Commercial Delivery Group

Major IT Projects

Lesson Learned Report

July 2026

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Introduction

Lessons learned are a fundamental part of effective programme and project management. Lessons (both positive and negative) should be collected, recorded, written up and communicated as part of the formal closure process.

Lessons learned are a useful means of sharing information from previous programmes and projects with others. Lessons are usually presented in the form of recommendations on the way forward or highlighting where potential improvements or modifications could be applied.

The purpose of recording and sharing lessons learned includes:

- avoiding making the same mistakes as others
- improving on current delivery standards by adopting proven good practice
- responding to changes in the programme and project management environment including new government priorities, initiatives and strategies
- contributing to organisational growth and maturity by effecting long term improvements in the way an organisation embeds and shares programme and project management best practice

This document brings together key lessons learned from major IT Projects across seven themes that collectively underpin successful delivery in complex corporate environments. These themes reflect common challenges encountered and provide practical guidance to strengthen future performance.

Each theme has been developed to highlight what works well, where risks typically arise, and how organisations can improve consistency, control and value realisation.

Using This Guidance

This document is intended to:

- Provide practical insights based on real delivery experience
- Support consistent approaches across programmes and projects
- Highlight risks and proven mitigation strategies
- Enable improved decision-making and delivery outcomes
- Each section explores the theme in more detail, outlining key lessons, common pitfalls, and recommended best practices.

Background

The Northern Ireland Audit Office (NIAO) carried out a review of 'Major IT projects in Northern Ireland', publishing their findings in July 2025[1]. As a result, **Recommendation 10** from the report states;

'The NICS Board should take the lead in identifying recurrent issues impacting on the delivery of major IT projects and the lessons to be learned. A clear, timebound action plan to address these issues must be developed.'

Following this, Commercial Delivery Group (CDG) issued a request to 29 live programmes and projects across multiple Northern Ireland Government Departments seeking the submission of lessons learned. A response rate of 79% was achieved. The table below identifies those programmes and projects that provided a return.

DAERA NIFAIS
DAERA ISLAND Implementation of Laboratory Information Systems across DAERA/AFBI
DAERA SPS/Windsor Framework - EU Exit (IT Systems)
DAERA CAP (IT Systems)
DE EdIS (Education information Solutions Programme)
DE EA One - Oracle Integrated System
DoF LPS NOVA Programme: Valuation Services Project
DoF LPS NOVA Programme: Land Registration Project
DoF LPS NOVA Programme: Revenues & Benefits Project
DoF Integr8 Programme
DoF Digital NI Contact Centre Project
DoF

