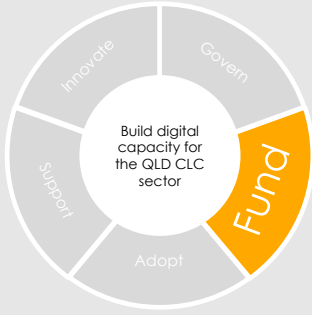


Technology & Innovation Guiding Principles

'Building Digital Capacity' resources series

Resource type:	Strategic area:	Use it to:
Guidelines		<ul style="list-style-type: none"> • Learn about the key principles to apply when considering a digital project or technology investment • Support your grants and funding request submissions and build a strong case for your proposal

Current as of February 2020

INTRODUCTION

The Innovation & Technology Guiding Principles aim to promote the adoption of fit-for-purpose technology solutions by the Queensland CLC sector whilst managing the inherent risk associated with digital innovation.

The guiding principles have been developed to:

- encourage digital innovation within the sector and support CLCs to introduce technology-related initiatives;
- promote a concerted approach to digital adoption, focusing on technologies that deliver tangible and positive impact for the sector and the community;
- help CLCs define and qualify their technology needs in a comprehensive way that takes into account outcomes, capacity, risks, readiness for change and key assumptions made;
- promote cross-sector collaboration and support knowledge sharing between CLCs;
- assist the CLC sector in developing their requests for funding for technology-related initiatives;
- assist funders in evaluating these applications and inform funding decisions.

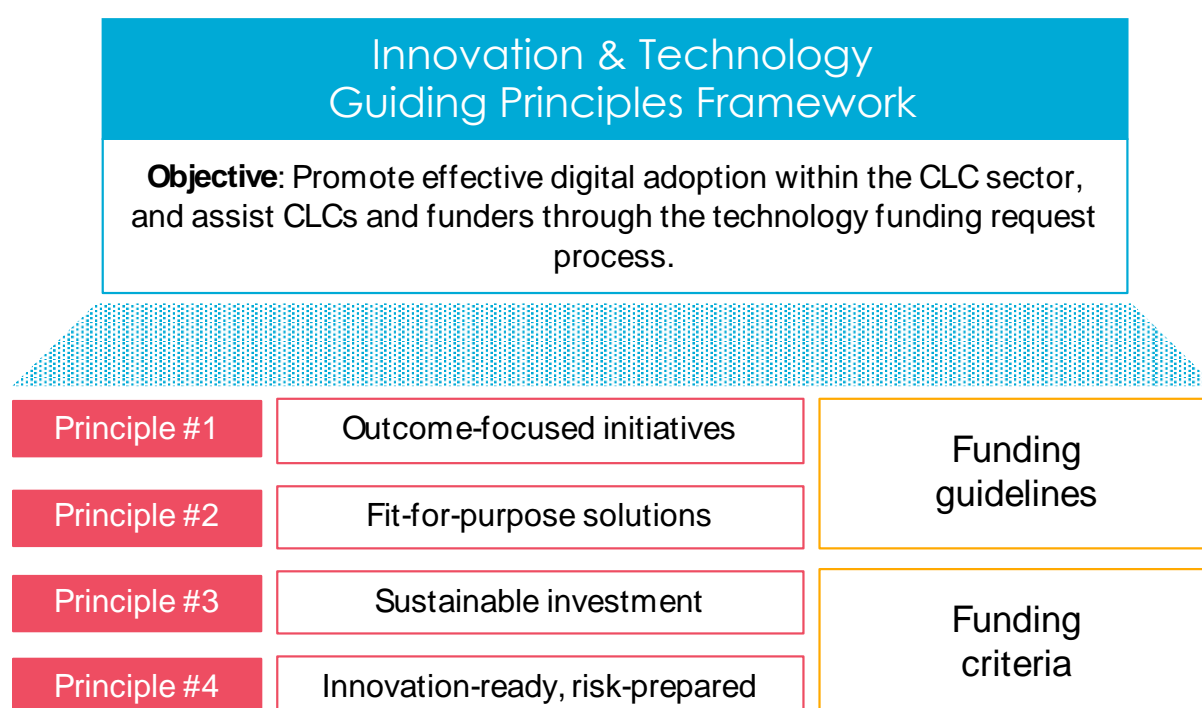
Definition:

Guiding principles for innovation and technology apply to projects, initiatives or activities that are of a technical nature (e.g. developing a new website) or have a significant technology component (e.g. implementing a data collection application for a new service delivery program). Whilst innovation does not always equate to technology, it typically includes the use of an information management tool or system.

