

Monitoring and managing ICT projects

(Report 1: 2018–19).
Tabled 10 July 2018.

Slide 1: Welcome

This presentation summarises our performance audit report on monitoring and managing ICT projects.

Please note that this is a summary. The full report can be read on our website.

Slide 2: Audit objective

In this audit, we assessed whether monitoring and managing at the departmental and whole-of-government levels are improving successful delivery of ICT projects.

We also assessed whether governance processes for one program and one completed project were effective.

Slide 3: Context

The Queensland Government plans to spend \$2.6 billion on ICT projects over the next four years.

In response to high profile ICT project failures in 2013, the government established the ICT dashboard. The dashboard intends to make information easily accessible, visible and available for public use in a timely manner.

Currently, \$1.3 billion of projects are published on the dashboard, on which they provide high-level overviews and status updates. Each department is accountable for making investment decisions and monitoring and delivering on its investments—including ICT projects.

Entities at the whole-of-government level, such as the Queensland Government Chief Information Office (QGCIO) and the ICT Director-General Council, also play significant roles in providing assurance and oversight of ICT investments.

Slide 4: Our conclusion

Overall, the governance processes for ICT projects and programs have improved since 2013. But major ICT projects still face significant delays and high delivery costs.

The QGCIO designed the ICT dashboard and made it available to the public, and has implemented some additional investment and assurance review processes. However, they do not have measures in place to assess the effectiveness of these processes.

Slide 5: Our conclusions—

Is the ICT dashboard a reliable source of information?

Two issues detract from the dashboard's usefulness and reliability for the public:

- several weaknesses exist with the completeness and controls over content accuracy
- following the QGCIO's guidelines is not mandatory, and departments publish inconsistent information about their projects.

Are whole of government assurance processes effective?

Major ICT projects are not monitored as well as they could be through the whole-of-government assurance process. The governing bodies are not using valuable information, including the dashboard and project reviews, to increase the success rate of ICT projects and to minimise the repetition of mistakes.

How well are departments monitoring and managing ICT projects?

Departments face significant challenges to improve the successful delivery of their projects. Keeping programs and projects running while significant policy, structural and legislative changes occur contributes to slow progress and high delivery costs. When departments change projects, they need to make timely project decisions to reduce the inefficient use of public funding.

Slide 6: What we recommended

We recommended that the QGCIO:

- enhances the ICT dashboard and its publishing guidelines to improve completeness, relevance, accuracy, timeliness and comparability of information
- strengthens the whole-of-government assurance frameworks for monitoring ICT projects and publishing learnings.

Slide 7: What we recommended

We recommended that all departments:

- implement efficient and automated processes for monitoring ICT projects
- strengthen project health checks and processes for learnings, to minimise repeating mistakes of the past.

For the program that we audited, we recommended that the Department of Housing and Public Works strengthens its governance around assessing costs and delivery of the solutions yet to be implemented.

Slide 8: For more information

For more information on the issues, opportunities and recommendations highlighted in this summary presentation, please see the full report on our website.

Thank you.