

Technology Investment Framework

Technology Investment Guidance



Acknowledgement of Country

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We respect the Aboriginal and Torres Strait Islander people, particularly our Aboriginal and Torres Strait Islander staff, and their continuing culture and contribution they make to the Canberra region and the life of our city.

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A message from the Minister for the Public Service



Technology is everywhere. It is no longer just a corporate function; it is integral to the operation of every element of every industry and portfolio across the ACT Government. An investment in technology is an investment in evolving our businesses. And it requires investment in people and process just as much as the technology itself.

Like other jurisdictions around Australia and the world, the ACT is facing a tightening fiscal environment with increasing demand for the services it provides coupled with increasing costs to deliver those services. As a small jurisdiction, the ACT has limited financial means. Yet the breadth of services supported by the ACT Government is greater than the larger jurisdictions that are considered digitally ready. Community expectations in the ACT are arguably higher given the higher levels of education and technologically savvy community in which we live.

Our ability to provide excellent community services is connected to our ability within the ACT Public Service (ACTPS) to manage the operations and business of government.

Optimising how we invest will help the government to meet its commitment that every technology investment or solution must deliver three things:

1. The stated outcome of the policy or initiative,
2. Make it easier for the community or beneficiary to get what they need, and
3. Efficiencies for the ACT Government administration.

This *Technology Investment Guidance* forms part of the ACT Government's maturing approach to investing in technology, and demonstrates our progress in moving from technology decisions made in isolation at the individual initiative level, towards making decisions based on whole -of-government (WhoG) capabilities.

Technology Investment Framework

The ACT Government *Technology Investment Framework* (the Framework) has been developed to guide initiatives seeking funding through the Budget process. The Framework supports informed government decisions on technology investment, by guiding improvements in the completeness and quality of advice to government on the costs and benefits of projects with technology components.

This document provides an overview of the Framework and sets out guidance on the strengthened investment process specifically.

What is the Technology Investment Framework?

The Framework is an operating model that establishes a coherent whole of government technology investment policy and blueprint on which to make decisions. It helps to identify projects that have significant impact across government and prioritise resourcing and investment to best support successful delivery of the project's outcomes, in ways that consolidate strategic technology solutions.

With the implementation and embedding of the Framework into the policy development and Budget lifecycles, it will provide government with an increasingly clear understanding of:

- the overall state of technology across the ACTPS, including capabilities that need development, opportunities for reuse, legacy technology requiring replacement or transformation and the overall risk profile, and
- capability and capacity of the ACTPS to deliver the technology to support current and future initiatives.

At the initiative level, the Framework will better highlight for government the:

- benefits to be delivered for the Canberra community and/or the ACTPS,
- likely whole-of-life costs, and
- whether the initiative presents an opportunity to invest in a capability required more broadly across government.

Elements of the Technology Investment Framework

The Framework is made up of the following elements:

- A plan for technology investment to enable government to set the overarching strategic approach to technology investment, and maximise the utility of available funding. Over time, this will improve the ability to reuse existing technology capabilities and monitor the ability and capacity of the ACTPS to successfully deliver on government expectations.
- A pipeline of technology projects to provide visibility of all in-flight projects with technology delivery components, and potential and actual project demand, to enable government to agree on where investment in technology should be prioritised.
- The ACT Government *Technology Directions* as a set of principles to guide how technology solutions should be planned and designed.

- A strengthened investment process to guide the development and consideration of Budget business cases with technology components. Details of the strengthened investment process are outlined in this document.

These elements, driven by Government's priorities and underpinned by the *ACT Digital Strategy*, work together to coordinate strategic technology investment and project delivery in a continuous cycle of design, delivery and evaluation. Each cycle will continuously inform the next iteration of strategic decision making and enable the ACT Government to make better informed investment decisions based on more comprehensive project design work, improved project governance and strategic level consideration of future capability needs.

The Framework has been developed to integrate a whole of government strategic outlook and embed its consideration into design and delivery of future-focused solutions. Based on a clear set of needs and agreed priorities, the Framework will enable government to focus resources in a more strategic manner and better consider the benefits derived from technology investment. This will contribute to increasing digital government maturity and enable realisation of a suite of strategic and efficiency-related benefits.

The strengthened investment process within the Framework emphasises the need for planning and design to inform a government decision. This is to ensure the advice provided for government consideration is more complete, and clearly articulates the costs and benefits across a solution's lifetime. This will be achieved by increasing the evidence base and assurance around projected costs, supported by enhanced requirements for more comprehensive design work before an initiative is considered ready to move into a delivery phase.

