



Queensland Government Digital Investment Governance Framework (DIGF)

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Contents

1. Document Purpose.....	3
2. DIGF Objective	5
3. Digital Investment Governance Framework (DIGF).....	6
Digital Investment Principles	7
Digital Direction Guidance	8
Strategic Priorities and Policies	8
Roadmap of Digital Investments.....	9
Steps to take when making a Digital Investment Projects	10
Step 0: Identify Investment	10
Step 1: Preliminary Evaluation	11
Step 2: Analyse and Plan.....	13
Step 3: Investment Decision.....	14
Step 4: Deliver Investment	15
Step 5: Realise Investment	17
Steps to take when making a Digital Investment Programs	18
Step 0: Identify Investment	18
Step 1: Strategic Assessment – Identify.....	19
Step 2: Strategic Assessment – Define	21
Step 3: Deliver Investment	22
Step 4: Strategic Assessment – Close	24
Tracking of Digital Investments	25
Digital Investments Register.....	25
Assurance Alignment	26
Framework Governance	28
Tools.....	31
4. Implementation Plan for the DIGF.....	32
5. Measuring the Performance of the DIGF	33

1. Document purpose

This document provides the primary governing structure for Queensland Government digital investments and is identified as the Queensland Government Digital Investment Governance Framework (DIGF). Note: For the purposes of this document, digital investment should be read as shorthand for “investment in digital and IT-enabled technologies”.

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

The 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 DIGF has been drafted to enable readers to consume the information in the order appropriate for them.

Who does the 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.

What is a digital investment?

Digital 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.

Which digital investments does the DIGF apply to?

The DIGF applies to digital investments with the exception of low risk/low value investments. These initiatives will not be monitored or tracked by the Queensland Government Customer and Digital Group (QGCDG) within the Department of Transport and Main Roads. For these low risk/value investments, it will be the agency’s responsibility to ensure these investments follow the Digital Investment Principles, align to Digital Strategic Priorities (where possible) and Policies 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. If in doubt whether your investment is subject to the DIGF, QGCDG will be available to assist.

The digital investments that are **not** deemed low risk/value will be required to follow the ‘Steps to take when making a Digital Investment’ within the DIGF. These investments include:

- Cabinet Budget Review Committee (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 the Premier and Cabinet (e.g., initiatives with significant privacy, security, and human rights implications).

Excluded digital investments which are not required to follow the ‘Steps to take when making a Digital Investment’ within the DIGF include:

- Replacement of an existing application or technology utilising 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.

*Note: * May be a project, program, or initiative*

Relationship with agency governance processes

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. QGCDG will work directly with agencies where alternative, mature investment assessment and governance oversight is applied.

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

For completeness, all digital investments should be [lodged](#) 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.

For a digital investment that is not included in the above scope an agency is still required to ensure:

- Digital Investment Principles are applied
- Digital Strategic Priorities (where possible) and 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
- 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 agency is required to notify the QGCDG, and a decision will be made as to whether the DIGF is to apply to the digital investment from that point onwards.

2. DIGF objective

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

Government reviews – DIGF alignment

Recommendations arising from the following reviews have been considered and applied where possible within the 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.

Does every step apply to each initiative?

No. The framework has been designed to allow initiatives to enter at any step, particularly where they become in scope due a change. Agencies should advise QGCDG as soon as possible of a change in status for their initiatives.

QGCDG will work collaboratively with agencies to determine what governance activities are required for each initiative.

3. Digital Investment Governance Framework

What is the Digital Investment Governance Framework?

The Queensland Digital Investment Governance Framework (DIGF) comprises the following:

- Investment principles to follow when making a digital investment
- Digital Direction Guidance
- Digital Strategic Priorities (where possible) and Policies to be aligned to when making a digital investment
- Roadmap of digital investments – the collation of a roadmap of digital investments across Queensland Government
- A list of steps to follow when making a digital investment (Waterfall or Agile)
 - Steps to take for a Project
 - Steps to take for a Program
- Registration and tracking of digital investments to monitor delivery, costs, benefits and risk in the Digital Investments Register
- Assurance Alignment – the role that assurance plays within the elements of the DIGF
- Framework Governance that will lead and oversee the DIGF
- Tools to assist agencies make a digital investment and satisfy the requirements of the DIGF.

