

# Queensland ICT Audit Report

COBIT 2019 Designing Governance System

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**Cover Page (Individual Submission)**

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## 1) Introduction:

Focused on improving governance, this report procedures steps to propose the implementation of a structured governance framework within Queensland's Information and Communication Technology (ICT) projects. Over some years, a range of ICT projects in Queensland has struggled with issues that include inconsistent reporting, budget overruns and poor benefits realization, which reflect weaknesses in governance frameworks. This report addresses these limitations by applying COBIT 2019, an established framework designed for creating a solid governance solution for ICT projects. COBIT 2019 plays a role in helping organizations improve the effective and efficient use of information technology by presenting governance and management goals that strengthen accountability and oversight.

The framework supports excellent decision-making skills, facilitates the distinct identification of goals, and guarantees that Information and Communications Technology (ICT) projects are consistent with organizational objectives. In addition, it provides heightened surveillance of project results as well as refined reporting methods, which, in turn, increases the worth and accomplishment of ICT investments.

The report is structured as follows: The report begins with an Introduction, pointing out its target and its organizational approach. The Background section examines the requirement for better ICT governance in Queensland in Section 2. The Overview introduces and describes COBIT 2019 along with its importance in creating a governance framework in Section 3. The Change Management segment highlights the process of implementing the COBIT 2019 system in Section 4, and then performs a Critical Analysis of its associated challenges and advantages in Section 5. In conclusion, the report presents a Conclusion, along with References, and an Appendix that contains additional data.

## 2) Background:

The Queensland ICT report looks closely at the performance and governance of ICT projects within government agencies. It calls attention to key governance problems, failure in oversight, and challenges that have led to project delays, more than anticipated budget costs, and inefficient project results. The Queensland Government Chief Information Office (QGCIO) plays an important part in supervising the governance of ICT projects, but the report points out important inadequacies in the management of governance processes.

### **Key Challenges:**

- **Inconsistent Reporting and Assurance:**  
Departments generally do not submit assurance reviews in a timely fashion, and the QGCIO does not routinely follow up on these failures. The deficiency in follow-through weakens the governance framework, because 'whole-of-government governance processes might fail to detect early warning signals that a project is off schedule'.
- **Lack of Benefits Realization Plans:**  
Many ICT initiatives fail to develop proper benefits realization strategies, rendering it hard to measure their contribution to the anticipated value. Just a quarter of ICT projects have action plans, and of those that do, a good number are devoid of clear and measurable targets, causing benefit tracking to be insufficient.
- **Cost Overruns:**

A variety of projects have seen considerable overruns in cost. As an example, the MyDAS project 'exceeded its initial budget by more than five times,' which increased the total expenses to beyond \$14 million, adequately indicating poor financial governance.

- **Poor Collaboration and Decision-Making:**  
Major difficulties have resulted from inefficient teamwork between IT departments and the business units. Delays in decision-making caused by organizational restructuring have contributed to greater project delays and inefficiencies.
- **Weak Governance Frameworks:**  
The governance methods implemented by departments prove to be insufficiently strong to stop project mismanagement. Even if lessons come from unsuccessful projects, the QGCIO does not examine the reports to check for warning flags of projects that didn't succeed, creating a cycle of governance issues that repeat.

### 3) Overview: Designing a Governance System

#### 3.1) Recognise the enterprise's strategy and context:

In the case of Queensland's ICT projects, the first step in using the COBIT 2019 framework is to understand the enterprise's strategy to guarantee alignment with wider government objectives with references to the ISACA (2018) Design Guide and references to the ISACA (2018) COBIT 2019 Framework. Key steps include:

##### 3.1.1) Understanding Enterprise Strategy:

	Strategy	Justification
Primary	Client Service/Stability	It is evident that the focus is on utilising ICT projects to address community needs and preserve reliable public services: "Agencies involved were not able to assure Parliament and the Victorian community that their ICT investments had resulted in sufficient public value"
Secondary	Cost Leadership	The Queensland ICT projects have often encountered budget overruns, as mentioned in the report: "MyDAS exceeded its original budget by five times, increasing its total cost to \$14 million"