The application of the Framework to the process of delivering an initiative with technology components, from preliminary idea through to roll-out of a solution, can be best understood through the lens of the Design Wheel contained in the ACT Government *Best Practice Design and Delivery* guidance.

Project tiering

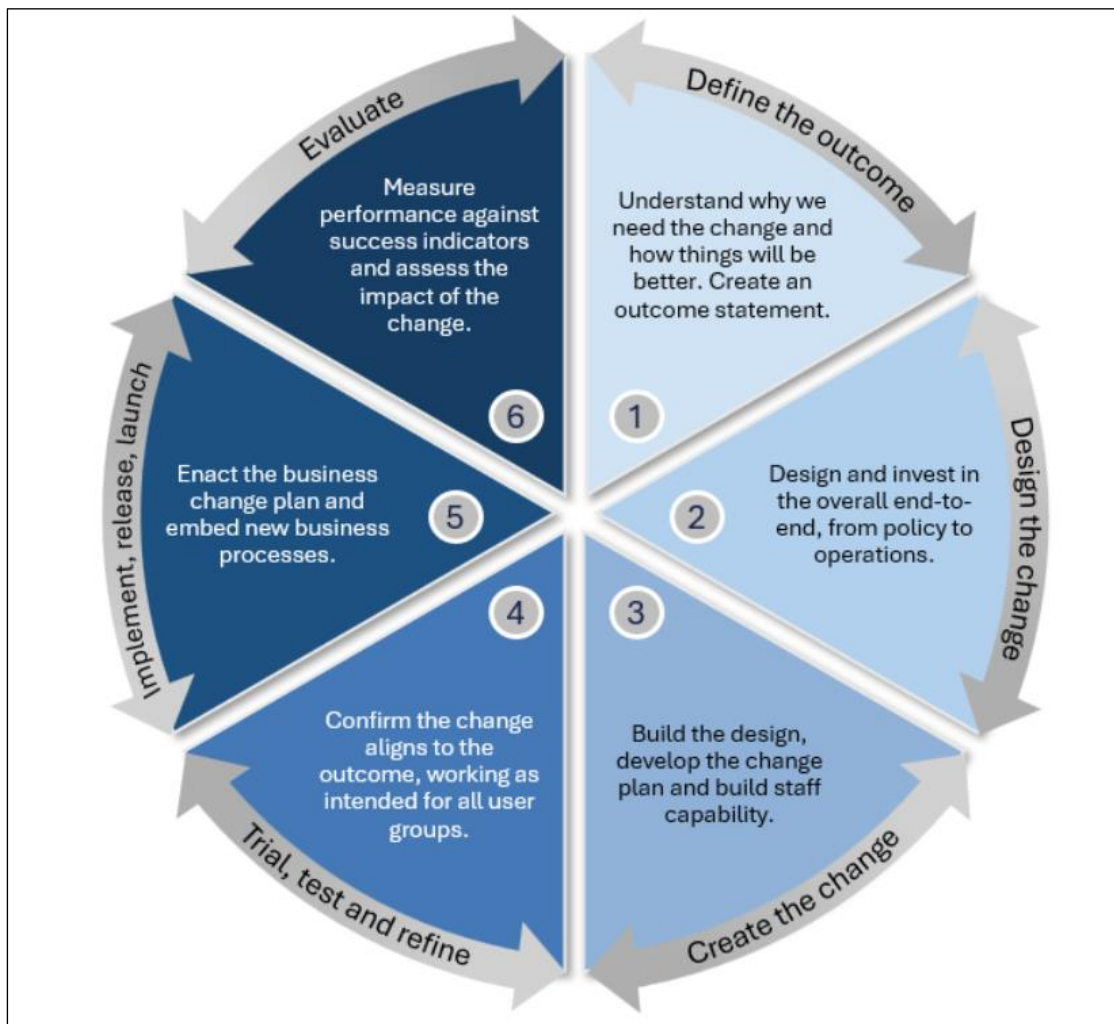
Project tiering is based on multiple considerations including: whether there is community impact; if legislative or regulatory requirements are required; risks; impact on cross-government capability; outcome and breadth of impact; whole of project delivery costs; and ongoing operational costs.

A Tier 1 project is defined as medium or high risk and/or high complexity that requires business analysis and solution design. The project might be a program consisting of multiple projects, and be of significant size, scale, and investment. It may also require resourcing from multiple directorates. Tiering for projects with technology components should be determined by the lead directorate with agreement from Digital Canberra.