GUIDING PRINCIPLES FRAMEWORK

The guiding principles framework is structured around four core principles, each supported by a set of guidelines and funding criteria:

- **Principle:** the core proposition that serves as the foundation for articulating a set of funding guidelines and criteria.
- **Guideline:** the main rules and recommendations applicable under that principle.
- **Criteria:** the standard by which a technology-related funding request should be developed and evaluated against.



Principle #1 OUTCOME-FOCUSED INITIATIVES

Objective: To promote technology initiatives that aim to deliver tangible impact and positive outcomes for the sector and the community

Weighting
Factor:

25%

Guidelines

- Funding requests should address a clearly articulated need or problem, with technology as a key component of the solution to that problem.
- Funding requests should have direct and indirect benefits for the sector and / or the community, and technology will enable the delivery of those benefits.
- The project should include an evaluation of outcomes (positive and negative).
- Requesting organisations should consider, if relevant (i.e. where the needs are not unique to the centre), the potential for the project or technology to benefit the sector.

Criteria

- The technology has clear, measurable benefits for clients and/or the wider community, either directly or indirectly.
- The technology supports the requesting organisation's capacity building and/or service delivery activities and aligns with its strategic objectives.
- The project considers client-centred and learning-centred approaches to technology design and implementation.

Principle #2: FIT-FOR-PURPOSE SOLUTIONS

Objective: To promote the selection and adoption of technologies that fulfil the project's needs, and support end-user adoption, usage and operational sustainability.

Weighting
Factor:

25%

Guidelines

- The project should have well defined business needs for the solution sought, including key assumptions related to technology, audience, suitability, costs, adoption and operationalisation.
- The solution sought should take into account compliance requirements for technology usage including data collection, access, privacy and security standards.
- The solution sought should take into account accessibility constraints and requirements, particularly for technologies to be used by clients.
- Where the technology needs are not unique to the centre, consideration should be given to existing technologies and the opportunity to leverage, where possible, solutions successfully used within the sector or comparable organisations.

Criteria

- There is a well-defined scope for the solution sought, or the project has clearly identified and planned solution scoping activities.
- The technology/solution sought addresses compliance, security and accessibility requirements, and there is consideration for end-user training, on-going maintenance and development of that technology.
- The project has identified whether there are existing solutions or technologies available that have the potential to fulfil the needs of the project.

Principle #3: SUSTAINABLE INVESTMENT

Objective: To ensure accurate planning of technology investment, encourage access to affordable technologies, and ensure continuation of technology operations beyond initial funding.

Weighting
Factor:

25%

Guidelines

- The project should consider upfront the Total Cost of Ownership of the solution sought, covering implementation costs (scoping, design, development, marketing, end-user training, etc.) and ongoing operational costs (support, maintenance, license and hosting fees, continuous improvement).
- The project should identify demands on internal resources/skills and assess available vs required capacity to deliver the solution and include external expertise costs where applicable.
- The project should seek where possible non-profit price offering available for the type of solution sought (licenses, hosting, technology providers' services fees).
- Where possible, the project should consider cost-sharing opportunities and flexible procurement options.
- If applicable, the project may consider potential income generation opportunities from the technology developed, whilst maintaining the principle of free access to legal services for clients.

Criteria

- There is a well-defined investment approach and budget for the initiative that takes into account ongoing operationalisation of the technology beyond the initial funding period.
- The budget includes contingency and provisions for possible hidden costs and unknowns.
- The investment required takes into account internal resourcing requirements, either through reallocation of existing resource time or sourcing of new resource(s).
- The project will leverage opportunities for reducing the cost of technology through access to non-profit pricing (donations or discounts), and/or shared costs with other sector organisations.

Principle #4: INNOVATION-READY, RISK-PREPARED

Objective: To promote innovation across sector whilst addressing the inherent risk associated to new technology adoption, and ensure good governance over technology-related decisions.

Weighting
Factor:

25%

Guidelines

- The project should identify and qualify key risks (likelihood and impact).
- The project should define a risk profile for the technology solution sought, from low (existing, proven technology) to high (highly innovative, not done anywhere else).
- The requesting organisation should assess its innovation readiness and capacity to drive the project to completion.
- The project should have evaluation mechanisms in place that measure outcomes, including in case of project failure.
- The project should seek contributions and lessons learnt from other organisations (within or outside the sector) for a similar technology.
- Where the centre does not have internal expertise, it should seek advice and input from technology experts (project risk assessment, budgeting, approach, etc).

Criteria

- There is a well-described risk assessment profile for the project and the associated technology sought.
- The requesting organisation recognises the level of risk, has defined appropriate risk mitigation responses, and has included a lessons learnt evaluation process in case of failure.
- The requesting organisation has governance in place to review and make decisions about the project.
- The project has planned for post-implementation evaluation.