Within each section four questions are answered:

- What happens?
- Why is this important?
- What do agencies need to do?
- What will the QGCDG do?

Digital Investment Principles

Digital Investment Principles

Digital Direction Guidance

Strategic Priorities and Policies

Roadmap of Digital Investments

Steps to follow when making a Digital Investment

Project

Step 0: Identify Investment

Step 1: Preliminary Evaluation

Step 2: Analyse and Plan

Step 3: Investment Decision

Step 4: Deliver Investment

Step 5: Realise Investment

Program

Step 0: Identify Investment

Step 1: Strategic Assessment – Identify

Step 2: Strategic Assessment – Define

Step 3: Deliver Investment

Step 4: Strategic Assessment – Close

Tracking of Digital Investments

Digital Investments Dashboard

Assurance Alignment

Framework Governance

Tools

What happens?

All digital investments within the scope of the DIGF 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-focussed 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).

Why is this important?

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).

What do agencies need to do?

An agency is to assess all investment proposals to ensure they adhere to the Digital Investment Principles. The assessment is to be re-assessed at key investment decision points.

An agency will provide confirmation of the assessment to the QGCDG throughout the investment lifecycle (refer to ‘Steps to take when making a Digital Investment’ (DIGF Steps)).

What will the QGCDG do?

The QGCDG will monitor and review an agency’s assessment of an investment’s alignment to the Digital Investment Principles as information is provided through the DIGF Steps.

The QGCDG will provide guidance back to an agency where an investment’s alignment to the principles could be improved.

Strategic Priorities and Policies

Digital Investment Principles

Digital Direction Guidance

Strategic Priorities and Policies

Roadmap of Digital Investments

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Tracking of Digital Investments

Digital Investments Dashboard

Assurance Alignment

Framework Governance

Tools

What happens?

All digital investments are required to follow the Digital Investment Principles and align to Digital Strategic Priorities (where possible) and Policies. These include:

- The [key principles](#) and strategic objectives contained within the 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 (Plan) including any supporting sub-strategies and plans
- Agency specific service delivery commitments.

Why is this important?

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.

What do agencies need to do?

Agencies are to review investment proposals to ensure they have a clear strategic narrative that demonstrates business needs are aligned to Digital Strategic Priorities (where possible) and Policies.

Agencies should advise QGCDG of initiatives using proposal information as soon as practical. Where initiatives are part of larger projects e.g., major infrastructure works, agencies should engage with QGCDG to identify the best approach for all parties.

What will the QGCDG do?

The QGCDG and the DIGF Governance Group (refer to Governance section) will ensure that investments in digital, particularly those that have Whole-of-Government impact, work together, and align to Digital Strategic Priorities (where possible) and Policies while balancing individual agency outcomes and business needs.

Roadmap of Digital Investments

Digital Investment Principles

Digital Direction Guidance

Strategic Priorities and Policies

Roadmap of Digital Investments

Steps to follow when making a Digital Investment

Project

Step 0: Identify Investment

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Program

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Step 4: Strategic Assessment – Close

Tracking of Digital Investments

Digital Investments Dashboard

Assurance Alignment

Framework Governance

Tools

What happens?

The Roadmap of Digital Investments 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 QGCDG.

Why is this important?

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 possible) and Policies.

Note: whilst complementary, the ICT Work Plan, the Digital Investment Register and the published Digital Projects Dashboard are independent of the Digital Investments Roadmap.

What do agencies need to do?