The Design Wheel

The Design Wheel is a change initiative lifecycle model that brings together key ideas, concepts and methods to embed human centred design and best practice delivery approaches into ACT Government. Its key role is to support successful design and delivery of change initiatives and support successful implementation of a change. At its heart, it is a problem-solving model, enabling project teams to identify and deliver effective outcomes.

Figure 1. The Technology Investment Framework



The Design Wheel is made up of **six stages**, each focusing on a particular element of a project's lifecycle.

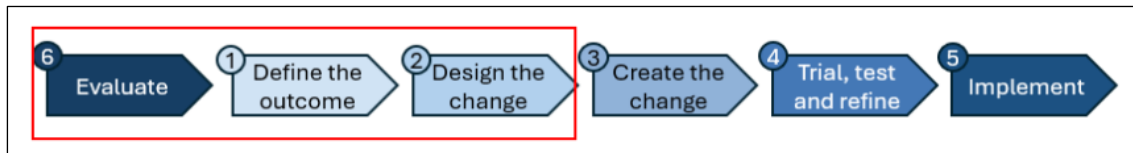
The use of *Best Practice Design and Delivery* at each stage will ensure that initiatives achieve their primary outcome in the required timeframe, and in ways that deliver better outcomes for the community, fewer cost overruns, and better value for money outcomes for the ACT Government. The requirements set out in *Best Practice Design and Delivery* are now mandatory for all new initiatives reliant on technology or data that are categorised as Tier 1 projects, and are recommended for all other projects.

How technology investment should use the Design Wheel

As the Design Wheel and its interaction with technology investment should be understood as a continuous, cyclical process, it is easiest to visualise the process as beginning in Stage 6 where it pertains specifically to investment in initiatives through the Budget process.

The investment guidance contained in this document applies to Stages 6, 1 and 2 of the Design Wheel only. The other stages are governed by complementary guidance on best practice procurement, best practice project and program management, and best practice operations and sustainment activities.

Figure 2. Technology Investment and the Design Wheel



Technology investment and the policy development lifecycle

Good public policy solves problems. There are many problem-solving models that break the process into logical steps and turn it into a cycle, because issues often need repeated attention. The Design Wheel is the ACT Government's model for how to approach this policy cycle.

A policy development lifecycle starts with identifying a problem or a need, and articulating the desired outcome (that is, *Stage 1: Define the outcome* from the Design Wheel). Good policy development seeks to understand and define the change collaboratively with inputs from all areas; this includes consideration of how the change could be delivered from technology and operational / service delivery perspectives. Experience shows that technology and operational considerations impact the effective implementation of policy, services, legislation or regulations, which is why they're critical to consider at every step of good policy development. Identifying and designing the technology and operational requirements early can provide more options for implementation, resulting in:

- maximising opportunities for technology reuse and reducing costs for bespoke or unfit-for-purpose solutions,
- reduced delivery time with greater chance of success within the agreed timeframes and funding envelope,
- reduced ongoing burden on the ACTPS to administer; and
- maximising opportunities for the community to have improved and seamless engagement with government services.

A strengthened approach to investment

The strengthened investment approach establishes a process to better manage how projects with technology components are developed, to achieve optimal outcomes from technology expenditure. It governs how an initiative with technology components should move through initiation, project design and governance processes, particularly if the initiative seeks to be funded through the Budget process.

The strengthened investment process ensures proposed initiatives undertake robust planning and design work before seeking funding for project implementation. It enables proposals to provide more complete advice, backed by sound evidence, on a project's benefits, costs and risks, to support better informed government decision-making.

This outcome is achieved by enabling ways for strategic level guidance to be provided early enough in the development of a Budget initiative to influence its direction, as well as through more comprehensive planning and design. A key feature is an assessment of readiness before a project proceeds to implementation work, assessing the quality and completeness of design work. Good design requires time and resourcing across multiple disciplines, so the strengthened investment process includes a dedicated pathway for business units to seek funding for design activities. This model can be characterised as a *two pass process* (that is, an initiative may 'pass' through Budget approval twice during its lifetime) and is widely considered best practice. Under this model an initiative would first seek Budget funding for detailed design work (a 1st pass), and then return to government to seek funding for delivery or implementation (a 2nd pass) once the design work was completed.

The strengthened investment process contains obvious parallels to construction industry standards, where construction work does not commence before the approval of a design. It reflects the strengths of the current Infrastructure Canberra model, one that has been successful in delivering major designated projects for the ACT.

Appendix A outlines the standard two-pass business case model within the ACT Government's Budget process.

What benefits does a strengthened investment process deliver?