##### 3.1.2) Understand Enterprise Goals (EG):

Enterprise Strategy	Justification
EG03	The report by Queensland ICT highlights that governance is wanting, noticing that many projects were without proper oversight and didn't meet compliance measures, which blocked transparency to Parliament and the populace.
EG05	The report stresses time and again the requirement for projects to meet public needs and better service delivery outcomes, in keeping with the objective of nurturing a service culture oriented towards citizen needs.

EG06	The report brings to attention issues in project governance that have caused delays and uneven performance, which can influence service availability. Following improved governance, the systems will provide uninterrupted services.
EG09	The report discusses substantial financial overruns in projects that include MyDAS, which greatly went over their beginning budgets, stressing the crucial need for better financial governance as well as optimized costs.
EG12	The report stresses the critical need for improved governance systems to manage these ICT projects better, and to ensure that digital transformation leads to real benefits for citizens and the government.

### 3.1.3) Risk Profile:

Reference Number	Risk Category	Justification
1	IT-Investment Decision Making	Sometimes, the ICT project selections in Queensland have not corresponded with strategic priorities, leading to wasted investment funds. This category also brings the risk of selecting inaccurate software or infrastructure.
2	Program and Projects Lifecycle Management	Budget overruns, timeframe delays, and scope changes have been present in Queensland's ICT projects. This situation falls into the risk category of program and project lifecycle management, where the inability to shut down faltering projects, budget excesses, and the widening of scope represent critical problems.
3	IT Cost and Oversight	As a result of poor procurement processes and cost overruns, cost management of ICT projects becomes a key risk issue in Queensland.
4	IT Expertise, Skills, and Behavior	Concerns about the talents and expertise of IT professionals have been apparent in Queensland's ICT projects. A disparity in necessary capabilities has compromised project quality and the quality-of-service delivery.
12	Third-Party/Supplier Incidents	The risk level for non-performance, delays, and cost overruns has risen with the use of external vendors in Queensland's ICT projects. An important risk is the outsourcers' failure to meet contractual obligations.

### 3.1.4) I&T-related issues:

Reference Number	Description	Justification
B	Conflict between the IT department and business departments.	The report makes it clear that ICT projects did not fulfill public service delivery expectations, which led to a dissatisfaction among stakeholders.
C	Notable IT-related events, such project failure	According to the report, there have been several project failures that include the MyDAS system,

		which went over budget and lacked the expected outcomes.
D	Issues with the IT outsourcer's delivery of services	The report mentions outsourcing problems, in which vendors breached their contractual obligations, which caused hold-ups in project completion.
I	Insufficient IT resources, employees with minimal capabilities	To execute projects effectively, the report points out the essential requirement for better IT skills and resources, since lacking skilled staff led to delays and raised costs.
J	IT-enabled changes or initiatives typically fail to fulfill business requirements and are delivered late or over budget.	Efforts such as MyDAS did not meet business requirements and experienced considerable delays as well as cost increases.
M	Extremely high IT costs	This report particularly points out that the MyDAS project surpassed its initial budget by a factor of five, which underscores the significant cost of badly managed Information Technology.
P	Regular challenges with data quality and integration of data from numerous sources.	Maintaining consistent service delivery across ICT projects is a problem exacerbated by data quality and integration issues.