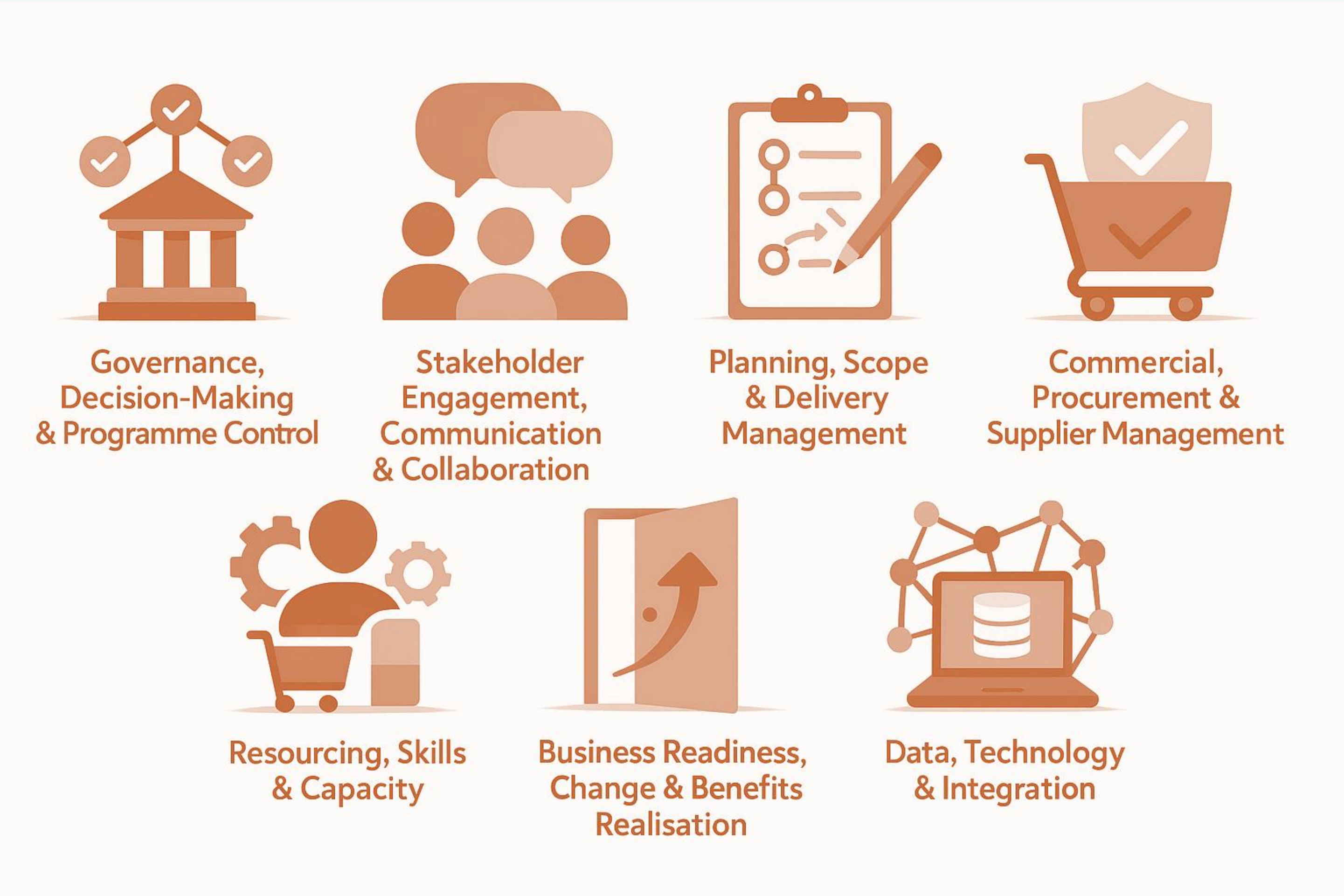
[1] NI Audit Office Report - Major IT Projects in NI_0.pdf

Civil Service Pensions Systems Project
DoH Northern Ireland Picture Archiving and Communication System
DoH Encompass
DoH Core Laboratory Information Management System
DfI Planning IT System
DfI Translink Future Ticketing System
DfI NI Water Telecoms Managed Service Contract Tender
DfI NI Water Customer Contact & Billing Contract Renewal
DfI NI Water Future Corporate Systems
DoJ Causeway
DoJ Themis

7 Themes

The successful implementation of new IT systems and IT enabled programmes and projects present great opportunities to improve services but there are recurring challenges and difficulties effecting the delivery of these projects. Based on the lessons learned information shared by 22 projects recurrent issues have been collated and the following seven key themes identified.

Each of 7 themes is supported by identification of the key recurrent issue, symptoms, root cause, lessons learned and future mitigating actions.



1) Governance, Decision-Making & Programme Control

Strong governance frameworks ensure that decisions are timely, transparent, and aligned to strategic objectives. Clear escalation routes, defined roles, and effective programme controls are essential to maintaining oversight and managing risk.

Recurrent issue: **Weak or slow decision-making and ownership**

Symptoms:

- Delays in key decisions impacting delivery timelines
- Lack of clarity on who has authority to make decisions
- Decisions revisited or overturned due to poor ownership
- Escalations not resolved in a timely manner
- Delivery teams blocked or operating with uncertainty

Root cause: **Decision-making authority and accountability are not clearly defined or consistently applied. Governance structures may exist but are not functioning effectively, leading to delays, ambiguity, and lack of ownership at critical points in delivery.**

Lessons Learned:

- Clear decision rights and accountability are essential for pace and progress
- Empowered leadership enables faster and more effective delivery
- Governance should enable, not hinder, decision-making
- Timely escalation and resolution are critical to maintaining momentum
- Consistent ownership improves accountability and delivery confidence

Guiding Principle: **'Enable timely, accountable decision-making with clear ownership to maintain momentum and delivery confidence.'**

Mitigation Actions/Checklist:

- Define clear decision-making roles, responsibilities, and authority levels
  Owner: Project Manager (approved by SRO)
  When: Start-up / Initiation with ongoing responsibility

- Establish governance structures that support timely decisions
  Owner: SRO
  When: Start-up (designed) Initiation (formally approved) with ongoing responsibility

- Clarify escalation routes and decision thresholds
  Owner: Project Manager
  When: Initiation with ongoing responsibility

- Ensure decision-makers are empowered and available when needed
  Owner: SRO
  When: Start-up and Initiation with ongoing responsibility