The strengthened investment process enables more informed government decision making by enhancing the completeness and quality of information included in a business case proposal. This includes clearer advice on the risks and benefits of the project and estimated costings across the lifetime of a solution.

The strengthened investment process directly supports business units to achieve this by providing mechanisms for more guidance, earlier in the business case process, and a dedicated focus on coordinating effort for maximum efficiency. Through this, there will be a significant flow-on of benefit to both directorate business units and government decision makers.

Anticipated benefits of the strengthened investment process include:

Strategic

- Enable government to make more informed decisions on technology investment based on advice that is more complete, of a higher quality and clearly articulates the risks, benefits and costs across a solution's lifetime.

- Embed a whole of government approach to technology architecture by providing a dedicated opportunity for initiatives with technology implications to receive early input on alignment with whole of government capabilities.
- Provide a mechanism to reduce and address legacy technology debt.
- Ensure investment is used to deliver solutions that revolutionise ways of doing business and do not continue to embed manual process work by ACTPS staff.
- Increase the understanding across government in how we are developing an ecosystem of technology capabilities fit for the future needs of the ACTPS and community.

Efficient

- Develop more accurate and evidence-based estimates of the resources required to implement a complete solution, so business units can plan for all the resources they will need. This will reduce the need for comebacks or changes in scope mid-project.
- Group similar initiatives together, enabling more powerful omnibus business cases and enabling 'create once, use often' technology development.
- Providing better value for money for ACT government investment by directing resources towards common capabilities that can be re-used.
- Reduce duplication of technology investments being made on an agency-by agency, or project-by-project basis.

Effective

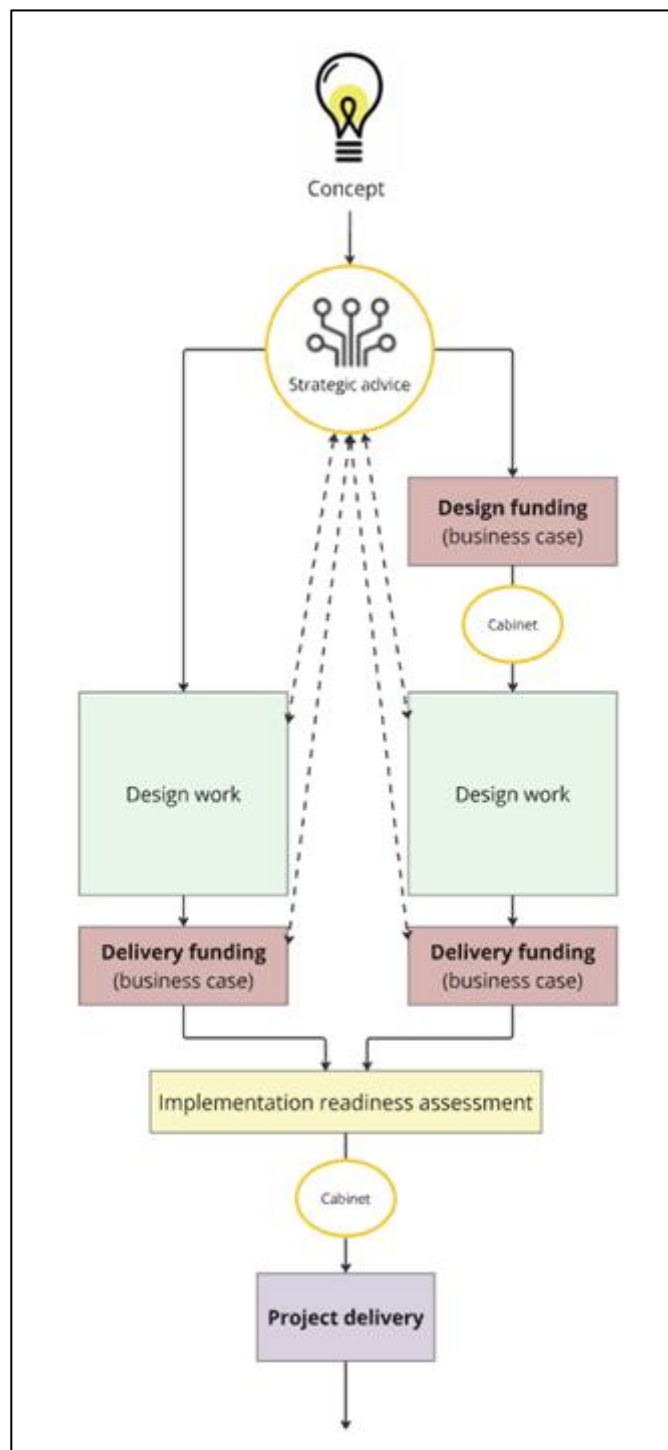
- Require detailed design work to occur before an initiative is approved for implementation, and provide a mechanism for seeking funding for this effort.
- Ensure any initiative proceeding to Cabinet presents an accurate, rigorous and comprehensive cost analysis – leading to resourcing decisions that are adequate to deliver complete projects.