All digital initiatives are to be reported on the agency's Digital Investment Roadmap regardless of whether they fall within the definition noted in section 1 of the DIGF. For those investments that are monitored under the DIGF Steps, they will be reported on the Roadmap at Step 0 in the investment process. All other digital investments are to be added to the Roadmap as they are internally prioritised.

Once a project or program is initiated, the agency will also be required to provide information for the Digital Investments Register, with regular updating if they fall within the definition noted in section 1 of the DIGF. (See Tracking of Digital Investments)

What will the QGCDG do?

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 Roadmap annually and summaries of any updates for new investment proposals at the monthly Governance Group meetings.

Step 0: Identify Investment

Digital Investment Principles

Digital Direction Guidance

- Strategic Priorities and Policies
- Roadmap of Digital Investments

Steps to follow when making a Digital Investment

Project

- Step 0: Identify Investment
- Step 1: Preliminary Evaluation
- Step 2: Analyse and Plan
- Step 3: Investment Decision
- Step 4: Deliver Investment
- Step 5: Realise Investment

Program

- Step 0: Identify Investment
- Step 1: Strategic Assessment – Identify
- Step 2: Strategic Assessment – Define
- Step 3: Deliver Investment
- Step 4: Strategic Assessment – Close

Tracking of Digital Investments

- Digital Investments Register

Assurance Alignment

Framework Governance

Tools

What happens?

A digital investment proposal is prioritised internally by an agency, and the agency’s Digital Investment Roadmap is updated and submitted to the QGCDG for consultation. The QGCDG performs an initial assessment of the proposal and provides digital investment advice back to an 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?

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 Roadmap of Digital Investments) 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.

What will the QGCDG do?

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 agencies’ Digital Investment Roadmap annually and any updates for new investment proposals at the monthly Governance Group meetings.

Step 1: Preliminary Evaluation

Digital Investment Principles

Digital Direction Guidance

Strategic Priorities and Policies

Roadmap of Digital Investments

Steps to follow when making a Digital Investment

Project

Step 0: Identify Investment

Step 1: Preliminary Evaluation

Step 2: Analyse and Plan

Step 3: Investment Decision

Step 4: Deliver Investment

Step 5: Realise Investment

Program

Step 0: Identify Investment

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Step 2: Strategic Assessment – Define

Step 3: Deliver Investment

Step 4: Strategic Assessment – Close

Tracking of Digital Investments

Digital Investments Register

Assurance Alignment

Framework Governance

Tools

What happens?

Once a project is initiated and the preliminary business case is developed, the QGCDG completes a 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 Governance Group 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 proposal adheres to the Digital Investment Principles and aligns to Digital Strategic Priorities (where possible) and Policies, setting up the investment for success.

The QGCDG provides advice to an 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?

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 [Project Assessment Framework](#) (PAF) as well as the [Infrastructure Business Case Development Framework](#) administered by the Department of State Development and Infrastructure (DSDI) 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 CBRC submission be required?

Step 1: Preliminary Evaluation

Other governance policies should also be considered e.g., [Project Commencement Approval Policy](#).

What will the QGCDG do?

The QGCDG will complete a Concept Review - an assessment of each proposal 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 Governance Group 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

Digital Investment Principles

Digital Direction Guidance

- Strategic Priorities and Policies
- Roadmap of Digital Investments

Steps to follow when making a Digital Investment

Project

- Step 0: Identify Investment
- Step 1: Preliminary Evaluation
- Step 2: Analyse and Plan

- Step 3: Investment Decision
- Step 4: Deliver Investment
- Step 5: Realise Investment

Program

- Step 0: Identify Investment
- Step 1: Strategic Assessment – Identify
- Step 2: Strategic Assessment – Define
- Step 3: Deliver Investment
- Step 4: Strategic Assessment – Close

Tracking of Digital Investments

- Digital Investments Register

Assurance Alignment

Framework Governance

Tools

What happens?