### 3.2) Define the initial scope of the governance system:

#### 3.2.1) Consider the corporate strategy:

	Strategy	Control Objectives
Primary	Client Service/Stability	Key governance and management objectives include: <ul style="list-style-type: none"> <li>• EDM02</li> <li>• APO08, APO09, APO11</li> <li>• BAI04</li> <li>• DSS02, DSS03, DSS04</li> </ul>
Secondary	Cost Leadership	Key governance and management objectives include: <ul style="list-style-type: none"> <li>• EDM04</li> <li>• APO06, APO10</li> </ul>

#### 3.2.2) Consider enterprise goals and use the COBIT goal cascade:

Enterprise Goals (EG)	Alignment Goals (AG)	Control Objectives
EG03	AG1, AG11	EDM01, MEA03 APO01, MEA02, MEA04
EG05	AG08	APO02, APO03
EG06	AG07	EDM03, APO12, APO13,
EG09	AG04	APO06, BIA09

EG12	AG03, AG08, AG09	EDM01, EDM02, APO01, APO05, BIA01, BAI05, BIA11 APO02, APO03 EDM04, APO06, APO11, BIA01, BIA02, BIA03, BIA05, BIA11
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### 3.2.3) Assess the enterprise's risk profile:

Reference Number	Risk Category	Control Objectives
1	IT-Investment Decision Making	EDM01, EDM02, EDM04, EDM05, APO05
2	Program and Projects Lifecycle Management	APO01, APO06, APO11, BIA03, BIA01, BIA11
3	IT Cost and Oversight	EDM01, EDM05, APO10, EDM04, APO06
4	IT Expertise, Skills, and Behavior	EDM04, APO07
12	Third-Party/Supplier Incidents	APO09, APO10

### 3.2.4) Assess current IT- related Issues:

Reference Number	Description	Control Objectives
B	Conflict between the IT department and business departments.	EDM01, EDM02, APO05, BIA02, BIA05
C	Notable IT-related events, such project failure	APO11, APO13, APO14, DSS03, DSS04, DSS02, DSS05
D	Issues with the IT outsourcer's delivery of services	BIA04, BIA06, DSS02, DSS03, APO09, APO10
I	Insufficient IT resources, employees with minimal capabilities	EDM04, APO07
J	IT-enabled changes or initiatives typically fail to fulfill business requirements and are delivered late or over budget.	APO03, BAI01, BAI02, BAI03, BAI05, BAI11
M	Extremely high IT costs	EDM02, EDM04, APO06
P	Regular challenges with data quality and integration of data from numerous sources.	EDM03, APO03, APO11, APO12, BAI06, BAI07, BAI08, DSS06, MEA02, MEA03 APO14,



### 3.3) Improve the scope of the governance system:

To maintain a consistent analysis of each element of the governance system, we will use a common table format to convey the details of these seven factors. This technique gives a comprehensive and structured evaluation of the scope, which permits sharp alignment between all governance components. Please refer to the table.

Key Factors	Design Factor Value	Justification	Control Objectives Priority	Focus Area Variants
Threat Landscape	High	Poor budget management creates major risks in Queensland's ICT projects with delays and outsourcing challenges. To lessened these risks effective risk management alongside strong governance is crucial. Continuous tracking and control of incidents (DSS05,DSS06) are important for promoting efficient activities and maintaining service reliability	EDM01, EDM03, APO01, APO03, APO10, APO12, APO13, APO14, BAI06, DSS02, DSS04, DSS05, DSS06, MEA03, MEA04	Information security focus area
Compliance Requirements	High	The compliance problems that Queensland faces in its ICT projects have emphasized audit findings and governance standards. The achievement of effective governance (EDM01, EDM03) plays an important role in sustaining accountability, and monitoring (MEA03, MEA04) along with compliance management (APO12) are key to meeting these challenges.	EDM01, EDM03, APO12, MEA03, MEA04	COBIT core model
Role of IT	Factory	For major IT operations, Queensland's ICT projects require sound performance management and continuous service. The maintenance of stable services and the avoidance of disruptions relies critically on information security.	EDM03, DSS02, DSS03, DSS04	Information security focus area