Investment approach outline

Implementation of the strengthened investment process will minimise changes to established Budget processes and leverages existing templates, information gathering processes and committee structures as far as possible.

The strengthened investment process, operating within the broader *Technology Investment Framework*, includes the following key activities:

1. A **problem or need is identified** (for a new or existing initiative) that needs to be supported by technology. The technology and operational needs are considered early in the policy development lifecycle.
2. Mechanisms to access **strategic advice** to provide early direction to both concept and business case development. This advice may be engaged with multiple times during the investment process.
3. A dedicated **pathway for funding design work**. It is envisaged most initiatives will proceed through this pathway.
4. Clear expectations on the level of **design work** required for every project. While the specifics of *Best Practice Design and Delivery* are mandatory only for designated Tier 1 projects, all projects will need to demonstrate they have undertaken sufficiently comprehensive design work.
5. An independent implementation readiness assessment that provides specific advice on whether a project is ready to proceed to delivery or not, based on the quality and completeness of design work.



The following table provides an overview of the investment process, and the sequence of milestones as they occur within the stages of the Design Wheel. The effort and resources required to progress an initiative scale up as it moves through the stages, allowing for early design and concept exploration work to be undertaken with smaller initial investment from government or directorates.

Design Wheel stage	Technology investment interaction
Stage 6 – <i>Evaluate</i> :	<p>Business units identify a problem or opportunity and consider ways to address it. The proposal is evaluated against the strategic elements of the <i>Technology Investment Framework</i>. Initial advice may be provided by Digital Canberra or a technology governance body on the most suitable development direction and opportunities to coordinate effort.</p> <ul style="list-style-type: none"> • Strategic advice
Stage 1 – <i>Define the outcome</i> :	<p>Business units undertake initial work to understand the costs and benefits to government and the community, including initial planning for implementation. Engagement with their directorate’s CIO (or equivalent), Digital Canberra, CMTEDD Policy and Cabinet, Treasury, and/or relevant stakeholder groups should occur to provide direction and advice as required. At the conclusion of this stage an initiative should have gathered enough information to articulate the need for investment.</p> <ul style="list-style-type: none"> • Strategic advice • Design funding business case (if required)
Stage 2 – <i>Design the change</i> :	<p>More detailed level design work is undertaken across people, process and technology, working from the concept design to a greater level of detail and specificity, to identify and analyse options, determine the recommended solution and frame the project’s scope (including comprehensive end-to-end costs and delivery timeframes). At the conclusion of this stage an initiative should be ready to proceed to implementation and will be subject to an assessment of readiness.</p> <ul style="list-style-type: none"> • Strategic advice • Delivery funding business case • Implementation readiness assessment
Stage 3 – <i>Create the change</i> :	Stage not covered by <i>Technology Investment Guidance</i>

Design Wheel stage

Technology investment interaction

Stage 4 – *Trial, test and refine:*

Stage not covered by *Technology Investment Guidance*

Stage 5 – *Implement:*

Stage not covered by *Technology Investment Guidance*

Detailed stage overview

Stage 6: Evaluation

In this stage directorates are evaluating how something is working, and consider the current problem, the policy intent, and the outcomes they are seeking to achieve. This should be done in parallel with the development of a policy proposal and consideration should be given to the technology needed to achieve the outcome.

If a business unit believes action is required to address the problem, it should engage early with the Design and Strategy Branch (DSB) in Digital Canberra. DSB is best placed to coordinate strategic advice and enable access to guidance on alignment with whole of government priorities, how best to leverage existing capabilities and where efficiencies through collaboration can be achieved.

This stage applies a strategic lens to an investment proposal and considers the current technology landscape and future technology needs across government. It is informed by key inputs like the ACT Digital Strategy, which defines a shared vision for whole of government digital development, and an agreed investment approach identifying the whole of government common technology capabilities that inform strategic technology investment decisions.