Following completion of the detailed business case the QGCDG works with the agency to complete Investment Review A for the project. Summarised findings are presented to the Governance Group and investment guidance is provided back to the agency.

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?

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 do?

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 Governance Group.

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

Digital Investment Principles

Digital Direction Guidance

- Strategic Priorities and Policies
- Roadmap of Digital Investments

Steps to follow when making a Digital Investment

Project

- Step 0: Identify Investment
- Step 1: Preliminary Evaluation
- Step 2: Analyse and Plan

Step 3: Investment Decision

- Step 4: Deliver Investment
- Step 5: Realise Investment

Program

- Step 0: Identify Investment
- Step 1: Strategic Assessment – Identify
- Step 2: Strategic Assessment – Define
- Step 3: Deliver Investment
- Step 4: Strategic Assessment – Close

Tracking of Digital Investments

- Digital Investments Register

Assurance Alignment

Framework Governance

Tools

What happens?

The QGCDG works with the agency to complete Investment Review B for the project. Summarised findings are presented to the Governance Group and investment guidance is provided back to the agency. For some initiatives, this step may be repeated if multiple contracts or procurement processes are required.

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?

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 do?

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 Governance Group.

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

Digital Investment Principles

Digital Direction Guidance

Strategic Priorities and Policies

Roadmap of Digital Investments

Steps to follow when making a Digital Investment

Project

Step 0: Identify Investment

Step 1: Preliminary Evaluation

Step 2: Analyse and Plan

Step 3: Investment Decision

Step 4: Deliver Investment

Step 5: Realise Investment

Program

Step 0: Identify Investment

Step 1: Strategic Assessment – Identify

Step 2: Strategic Assessment – Define

Step 3: Deliver Investment

Step 4: Strategic Assessment – Close

Tracking of Digital Investments

Digital Investments Register

Assurance Alignment

Framework Governance

Tools

What happens?

The 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 Governance Group 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?

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 do?

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 initiative
- The QGCDG will review the monthly Digital Investments Register data
- The QGCDG will review results of the monthly Project's 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

Step 4: Deliver Investment

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 Governance Group 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

Digital Investment Principles

Digital Direction Guidance

- Strategic Priorities and Policies
- Roadmap of Digital Investments

Steps to follow when making a Digital Investment

Project

- Step 0: Identify Investment
- Step 1: Preliminary Evaluation
- Step 2: Analyse and Plan
- Step 3: Investment Decision
- Step 4: Deliver Investment

Step 5: Realise Investment

Program

- Step 0: Identify Investment
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- Step 3: Deliver Investment
- Step 4: Strategic Assessment – Close

Tracking of Digital Investments

- Digital Investments Register

Assurance Alignment

Framework Governance

Tools

What happens?

The QGCDG works with the agency to perform an Outcomes Review. Summarised findings are presented to the Governance Group 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 learned 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?

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

What will the QGCDG do?

The QGCDG will complete an Outcomes Review and create a summary report with observations and business case exceptions for noting by the Governance Group.

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

Step 0: Identify Investment

Digital Investment Principles

Digital Direction Guidance

Strategic Priorities and Policies

Roadmap of Digital Investments

Steps to follow when making a Digital Investment

Project

Step 0: Identify Investment

Step 1: Preliminary Evaluation

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Step 3: Deliver Investment

Step 4: Strategic Assessment – Close

Tracking of Digital Investments

Digital Investments Register

Assurance Alignment

Framework Governance

Tools

What happens?

A digital investment proposal is prioritised internally by an agency, and the agency’s Digital Investment Roadmap is updated and submitted to the QGCDG for consultation. The QGCDG performs an initial assessment of the proposal and provides digital investment advice back to an 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 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?

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 Roadmap of Digital Investments) with the required information fields updated as the proposal matures, and information becomes available.

What will the QGCDG do?

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 agencies’ Digital Investment Roadmap annually and any updates for new investment proposals at the monthly Governance Group meetings.