	Turnaround	In Queensland's ICT projects, prompt project execution is of utmost importance. Meeting deadlines and reducing delays depend on efficient project management and change processes.	APO02, BAI02, BAI03	DevOps focus area
	Sourcing model	The ICT projects in Queensland leverage several sourcing approaches, necessitating a strong governance system to optimally integrate vendor management, in-house skills, and digital transformation ambitions.	EDM01, EDM02, EDM03 APO02, APO05, APO12, APO13 BAI02, BAI03 DSS02, DSS03, DSS04, DSS05	Digital transformation focus area
Sourcing model	Outsourcing	The delays and budget overruns facing Queensland's ICT projects stem from problems with third-party vendors. Both APO09 (Managing Service Agreements) and APO10 (Managing Suppliers) are key for vendor management	APO09, APO10	Vendor management
	Cloud	To fulfill the necessary security and compliance standards, serious governance is necessary for using cloud services. APO09, APO10.	APO09, APO10	Cloud
Strategies for a successful implementation of IT.	Agile	Agile makes possible the quick responses and flexibility required for ICT projects in Queensland. BAI02, BAI03, and BAI06 advocate for the iterative development and ongoing improvement required to deal with delays and oversee scope control.	BAI02, BAI03, BAI06	Agile focus area
	DevOps	The BAI03 is important for achieving team	BAI03	DevOps focus area

		alignment, in contrast, the DevOps Focus Area places importance on automation and teamwork to boost the efficiency of processes.		
IT Adoption Strategy	First Mover	With EDM01, EDM02, and APO05 backing governance and risk management, ICT projects in Queensland can enjoy the benefits of early technology adoption. The projects BAI01, BAI02, and MEA01 inspire innovation and the creation of solutions.	EDM01, EDM02, APO02, APO05, APO08, BAI01, BAI02, BAI03, BAI05, BAI07, BAI11, MEA01	DevOps focus area, Digital transformation focus area
	Follower	Considering less high-risk projects, the adoption of technologies that are proven meets requirements APO02 and BAI01, guaranteeing a structured and safe methodology.	APO02, BAI01	COBIT core model

### 3.4) Complete the governance system design.

#### 3.4.1) Address innate conflicts of priorities:

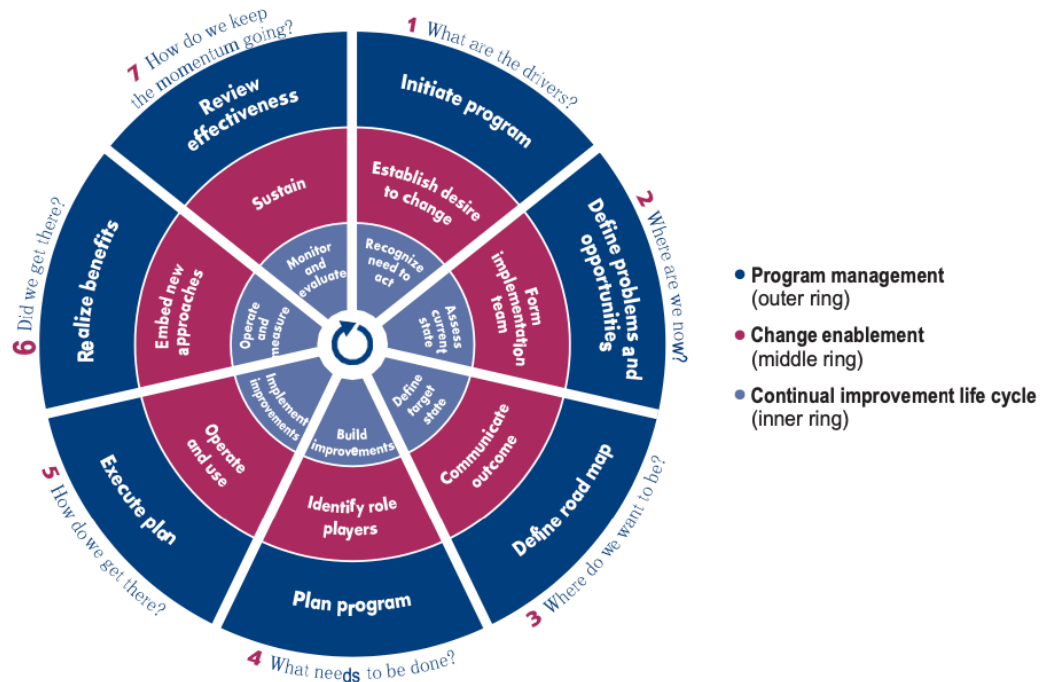
Priority conflicts must be resolved by striking a balance between risk management and innovation to complete the governance system design for Queensland's ICT projects. This guarantees the accomplishment of both operational effectiveness and strategic goals. Please refer to Appendix A for a thorough explanation of the reasons provided for this table.