Stage 1: Define the outcome

In this stage, a business unit undertakes work to understand the need for change and what it will deliver for government and the community, including initial planning for implementation. This would include creating an outcome statement (which is agreed to by the Project Sponsor) and undertaking early work to document the current state, pain points and desired future state. *Best Practice Design and Delivery* contains detailed information on how to complete these steps. Identifying stakeholders and putting in place arrangements for cross-directorate collaboration is also work that would be undertaken during this stage.

Ongoing engagement with DSB, in concert with directorate CIOs (or equivalents) and Business Partners, is recommended throughout this stage. Depending on the initiative, the engagement may focus on how best to achieve the outcomes of the project, or to meet the outcomes while achieving efficiencies for the ACTPS, or to provide strategic technology-specific advice, or a mix of all three. It may also include advice to seek further information from specialist areas on technology architecture, security considerations, data and design requirements as well as directorate-specific technology factors that may influence an initiative's direction. Critical input from Digital Canberra at this stage will include advice on aligning development with existing and supported primary platforms and where leveraging existing patterns will be applicable. DSB will also provide advice on the most appropriate

investment pathway for the initiative to follow, taking account of anticipated design complexities and resources available. These pathways include:

- a design funding business case, which seeks resources to conduct detailed design work, leading to a subsequent delivery funding business case;
- a delivery funding business case only, where sufficient design work has already occurred or can be funded out of directorate resources; or
- redirect to the Capital Framework due to the proposal being for a significant infrastructure investment.

This more supported process for seeking strategic advice on early development of initiatives is designed to assist business units to develop robust business cases that can meet the more stringent requirement from government for detailed and accurate information. While Digital Canberra and directorate CIOs will play an important role in facilitating advice on the early development of business case submissions, it should be noted this engagement alone is not a guarantee a business case will be assessed as ready for implementation by the peer-review committee or will be supported by the Budget Expenditure Review Committee (ERC).

At the conclusion of Stage 1 activities, a business unit will have gathered enough information to clearly articulate the need for investment. If required, a business case seeking funding for design work (only) would now be brought forward under normal Budget process arrangements. The business case should use the standard suite of Budget templates as provided in the *Budget Memo* for the relevant financial year and follow the usual timelines for circulation and approval. While Stage 1 activities may be carried out at any point in the year, and may be completed in any timeframe, if the desire is to complete a design funding business case this work will need to be undertaken in alignment with the Budget timeline.

A design funding business case should provide the outcome statement developed in Stage 1 and explanatory information for Budget ERC and Cabinet consideration on the problem statement, intended outcomes and community or government benefit. It should clearly articulate the strategic implications of the proposal and whether it may contribute to future capabilities. The business case should note any known complexities or sensitivities and outline how these will be explored through the design stage. Any early indications on solution direction (including specifically whether configuration on existing platforms or investigation of an alternative solution is planned), extent of business change, delivery costs and timeframes, and when the associated delivery funding business case is expected to be brought forward should be included. The proposed governance arrangements for *Stage 2: Design the change* should also be included. Close engagement with DSB is recommended throughout this stage to ensure understanding of how to progress development of an initiative in line with agreed ACT Government technology strategies and in a way most likely to result in a supported technology solution.

Funding for design work through the Budget process will enable business units to undertake this critical stage of the project with appropriate resourcing. This may include engaging specialist design consultants, including Digital Canberra, or additional personnel to ensure this work is completed with thoroughness and rigour.

Stage 2: Design the change

In this stage, business units will move into more detailed design work and assess the benefits that will result from investment, identifying and analysing options, costs and complexities. This will include:

- Developing detailed current and future state journey maps across customer, staff and data lenses, to understand the needs of stakeholders and ensure the proposed future state can achieve the outcome / solve the problem.
- Identify exactly how the transition from current to future state will be undertaken, and the elements of change required which may include legislation, policy, operating procedures, technology (many facets), change management, training, and/or communications.
- Identifying a technology pathway (for example, buy, configure, or reuse) and solution. This includes detailed articulation of exactly how each element of the technology solution will be procured, configured or changed. If the solution is to be procured, then this stage develops the procurement documentation for release to market, in lieu of detailed technical specifications.
- Documenting when the formal *Design Governance* stage has / will be conducted, listing all material design decisions undertaken, options explored and rationale for the preferred option.
- Planning and developing a high-level project management plan and schedule, including planning for how resources will be procured or made available, identification of risks and issues and describing how these will be managed, including any design issues outstanding at the investment stage.
- Developing a high-level test strategy, including all types of testing required or envisaged and when they will be executed.
- Developing a high-level implementation or launch strategy, identifying how readiness for go live will be managed, including any relevant external communications, and internal staff training and readiness in addition to the technology elements.
- Detailed costing, including costs of implementation and ongoing operation across all elements, and options to achieve the outcome with reduced costs.
- Developing a high-level benefits plan, including estimates of benefits that can be achieved, and how these will be realised, measured and governed post project implementation.
- Nomination and formal initiation of appropriate program or project governance arrangements.