Step 1: Strategic Assessment – Identify

Digital Investment Principles

Digital Direction Guidance

- Strategic Priorities and Policies
- Roadmap of Digital Investments

Steps to follow when making a Digital Investment

Project

- Step 0: Identify Investment
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- Step 2: Analyse and Plan
- Step 3: Investment Decision
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Program

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- Step 4: Strategic Assessment – Close

Tracking of Digital Investments

- Digital Investments Register

Assurance Alignment

Framework Governance

Tools

What happens?

Once a program is initiated and the strategic assessment is developed, the 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 Governance Group 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?

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 [PAF](#) as well as the [Infrastructure Proposal Development Policy](#) administered by DSDI 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 CBRC submission be required? Other governance policies should also be considered e.g., [Project Commencement Approval Policy](#).

Step 1: Strategic Assessment – Identify

What will the QGCDG do?

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 and Policies. A summary report with key observations from the review will be presented to the Governance Group 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

Digital Investment Principles

Digital Direction Guidance

- Strategic Priorities and Policies
- Roadmap of Digital Investments

Steps to follow when making a Digital Investment

Project

- Step 0: Identify Investment
- Step 1: Preliminary Evaluation
- Step 2: Analyse and Plan
- Step 3: Investment Decision
- Step 4: Deliver Investment
- Step 5: Realise Investment

Program

- Step 0: Identify Investment
- Step 1: Strategic Assessment – Identify
- Step 2: Strategic Assessment – Define**
- Step 3: Deliver Investment
- Step 4: Strategic Assessment – Close

Tracking of Digital Investments

- Digital Investments Register

Assurance Alignment

Framework Governance

Tools

What happens?

Following completion of the detailed program business case the QGCDG works with the agency to complete a Program Investment Review for the program. Summarised findings are presented to the Governance Group 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?

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 a program will commence the Project Digital Investment steps at either Step 1 or Step 2, as discussed and agreed between the agency and the QGCDG.

What will the QGCDG do?

The QGCDG will complete the Program Investment Review which includes a review of the program detailed business case and Gate 0 Review documentation and creates a summary report with key observations from the review for the Governance Group.

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

Digital Investment Principles

Digital Direction Guidance

- Strategic Priorities and Policies
- Roadmap of Digital Investments

Steps to follow when making a Digital Investment

Project

- Step 0: Identify Investment
- Step 1: Preliminary Evaluation
- Step 2: Analyse and Plan
- Step 3: Investment Decision
- Step 4: Deliver Investment
- Step 5: Realise Investment

Program

- Step 0: Identify Investment
- Step 1: Strategic Assessment – Identify
- Step 2: Strategic Assessment – Define
- Step 3: Deliver Investment
- Step 4: Strategic Assessment – Close

Tracking of Digital Investments

- Digital Investments Register

Assurance Alignment

Framework Governance

Tools

What happens?

The 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 Governance Group 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?

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 report, supporting documentation and action plans when undertaken.

What will the QGCDG do?

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 initiative
- The QGCDG will review the monthly Digital Investments Register data
- The QGCDG will review results of the monthly Program’s Key Indicators Questionnaire and may request further information.

Step 3: Deliver Investment

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 Governance Group and guidance provided back to the agency.

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

Step 4: Strategic Assessment – Close

Digital Investment Principles

Digital Direction Guidance

- Strategic Priorities and Policies
- Roadmap of Digital Investments

Steps to follow when making a Digital Investment

Project

- Step 0: Identify Investment
- Step 1: Preliminary Evaluation
- Step 2: Analyse and Plan
- Step 3: Investment Decision
- Step 4: Deliver Investment
- Step 5: Realise Investment

Program

- Step 0: Identify Investment
- Step 1: Strategic Assessment – Identify
- Step 2: Strategic Assessment – Define
- Step 3: Deliver Investment
- Step 4: Strategic Assessment – Close

Tracking of Digital Investments

- Digital Investments Register

Assurance Alignment

Framework Governance

Tools

What happens?

