### In brief

Technology is critical in the delivery of government services such as health and education, and the provision of support functions like payroll and finance.

The COVID-19 pandemic has reinforced how important technology systems are in giving the public access to government services online. These systems depend on digital technology that is secure, reliable, and fit for purpose.

However, technology does not stay the same. Upgrades and changes are needed, and they are invariably complex and difficult. Unfortunately, many technology projects currently do not hit their deadlines, stay within budget, or achieve their objectives.

For this report, we have identified, from our audits and other research, five factors that, if managed and modified to suit, can improve the success of projects. They are summarised in Figure 1.

No one factor is more important than another; it is the combination and integration of them all that can make a difference.

Figure 1 Factors that contribute to successful technology projects

#### Projects are aligned to business outcomes

Where projects are aligned closely to business outcomes, they are more likely to deliver benefits and systems that are fit for purpose.

#### Senior leaders actively lead and challenge

Successful technology projects are normally led by senior leadership teams who understand the projects and ensure they are well run. They have or bring in the skills and competencies to provide independent challenge.

# Internal and external teams work towards the same goals

Technology projects regularly rely on external suppliers. To be successful, project leaders ensure internal and external teams are working towards the same outcomes and goals.

# The team has the skills and capacity to match the challenge

Technology projects can be high risk and require capability in advanced technology, change management, project management, and contract management. Time needs to be allocated for teams to take on project responsibilities.





### Learnings are identified and acted on

Project teams that identify and act on learnings from their project experience, and from the experiences of others, are more likely to be able to change their course when needed.