It is during this stage of design that a preferred technical solution should be identified and comprehensively investigated, leading to a recommended project option. Based on this, a project's scope – including end-to-end costs and delivery timeframes – can be determined. If a new technical solution needs to be procured, the delivery funding business case should request funding be provisioned until the outcome of the procurement is known. All technology solutions are subject to formal governance approval before implementation works begin, so business units are encouraged to engage closely with DSB throughout this stage to understand how to progress development of their initiative in line with agreed ACT Government technology strategies and in a way most likely to result in a supported technology solution.

Towards the conclusion of detailed design work, a delivery funding business case can be developed, based on the design outcomes and decisions made by the sponsor and governance committee. A delivery funding business cases should provide a robust proposal for implementation, including a clear understanding of the proposed solution, risks, schedule, change management, governance and costs to implement and operate.

The business case will be subject to a formal assessment of readiness to implement by an appropriate skills-based committee, with final approval by the Chief Digital Officer, which will accompany Treasury advice to Budget ERC. This assessment will ensure that sufficient planning, design and consultation has been undertaken for successful implementation, that costs and timeframes are realistic, and that sufficient governance structures have been put in place.

While *Stage 2: Design the change* activities may be carried out at any point in the year, if the desire is to complete a delivery funding business case this work will need to be undertaken in alignment with the Budget timeline. For most initiatives this will be in the financial year following the associated design funding business case, but it may be possible to return to Budget ERC in mid-year if the planning is well advanced.

This stage of the Design Wheel, and the technology investment process outlined in this guide, ends with Budget ERC and Cabinet consideration of a complete delivery funding business case. Should an initiative be approved for funding through the Budget process, it will move into *Stage 3: Create the change*, which is governed by the lead directorate's project management processes, in alignment with *Best Practice Design and Delivery*.



Collaboration is a critical principle of the Technology Investment Framework

To ensure the successful delivery of projects with technology components, continuous collaboration with key stakeholders and advice areas occurs through the entire technology investment process. Depending on the initiative, key stakeholders are likely to include:

- Digital Canberra,
- Treasury,
- Infrastructure Canberra,
- Access Canberra, or the operational area related to the initiative,
- Procurement ACT,
- ACT Government Solicitor's office, or
- Other directorates or agencies that may have an interest in the initiative (such as those responsible for or affected by its delivery or operations) or are responsible for interrelated projects.

Collaboration will support:

- More comprehensive and robust project design and delivery,
- A greater understanding of the project's risks, uncertainties and challenges and any mitigation measures required,
- A greater understanding of the project's opportunities to optimise its expected benefits,
- Early identification of project interdependencies to reduce inefficiencies and manage interfaces appropriately,
- More seamless review and approval processes as key stakeholders have been involved throughout the process, and
- A higher likelihood of project success.

Implementation advice

Who should use the Technology Investment Framework?

All directorates and agencies should use the *Technology Investment Framework* and strengthened investment process when progressing an initiative with technology components, where the initiative is proposed to be funded through the Budget process. The specific requirements of *Best Practice Design and Delivery* are mandatory only for projects categorised as Tier 1 but represent a suitable and recommended approach for all projects.

What projects fall under the Technology Investment Framework?

The Framework outlined here applies to all initiatives with technology components that are seeking funding through the Budget process. It does not apply to those initiatives that also propose significant infrastructure investment; in that circumstance, the Capital Framework applies. If it is not clear which Framework would apply to an initiative, project leads should engage with Digital Canberra, Treasury's Infrastructure & Commercial Advice team and Infrastructure Canberra early to determine the most appropriate pathway.

Although the technology investment process outlined here applies only to Budget-funded technology investments, it is equally suitable as a governance and planning discipline for all initiatives with technology components.

How does the Technology Investment Framework align with the Budget cycle?

Some components of the Framework are deliberately not linked to the Budget process, to enable flexibility in the timing of these activities to support effective design and delivery of initiatives. For example, early conceptual discussions or initial design work could be progressed alongside the policy development process for an initiative.

The sponsoring directorate should engage with Digital Canberra and relevant Ministers early in the lifecycle of the initiative, ideally before the start of the Budget process or commencing the work associated with planning and design. This will enable Digital Canberra to provide advice on potential technology solution options and identify areas of common need.