#### 3.4.2) Complete the governance system design.

The governance approaches guarantee that IT strategies match corporate objectives and mitigate important risks while boosting operational performance in Queensland's ICT initiatives. You can find more details in Appendix B.

## 4) Chang Management:

Here's how the Change Enablement Process (BAI05), which comprises seven steps, applies to Queensland's ICT initiatives, with references to the ISACA (2018) Design Guide.



## Phase 1: BAI05.1: Develop an agenda for transformation.

Quantitative evaluation of influential stakeholders plays a key role in Queensland's ICT changes. Getting involved early allows the discovery of their worries and goals crucial for creating change. By involving communication plan, stakeholders' needs match the project objectives to lessen potential resistance. For the detail Stakeholder Analysis, refer Appendix C (Dinithi U, 2024).

## Phase 2: BAI05.2: Build an Effective Operational Team.

A top-notch and efficient implementation team plays an important role in Queensland's technology efforts. IT specialists and government officials are responsible for executing specific tasks including controlling budgets and evaluating performance of vendors. Established tasks and a formal structure support effective project advancement and fast resolution of difficulties in massive state technology initiatives.

## Phase 3: BAI05.3: Explain the desired idea

A well-defined communication method in Queensland's ICT efforts allows every participant to recognize the project's objectives and vision. Key messages communicate effectively and channel distribution methods like emails foster clarity and lessen doubt while tackling challenges to guarantee the project meets its objectives. For the Communication plan, refer Appendix D (Dinithi U, 2024).

## Phase 4: BAI05.4: Give responsibility to important players and identify.

Key players must be involved, and quick successes identified at the beginning of Queensland's ICT initiatives. Empowering project managers and significant players permits them to manage obstacles promptly. Small wins illustrate development and foster confidence in the shift process while pushing stakeholders to stay active. Benefiting greatly are large and involved ICT projects that see early victories improve stakeholder faith and decrease pushback.

## Phase 5: BAI05.5: Training Program for Using and Maintaining Systems

In Queensland's ICT projects a training plan is put into place to ensure workers are equipped to work with new systems. Ongoing training improves efficiency and lowers errors enabling a straightforward shift towards the emerging ICT landscape. For a training program, refer Appendix E (Dinithi U, 2024).

## Phase 6: BAI05.6: Implement Novel Strategies

New systems are embedded into daily operations as the main objective of Queensland's ICT efforts. For effective change implementation and handling operational difficulties it is crucial to have input from both project managers and government agencies.

## Phase 7: BAI05.7: Sustain.

The ICT programs in Queensland are aimed at coping with changes in the future through a strategy for stability. This protects the advantages of new ICT systems by keeping stakeholders from going back to outdated methods. For a resistance strategy, refer Appendix F (Dinithi U, 2024).

