Group, subgroups as required and agency project and program executive. These groups/individuals will advise on matters within its Terms of Reference and adherence to other relevant standards, policies, and frameworks. The DELSG will provide periodic reports and advice, through the DELSG Chair, to the CEO Leadership Board.

The performance measurement of the DIGF will be managed by the DELSG, through the secretariat, to ensure the effectiveness and success of the DIGF. The DELSG will initiate a yearly self-assessment that will review the effectiveness of the DIGF against a success criteria and develop an action plan to address the findings of the assessment and provide the assessment and action plan to the CEO Leadership Board for noting.

The DIGF will be measured against the DIGF objectives, digital investment principles and digital strategic priorities and policies, and evaluated against the following ten success criteria:

- increased visibility of digital investments across Government from Ideate stage
- increased opportunities to promote collaboration and discussion on digital and IT-enabled initiatives across government and leverage this information
- digital investments within the scope of the DIGF adhere to the policies and frameworks within Queensland Government Enterprise Architecture (QGEA)
- digital investments within the scope of the DIGF have been aligned to the Digital Economy Strategy where possible
- digital investments within the scope of the DIGF follow the digital investment principles

- learnings from project health checks and gate reviews are applied in monitoring and managing programs and projects
- better identification of root causes for project failures and successes, collating these, publishing information for learning, and encouraging departments to look for early warning signs so they can mitigate these risks
- projects able to pivot implementation elements if outcomes are not on track
- business cases prepared for digital investments include robust options analysis considering costs, benefits and risks
- benefits are being achieved for digital investments.

What will the QGCDG be doing?

Programs and projects that fall within the Digital Investment Governance Framework (DIGF) are required to follow the DIGF Steps and will be tracked on the digital investments register (the register). The information on the register for programs and projects will be updated as more information becomes available through the investment life cycle.

The register presents a consolidated view, for reporting and monitoring purposes, of investments that fall within the DIGF and across whole-of-government. It provides ongoing oversight of the digital investment portfolio.

While complementary, the ICT work plan, and the published [Digital Projects Dashboard](#) are independent of the register.

The agency will provide the information for collation into the register at DIGF Step 1 and provide updates at each step in the investment process. During delivery, the information for each program/project on the Register is to be refreshed at least monthly.

The Queensland Government Customer and Digital Group (QGCDG) reviews and monitors the digital investments register. A consolidated digital investments register will be presented to the DELSG at monthly meetings.

During investment delivery phases, if warranted by risks and issues, the QGCDG will initiate discussions with the agency and identify actions to increase the likelihood of successful delivery.

If required, advice and/or endorsement by the DELSG will be sought and guidance provided back to the agency.

Digital investments register

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The Queensland Government Customer and Digital Group (QGCDG) reviews and monitors the digital investments register. A consolidated digital investments register will be presented to the Digital Economy Leadership Sub Group (DELSG) at monthly meetings.

During investment delivery phases, if warranted by risks and issues, the QGCDG will initiate discussions with the agency and identify actions to increase the likelihood of successful delivery.

If required, advice and/or endorsement by the DELSG will be sought and guidance provided back to the agency.

6. Tools

The following tools are provided to assist agencies make a digital investment as part of the Digital Investment Governance Framework (DIGF). Queensland Government Customer and Digital Group (QGCDG) will collaborate with agencies to apply the DIGF to in-flight programs and projects.

Frequently asked questions

What has changed or is new?

The following table details the changes to existing processes resulting from the Digital Investment Governance Framework (DIGF).

No	Component of DIGF	Change	What happens now?
1	Digital investment principles	The DIGF defines new digital investment principles	-
2	Digital direction guidance – strategic priorities and policies	The DIGF provides guidance in relation to the digital strategic priorities and policies to which agencies should be aligned (where possible) when formulating a digital investment	Agencies required to source strategic and policy alignment information from several sources
3	Digital direction guidance – Roadmap of digital investments	The DIGF requires agencies to provide their roadmap of digital investment (new report) of internally prioritised digital investments on a yearly basis and/or through Step 0 to QGCDG	Agencies complete the IT workplan each year which contains similar information that is proposed to be gathered for the digital investment roadmap. Over time these processes will be merged.
4	List of steps to following when making a digital investment	The DIGF sets out a list of steps that an agency is to follow when making an investment decision. This includes providing information and QGCDG reviews at key points within the lifecycle of a digital investment	The previous process included an investment review prior to an investment decision being finalised (Gate 3)
5	Tracking of digital investments – Digital investment register	The DIGF requires agencies to provide information for a new internal digital investments register maintained by QGCDG	Agencies provide information for the externally published digital investment register. This information will still be required. QGCDG will undertake an assessment of all reporting and information requirements in the QGEA and

No	Component of DIGF	Change	What happens now?
			consolidate to reduce the burden on agencies as part of the DIGF implementation
6	Assurance alignment	No change	The DIGF Steps are aligned to the QGEA gated assurance policies and frameworks and the QGCDG will use and leverage the reviews undertaken within the gated assurance policies and frameworks at each DIGF Step to provide digital investment guidance
7	Framework governance	The DIGF sets out the roles and responsibilities of the Governance Group (Digital Economy Leadership Sub Group) and other parties that contribute to or support the DIGF	No guidance is currently provided
8	Tools	New tools provided to assist agencies make a digital investment and satisfy the components of the DIGF	-

Templates

The templates are provided to assist agencies make a digital investment as part of the Digital Investment Governance Framework (DIGF):

- [Initiative registration form](#)
- [Assurance profiling tool](#)
- [Assurance plan](#)
- Key indicators questionnaire – coming soon

The following channels will also have templates to assist agencies:

- [QGEA policies, standards and guidelines](#)
- [Department of State Development and Infrastructure Business Case Development Framework](#)
- [Queensland Treasury Project Assessment Framework suite of documents](#)

Useful diagrams

The following diagrams are available to provide assistance for agencies making a digital investment as part of the Digital Investment Governance Framework:

- Digital Investment Governance Framework overview
- Steps to take when making a digital investment – project
- Steps to take when making a digital investment – program
- Steps to take when making a digital investment – project and program comparison
- Overview of project and program investment environment
- DIGF alignment to Project assessment framework
- DIGF alignment to project and program lifecycles
- DIGF governance
- DIGF scope.

All diagrams can be accessed on the [ForGov site](#).

List of documentation for QGCDG reviews

Concept review

- Completed current and approved Assurance profiling tool
- Program brief or Project brief
- Review report and action plan
- Initial business case
- Evidence that your SRO has approved the submission
- Evidence that the initiative is strategically aligned with the department and government directions
- Initial Gate 0 assurance review for a program and action plan or Gate 1 assurance review and action plan for a project
- Risk and issues register
- Additional documentation if requested.

Investment decision review

- Evidence that the initiative is strategically aligned with the department and government directions.
- Assurance profiling tool if any changes from the registration version
- Business case
- Procurement documentation
- Gate 3 assurance review and action plan
- Implementation plan
- Benefits plan
- Risks and issues register
- Evidence of SRO support
- Staff impact assessment or HR plan
- Stakeholder engagement and communication plan

- Additional documentation if requested.

Outcomes review

- Business case that reflects actual operating conditions
- Post-implementation review report (or equivalent major post-project reviews)
- Assessment of the benefits delivered to date and expectations for the future
- Plans for contract and service improvement
- Resources, skills appraisals and personnel plans to continue managing the contract
- Closure report including lessons learnt log