In the current fiscal environment, government has expressed a strong preference to make financial decisions only during the annual Budget period. This policy position reduces the opportunity for funding decisions outside the Budget cycle and the implications of this on project continuity should be carefully considered by business areas that are progressing technology initiatives. For most initiatives proceeding through a two-pass process, Budget business cases would be expected to be spaced 12 months, or one Budget cycle, apart, with the delivery funding business case coming forward in a Budget cycle following the design business case. This timeline is an average guide only and may be shorter or longer depending on resourcing available to progress design work, the complexity of an initiative, government or directorate priority and other factors.

Business areas who anticipate their initiative proceeding to the implementation (2nd pass) phase faster than this time scale will need to liaise closely with Treasury and their directorate finance partners to ensure their 1st pass design business case is structured in such a way to allow critical work to continue in between Budget cycles. For example, this may include

provisioning sufficient funds through the 1st pass business case to ensure continuation of work streams and specialist resources until a 2nd pass business case can be brought forward, or (in limited circumstances) seeking an exception from the Chief Minister and Treasurer to access funds outside the primary Budget cycle. When structuring Budget business cases, it will be critical for business areas to clearly highlight any risks associated with project delay, and the additional costs to government this may entail, to ensure informed consideration in government decision making.

Roles and responsibilities

This section provides detail on the various entities that play a crucial role in guiding development of business cases. As Digital Canberra continues to establish itself, these bodies are expected to mature and continue to adapt to the evolving needs of government. We expect the committees will develop stronger collaborative processes, refine their review methodologies, and expand their expertise. This ongoing progression will help ensure that governance and assurance mechanisms remain robust and responsive.

Digital Canberra

Digital Canberra has responsibility to drive the ACT Government's digital agenda and lead the whole-of-government strategic direction for technology, including cyber security, policy, architecture, and standards.

Digital Canberra provides assurance to government that technology investment is sensible, is occurring in a way that supports the whole-of-government strategic direction to consolidate our technology footprint and is as cost effective as possible. It has ongoing responsibility for the *Technology Investment Framework*.

Digital Canberra plays a key role in providing advice and support to directorates, through Digital Canberra advisory areas (in particular through DSB) work take on processes and dedicated design assistance, so that investments in technology solutions achieve the business and policy objectives, creating efficiencies in directorate operations.

Directorate Chief Information Officers

Directorate CIOs and equivalents play a role in shaping technology investments, ensuring alignment with directorate and whole of government priorities, service delivery, architecture and standards. They are a key contact point between areas within directorates that are developing business cases, and Digital Canberra. They provide valuable guidance for initiatives as they are being developed (including through the business case stages), and advice on directorate-level portfolio implications.

Technology Governance Group

The Technology Governance Group (TGG) supports the achievement of government priorities through a focus on ensuring fit for purpose implementation, and effectively governs change to the digital and technology landscape.

TGG provides advice to Strategic Board on the priorities for the ACT Government's technology work program, including approval of variations to priorities to ensure that scarce digital and technology resources and skills can be applied across the sector appropriately.

Under the *Technology Investment Framework*, TGG plays a key role in shaping technology investment and contributes to maturing a whole of government approach to technology investment. Through this, members will be able to make informed comment on future capability needs and contribute to enhancing digital government maturity.

Peer-review committee

To deliver best-practice governance and additional assurance to government, business cases with technology components are peer-reviewed by a skills-based committee prior to government consideration. This committee is made up of Digital Canberra staff with appropriate business and technology domain experience, including knowledge of directorate

practices. This committee provides advice at both the 1st pass and 2nd pass stages and considers the suitability and likely effectiveness of a business case to meet its proposed outcomes within the identified costs, time, and resources as well as any other factors specific to the proposal. This includes an assessment on the robustness of the technology components, the feasibility and complexity of different options, advice on the planning and design, governance, and resourcing, as well as costs and achievability of the timelines.

The committee also provides advice on whether an initiative can be considered ready for implementation based on the known information (that is, whether a suitable level of planning and design has been undertaken, leading to confidence that the proposal can be successfully delivered). It considers how the proposal aligns with strategic technology guidance, and provides advice on how a business case could be best achieved. This may include advice on how a business case could be amended, taking into consideration interdependencies, risks, or opportunities for efficiencies.

Final advice from the committee is approved by the Chief Digital Officer and provided to Treasury for incorporation into the Treasury brief on each business case, which will be considered by the Budget ERC alongside the business case.

Appendix A

Standard two-pass Budget business case process