The QGCDG works with the agency to perform a Program Outcomes Review. Summarised findings are presented to the Governance Group 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?

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 do?

The QGCDG will complete a Program Outcomes Review and create a summary report with observations and business case exceptions for noting by the Governance Group.

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

Digital Investments Register

Digital Investment Principles

Digital Direction Guidance

Strategic Priorities and Policies

Roadmap of Digital Investments

Steps to follow when making a Digital Investment

Project

Step 0: Identify Investment

Step 1: Preliminary Evaluation

Step 2: Analyse and Plan

Step 3: Investment Decision

Step 4: Deliver Investment

Step 5: Realise Investment

Program

Step 0: Identify Investment

Step 1: Strategic Assessment – Identify

Step 2: Strategic Assessment – Define

Step 3: Deliver Investment

Step 4: Strategic Assessment – Close

Tracking of Digital Investments

Digital Investments Register

Assurance Alignment

Framework Governance

Tools

What happens?

Projects and programs that fall within the definition noted in section 1 of the DIGF and are required to follow the 'Steps to take when making a Digital Investment' (DIGF Steps), will be tracked on the Digital Investments Register. These projects and programs will be added to the Digital Investments Register at Step 1 of the DIGF Steps.

The information on the Register for projects and programs will be updated as more information becomes available through the investment life cycle.

Note: whilst complementary, the Digital Investment Register is independent to the published Digital Projects Dashboard.

Why is this important?

The Digital Investments Register presents a consolidated view, for reporting and monitoring purposes, of investments that fall within the definition noted in section 1 of the DIGF, across Whole-of-Government. It provides ongoing oversight of the digital investment portfolio.

What do agencies need to do?

The agency will provide the information for collation into the Digital Investments Register at Step 1 for projects and programs and provide updated information at each step in the investment process. During delivery, the information for each project or program on the Register is to be refreshed at least monthly.

What will the QGCDG do?

The QGCDG reviews and monitors the Digital Investments Register. A consolidated Digital Investments Register will be presented to the Governance Group at monthly meetings.

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

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

Assurance Alignment

Digital Investment Principles

Digital Direction Guidance

Strategic Priorities and Policies

Roadmap of Digital Investments

Steps to follow when making a Digital Investment

Project

Step 0: Identify Investment

Step 1: Preliminary Evaluation

Step 2: Analyse and Plan

Step 3: Investment Decision

Step 4: Deliver Investment

Step 5: Realise Investment

Program

Step 0: Identify Investment

Step 1: Strategic Assessment – Identify

Step 2: Strategic Assessment – Define

Step 3: Deliver Investment

Step 4: Strategic Assessment – Close

Tracking of Digital Investments

Digital Investments Register

Assurance Alignment

Framework Governance

Tools

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 QGEA gated assurance policies and frameworks (e.g., [Program and Project Assurance Framework](#)).

The digital projects and programs that fall within the definition noted in section 1 of the DIGF are required to follow the 'Steps to take when making a Digital Investment' (DIGF Steps). The DIGF Steps are aligned to the QGEA Gated Assurance policies and frameworks and the QGCDG will utilise and leverage the reviews undertaken within the gated assurance policies and frameworks at each DIGF Step 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.

An agency should consider undertaking a Health Check (or Gate 0 review) 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 required) the [assurance plan](#) at each DIGF step.

Assurance Alignment

For digital projects and programs that are not required to be monitored or tracked in accordance with the DIGF Steps, an 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. An agency may request a review or guidance from the QGCDG concerning the investment at any time.

What will the QGCDG do?

The reviews undertaken by the QGCDG (noted in the DIGF Steps) complement the QGEA gated assurance policies and frameworks for digital and IT-enabled proposals.

The QGCDG will utilise the gate review reports 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.