## 5) Critical Analysis:

- This case reveals a typical disconnection between the strategic methods of an organization and its IT governance structures resulting in ambiguity in caring for confidential data in government sectors. (Shivashankarappa, Smalov, Dharmalingam, and Anbazhagan, 2012)
- The business struggled to integrate old systems with third-party systems, resulting in discrepancies in security rules and procedures, as well as risks in data access and security (Shivashankarappa, Smalov, Dharmalingam, and Anbazhagan, 2012).
- Particularly at educational institutions with several campuses or branches, provide issues in managing operational interruptions and inefficiencies, making it difficult to establish a single IT governance approach utilizing COBIT 2019 (Wattimury, G. and Faza, A, 2023).
- COBIT's tight control and audit procedures may conflict with Agile's flexibility and emphasis on producing results rather than following a rigid audit process (Ozkan, N. and Kolukisa, A, 2020).
- COBIT's sequential development steps (design, testing, and implementation) may provide issues in an Agile environment that prioritizes continuous integration and feedback loops (Ozkan, N. and Kolukisa, A, 2020).

- COBIT 2019 implementation may result in operational disruptions due to the necessity to restructure existing systems and workflows to line with governance goals (Shivashankarappa, Smalov, Dharmalingam, and Anbazhagan, 2012).
- Staff and stakeholder resistance to change is a key barrier to implementing new governance frameworks such as COBIT 2019, potentially slowing the adoption process and limiting its efficiency (Nachrowi, E., Yani Nurhadryani and Heru Sukoco (2020).

## 6) Conclusion:

This study investigates the problems related to governance and project management observed in Queensland's ICT projects. COBIT 2019 may help resolve these challenges by integrating IT governance with company aims and enhancing accountability for benefits. By prioritizing governance objectives and risk management with compliance guidelines it can solve key problems like project reporting inconsistencies and managing vendors. The inclusion of stakeholder involvement and education ensures straightforward uptake and sustainable project achievement. This strategy minimizes threats and improves results and service provision for initiatives.

## 7) References:

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- ISACA (2018), COBIT 2019 Framework: Governance and Management Objectives, USA

## 8) Appendix:

### Appendix A: Address innate conflicts of priorities

Control Objectives	Number of times repeated
EDM01	9
EDM02	7
EDM03	6
EDM04	7
EDM05	2
APO01	4
APO02	6
APO03	5
APO05	5
APO06	7
APO07	2
APO08	2
APO09	5
APO10	7
APO11	5
APO12	5
APO13	4
APO14	3
BAI01	2
BAI02	5
BAI03	6
BAI04	1
BAI05	3
BAI06	3
BAI07	2
BAI08	1
BAI11	2
DSS02	6
DSS03	6
DSS04	5
DSS05	4
DSS06	2

MEA01	1
MEA02	2
MEA03	4
MEA04	3
BIA01	1
BIA02	2
BIA03	2
BIA04	1
BIA05	2
BIA06	1
BIA09	1
BIA11	3

## Appendix B: Conclude governance system

Priority	Control Objectives	Explanation
9	EDM01 (Ensure Governance Framework Establishment and Maintenance)	This objective aims to develop a governance structure linking ICT projects to company objectives. In Queensland's case it aids in ensuring transparency and responsibility for technology investments.
7	EDM02 (Ensure advantages Delivery)	Guarantees that the future profits of ICT investments are earned. For Queensland's ICT frameworks to legitimize the massive public investment they demand this.
7	EDM04 (Ensure Resource Optimization)	Strives to promote the effective and economical use of ICT resources. Resource allocation issues are common in Queensland's ICT projects and make this goal essential for improving value.
7	APO06 (Manage Budget and Costs)	This target ensures that ICT programs do not exceed their allocated budgets while handling the frequent costs exceeding in Queensland.
7	APO10 (Control Suppliers)	Prioritizes the relationship with independent suppliers necessary for the success of Queensland's ICT projects because of outsourcing requirements.
6	EDM03 (ensuring Risk Optimization)	Manages risks associated with IT to support Queensland's efforts to reduce ongoing project setbacks and infrastructure disruptions.
6	APO02 (Control Strategy)	Verifies that the strategy in IT aligns with the enterprise objectives. This intention helps direct strategic initiatives and priorities for the ICT projects of Queensland.
6	BAI03 (Handle Solution Identification and Build)	Concentrates on developing and applying solutions for ICT systems. Queensland needs to verify that IT initiatives arrive on deadline and perform at their best.