- Maintain clear records of decisions and ownership
  Owner: PMO (or Project Manager where no PMO function exists)
  When: Initiation (set up tools) with ongoing responsibility

- Monitor decision timelines and address delays proactively
  Owner: Project Manager
  When: Delivery (early) with ongoing responsibility

- Promote accountability for outcomes, not just decisions
  Owner: SRO
  When: Start-up (set tone) with ongoing responsibility

- Align governance forums with delivery needs and cadence
  Owner: Project Manager (endorsed by SRO)
  When: Initiation (initial design) with ongoing responsibility

- Foster a culture of ownership, accountability, and action
  Owner: SRO
  When: Start up (culture setting) with ongoing responsibility

Summary

Timely and accountable decision-making is essential to successful delivery. By clarifying ownership and strengthening governance, organisations can remove blockers, maintain momentum, and deliver with greater confidence and control.

Recurrent issue: **Weak risk management and unrealistic optimism**

Symptoms:

- Risks identified late or not actively managed
- Overly optimistic timelines and delivery forecasts
- Decisions delayed or not evidence-based
- Issues escalated too late to mitigate effectively
- Lack of clear accountability for managing risks and controls

Root cause: **Governance structures and programme controls are either insufficiently defined or not effectively applied. There is often a culture of optimism bias, with risks underestimated and challenges not fully acknowledged, resulting in poor decision-making and limited proactive management.**

Lessons Learned:

- Realistic and evidence-based planning improves delivery confidence
- Active and transparent risk management is critical throughout the lifecycle
- Clear governance structures enable timely and effective decisions
- Encouraging constructive challenge reduces optimism bias
- Strong programme controls support early intervention and course correction

Guiding Principle: **'Enable transparent, evidence-based decision-making and proactively manage risks to maintain control and deliver with confidence.'**

Mitigation Actions/Checklist:

- Establish clear governance structures with defined roles and responsibilities
  Owner: SRO / Project Manager
  When: Start-up (design) → Initiation (formal approval) with ongoing responsibility

- Implement robust risk and issue management processes
  Owner: Project Manager
  When: Initiation (define framework, Tools, tolerances) with ongoing responsibility

- Regularly review and update risk registers with clear ownership
  Owner: Project Manager (supported by Risk Owners)
  When: Initiation (set ownership & cadence) with ongoing responsibility

- Use data and evidence to inform planning, forecasting, and decision-making
  Owner: Project Manager
  When: Initiation (baseline plans, define data sources) with ongoing responsibility

- Encourage a culture of constructive challenge and realism
  Owner: SRO
  When: Start up **(**set tone and expectations) with ongoing responsibility

- Set clear escalation routes and thresholds for intervention
  Owner: Project Manager
  When: Initiation (define tolerances & escalation paths) with ongoing responsibility

- Monitor delivery progress through structured programme controls
  Owner: Project Manager (supported by PMO)
  When: Initiation (design controls & KPIs) with ongoing responsibility

- Conduct regular governance forums and decision reviews
  Owner: Project Manager (facilitation) / Project Board (governance and decisions)
  When: Initiation (agree cadence & terms of reference) with ongoing responsibility

- Adjust plans proactively in response to emerging risks and insights
  Owner: Project Manager
  When: Delivery (from early stages onward) with ongoing responsibility

Summary

Effective governance, realistic decision-making, and strong programme control are essential to managing uncertainty and delivering successfully. By addressing optimism bias and strengthening risk management, organisations can improve resilience, maintain control, and achieve more predictable outcomes.

2) Stakeholder Engagement, Communication & Collaboration

Successful delivery depends on early and continuous engagement with stakeholders. Open communication, shared understanding, and collaborative ways of working help build trust and avoid misalignment.

Stakeholder Engagement, Communication & Collaboration

Recurrent issue: **Fragmented stakeholder engagement**

Symptoms:

- Misaligned expectations across stakeholder groups
- Late or reactive stakeholder input
- Communication breakdowns and inconsistent messaging
- Duplication of effort or missed dependencies
- Stakeholder resistance due to lack of involvement

Root cause: **Stakeholders are engaged too late or inconsistently, and collaboration is not structured or sustained.**

Lessons Learned:

- Early identification and mapping of all stakeholders is critical
- Regular, structured engagement avoids last-minute challenges
- Clear communication channels and governance improve alignment
- Building relationships and trust enhances collaboration and responsiveness
- Stakeholder expectations must be actively managed throughout the project lifecycle