Framework Governance

Digital Investment Principles

Digital Direction Guidance

- Strategic Priorities and Policies
- Roadmap of Digital Investments

Steps to follow when making a Digital Investment

Project

- Step 0: Identify Investment
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Program

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- Step 1: Strategic Assessment – Identify
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- Step 4: Strategic Assessment – Close

Tracking of Digital Investments

- Digital Investments Register

Assurance Alignment

Framework Governance

Tools

What happens?

Governance of digital investments is incorporated through all sections of the DIGF. The **Governance Group** for the DIGF is the Digital Economy Leadership Sub-Group (DELSG).

The Governance Group is chaired by the Director-General of the Department of Transport and Main Roads (TMR). The members of the Governance Group consist of Deputy Director-General from a defined group of agencies.

The QGCDG will provide the secretariat for the Governance Group and will summarise and present digital investment information to the group.

The Governance Group will be supported by the CCDO, Queensland Government Digital Leadership Group (CIOs), subgroups as required and agency project and program executive.

The Governance Group members will provide advice and recommendations to the Chair of the Governance Group 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.

Why is this important?

The Governance Group will 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.

Framework Governance

What do agencies need to do?

The steps to follow when making a digital investment may require the QGCDG review findings to be presented to the Governance Group and guidance provided back to agencies. The agency should allow for sufficient time (minimum 6-8 weeks) to navigate this process (discuss timeframes with QGCDG, particularly where urgency exists). The timeframe should allow for the assessment and the Governance Group process, noting that the outcome of the review process is tied to the frequency of the Governance Group meetings.

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

The agency must wait for formal notification of Governance Group 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 initiative while waiting for the Governance Group 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 Governance Group and work with the QGCDG in relation to next steps.

If the guidance provided by the Governance Group 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 (refer to section 1), they will be governed by internal agency governance arrangements only. These initiatives are still required to be listed on an agency's Digital Investment Roadmap and apply the Digital Investment Principles and QGEA policies and frameworks.

What will the Governance Group do?

The Governance group 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)

Framework Governance

- 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
- 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 Chair of the Governance Group to the SRO or Project Executive within the agency.
- Frameworks and Tools – continuously improving and maturing the DIGF.

The Governance Group will be supported by the CCDO, Queensland Government Digital Leadership Group (CIOs), 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 Governance Group will provide periodic reports and advice, through the Governance Group Chair, to the CEO Leadership Board.

What will the QGCDG do?

The QGCDG will undertake the reviews and reporting in accordance with the DIGF. The QGCDG will create summary reports for the Governance Group of key findings from each review and provide guidance concerning the other DIGF elements (Digital Investment Principles, Digital Strategic Priorities and Policies, Digital Investment Roadmap and Digital Investment Register). Agency specific guidance provided to the Governance Group will be discussed and shared with the agency prior to submission to the Governance Group.

Tools

Digital Investment Principles

Digital Direction Guidance

- Strategic Priorities and Policies
- Roadmap of Digital Investments

Steps to follow when making a Digital Investment

Project

- Step 0: Identify Investment
- Step 1: Preliminary Evaluation
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- Step 5: Realise Investment

Program

- Step 0: Identify Investment
- Step 1: Strategic Assessment – Identify
- Step 2: Strategic Assessment – Define
- Step 3: Deliver Investment
- Step 4: Strategic Assessment – Close

Tracking of Digital Investments

- Digital Investments Register

Assurance Alignment

Framework Governance

Tools

Tools to assist agencies

The following tools are provided to assist agencies make a digital investment as part of the DIGF:

- Digital Investments Roadmap (Information to be provided) – under development
- Assessment of digital investment proposal tool against Digital Investment Principles and Digital Strategic Priorities and Policies – under development
- Business Case Template Step 1 – Project Preliminary Evaluation – under development
- Business Case Template Step 2 – Project Detailed Business Case – under development
- Business Case Template Step 1 – Program Strategic Assessment – under development
- Business Case Template Step 2 – Program Detailed Business Case – under development
- Digital Investment Register (Information to be provided) – under development
- Key Indicators Survey – Project – under development
- Key Indicators Survey - Program – under development
- QGEA Gated Assurance
 - [Assurance Profiling Tool](#)
 - [Assurance Plan](#)
- Others – as priorities evolve over time.