6	DSS02 (Handle Service Queries and Events)	Controlling service requests and situations. It is important for Queensland to apply this for project operational stability and efficient disruption management
6	DSS03 (Regulate Challenges)	Addresses the maintenance of persisting concerns in digital frameworks. For Queensland's ICT initiatives to flourish the reliability of services grows while system error rates decline.

## Appendix C: Critical Analysis

Level Of Participation	Stakeholders	Description
Driving	QGCIO, Government Officials	At this level of engagement stakeholders manage the process of change while ensuring alignment with strategic aims.
Advocacy	Project Managers, Government Agencies	These contributors drive the change agenda by encouraging actions and affecting those around them.
Active Participation	IT Vendors, Third-Party Suppliers	This group of stakeholders takes part in the changes and modify their duties for effective outcomes.
Willingness	Staff Users, End-Users/Citizens	Even if they are not fully engaged in the change initiative, they might offer assistance when deemed important. They guarantee that processes operate efficiently.
Understanding	General Public and Peripheral Stakeholders	The stakeholders have to be aware of the changes, yet they play only a role in overseeing the process.

## Appendix D: Communication Plan

Audience	Key Messages	Delivery Method	Location
Queensland Government Chief Information Office (QGCIO)	Reviews document ICT administration and the pursuit of state objectives.	Reports, Briefings	Office of the CIO
Government Agencies/Departments	Reports on finances and adherence to guidelines in information technology (ICT) projects are required.	Emails, Virtual Meetings	Virtual Meetings/Offices
Managers	Schedules for projects and projects milestones along with job assignments.	Daily Standups, Reports	Project Office

Government Officials	The ICT projects must align their focus with the larger goals of the government.	Presentations, Reports	Government Office
IT Vendors	Requirements for levels of performance and contract provisions.	Vendor Meetings, Contracts	Virtual/On-site
Staff Users.	Learning new ICT systems and making operations changes.	Training sessions, Workshops	Training Canters
End-Users	Information on ICT benefits and their performance for community services.	Newsletters, Public Announcements	Online Platforms

## Appendix E: Training Plan

Session Modules	Learning Outcomes	Objectives	Length of Training Session	Target Audience	Delivery Mode	Facilitator
Exposure to New ICT Technologies.	Attendees will comprehend the core principles of the present ICT systems.	Give staff the knowledge of new systems and capabilities.	2 Hours	Government Staff, IT Vendors	Classroom-based	QGCIIO, Project Managers
Techniques for realizing benefits.	Staff will identify ways to evaluate ICT project outcomes.	Supply staff with methods to evaluate and record benefits.	2 Hours	Government Agencies, Project Managers	Virtual training	Senior Project Leader
Critical to project delivery is the oversight of risks in ICT.	Identify and manage risks throughout the execution of ICT projects.	Increase the management and handling of risks.	2 Hours	Project Managers, IT Teams	Webinar	QGCIIO Risk Analyst

Change Management in ICT	Recognize the importance of stakeholder participation in bringing about change.	Use change management techniques on ICT projects.	2 Hours	Project Managers, IT Vendors	Classroom & Virtual	Change Management Specialist
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## Appendix F: Resistance Plan

Major points for resistance	measures to address	Responsible Person
Aggression: Actions aimed at weakening the ICT initiative by spreading bad news or hindering system implementation.	Offer mentoring to public officials and tech firms that are unwilling to innovate. Report the consequences of failing to implement the new governance frameworks.	Senior Government Officials and QGCIO.
Projection: The perception of negativity around new ICT technologies leads to resistance to acceptance.	Explain what the project offers and how it achieves success.	Project Manager, Change Management Team
Declining to implement new technologies or taking part in governance actions is referred to as avoidance.	Conduct classes to demonstrate how useful and worth the new system is. Watch for system participation and contact users who are not on board.	Leaders of teams and department heads