4. Implementation plan for the DIGF

QGCDG will work with agencies to develop implementation plans for in-flight initiatives once the DIGF is endorsed.

An Implementation Plan has been developed for the DIGF. The plan identifies mechanisms/activities that support operationalisation of the DIGF and digital investment maturity uplift across government. It details the activities, timings, roles and responsibilities for implementing the DIGF.

Two Horizons have been established to prioritise and plan the mechanisms/activities required:

- Horizon 1 – Establish - within the first year to operationalise the DIGF
- Horizon 2 – Mature - over years two and three to refine (continuously improve / mature) the DIGF.

The mechanisms/activities that will be undertaken include:

- change management to ensure the successful uptake and adherence to the DIGF
- development of delivery tools, templates and other supporting processes required to implement the DIGF at all levels and scales
- assessment and reviews to ensure continuous improvement and the maturing of the DIGF.

Refer to *Queensland Government Digital Investment Governance Framework: Implementation Plan*

5. Measuring the Performance of the DIGF

To ensure the effectiveness / success of the DIGF, it is fundamental to periodically measure its performance.

The DIGF will be measured against the following:

- DIGF Objectives
- Digital Investment Principles
- Digital Strategic Priorities and Policies.

How we will track our success?

The DIGF will be evaluated against ten success criteria. The following table provides the success criteria and measures aligned to the objectives, principles, priorities, and policies.

#	Success criteria	Measure	Performance Item
1	Governance Group has increased visibility of digital investments across Government from Ideate stage	Percentage of initiatives that were added to the Digital Investment Roadmap more than one year before program or project has been initiated. Increase in digital investments reported and monitored on the Digital Investments Register compared to current Digital Projects Dashboard Survey of Governance Group members to assess the effectiveness of the DIGF	DIGF Objective – Right Solutions
2	Increased opportunities to promote collaboration and discussion on digital and IT initiatives across government and leverage this information	Survey of agencies	DIGF Objective – Right Solutions, Right Way, Right Amount
3	Digital investments within the scope of the DIGF adhere to the policies and frameworks within QGEA	Sample investments added to the Digital Investment Register	Digital Policies
4	Digital investments within the scope of the DIGF have been aligned to the DES where possible	Sample investments added to the Digital Investment Register	Digital Strategic Priorities
5	Digital investments within the scope of the DIGF follow the Digital Investment Principles	Sample investments added to the Digital Investment Register	Digital Investment Principles
6	Learnings from project health checks and gate reviews are applied in monitoring and managing programs and projects	No of programs/projects reporting as red/amber/green	DIGF Objective – Right Solutions, Right way
7	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	No of programs/projects reporting as red/amber/green	DIGF Objective – Right Solutions, Right Way

#	Success criteria	Measure	Performance Item
8	Projects able to pivot implementation elements if outcomes are not on track	No of programs/projects reporting as red/amber/green	DIGF Objective – Right Way, Right Amount, Right time
9	Business Cases prepared for digital investments include robust options analysis considering costs, benefits, and risks	Sample project and program business cases	DIGF Objective - Right Amount
10	Benefits are being achieved for digital investments	Sample projects and programs that have completed Step 5: Realise Investment and Step 4: Strategic Assessment – Close Percentage of projects and programs completing Step 5: Realise Investment and Step 4: Strategic Assessment – Close	DIGF Objective - Right Time

Performance measurement—roles and frequency

The performance measurement of the DIGF will be managed by the Governance Group through its secretariat (performed by the QGCDG). The Governance Group will initiate a yearly self-assessment that will review the effectiveness of the DIGF against the success criteria. The Governance Group will 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.