Guiding Principle: **‘Engage early, communicate consistently, and collaborate continuously to build alignment, trust, and shared ownership.’**

Mitigation Actions/Checklist:

- Identify and map stakeholders at project initiation (influence vs interest)
  Owner: Project Manager
  When: Start-up → early Initiation with ongoing responsibility
- Develop and maintain a stakeholder engagement plan
  Owner: Project Manager
  When: Initiation (baseline plan) with ongoing responsibility
- Establish clear communication channels and protocols
  Owner: Project Manager
  When: Initiation with ongoing responsibility
- Schedule regular updates, workshops, and touchpoints
  Owner: Project Manager
  When: Initiation (define cadence) with ongoing responsibility
- Ensure stakeholder roles and responsibilities are clearly defined
  Owner: Project Manager (supported by SRO for senior stakeholders)
  When: Initiation with ongoing responsibility
- Capture and track stakeholder feedback and actions
  Owner: PMO / Project Manager
  When: Initiation (set up logs/tools) with ongoing responsibility
- Use collaborative tools to enable transparency and shared visibility
  Owner: PMO
  When: Initiation (tool selection & setup) with ongoing responsibility
- Escalate issues early where misalignment or risks emerge
  Owner: Project Manager
  When: Initiation onwards with ongoing responsibility
- Review and adapt engagement approach throughout the lifecycle
  Owner: Project Manager
  When: Delivery (regular intervals, e.g. monthly / stage gates) with ongoing responsibility

Summary

Effective stakeholder engagement is not a one-off activity but a continuous process. Proactive, structured communication and collaboration ensure alignment, reduce risk, and support successful delivery outcomes.

3) Planning, Scope & Delivery Management

Robust planning and clear scope definition provide the foundation for effective execution. Managing scope changes, maintaining realistic timelines, and tracking delivery progress are critical to achieving outcomes.

Planning, Scope & Delivery Management

Recurrent issue: **Insufficient upfront planning and discovery**

Symptoms:

- Scope ambiguity and frequent late changes
- Underestimated complexity and hidden dependencies
- Unrealistic timelines and delivery plans
- Reactive rather than proactive delivery management

Root cause: **Inadequate early-stage investment in discovery, design and shaping results in poor foundations for delivery.**

Lessons Learned:

- Investing time upfront reduces risk and rework later
- Clear and agreed scope is essential before progressing to delivery
- Realistic planning must account for complexity, dependencies, and capacity
- Delivery confidence improves when plans are evidence-based and iteratively refined
- Strong governance supports effective scope and change control

Guiding Principle: **‘Invest early in understanding and defining scope to enable realistic planning and disciplined delivery.’**

Mitigation Actions/Checklist:

- Conduct structured discovery and requirements gathering before delivery starts
  Owner: Project Manager
  When: Start-up → early Initiation with ongoing responsibility
- Clearly define and document scope, assumptions, and boundaries
  Owner: Project Manager
  When: Initiation (baseline definition) with ongoing responsibility
- Validate scope and approach with key stakeholders
  Owner: Project Manager
  When: Initiation (before baseline approval) with ongoing responsibility
- Develop realistic, evidence-based plans with appropriate contingencies
  Owner: Project Manager
  When: Initiation (planning & baselining) with ongoing responsibility
- Identify dependencies, risks, and constraints early
  Owner: Project Manager
  When: Start-up → Initiation with ongoing responsibility
- Establish clear change control processes for managing scope creep
  Owner: Project Manager (supported by PMO)
  When: Initiation (design and implement process) with ongoing responsibility
- Break delivery into manageable phases or milestones
  Owner: Project Manager
  When: Initiation (planning stage/tranches) with ongoing responsibility
- Monitor progress regularly against plan and adjust as needed
  Owner: Project Manager
  When: Initiation (following baseline approval) with ongoing responsibility
- Maintain strong governance and decision-making structures
  Owner: SRO / Project Board
  When: Start-up (Define governance intent) / Initiation (Formalise structure and cadence) with ongoing responsibility

Summary

Effective planning and scope management set the foundation for successful delivery. By investing in early discovery and maintaining disciplined control of scope and timelines, organisations can reduce risk, improve predictability, and achieve better outcomes.

4) Commercial, Procurement & Supplier Management

Well-structured commercial arrangements and proactive supplier management enable value for money and reduce delivery risk. Strong relationships, clear expectations, and performance monitoring are key.

Commercial, Procurement & Supplier Management

Recurrent issue: **Commercial and procurement misalignment**

Symptoms:

- Procurement processes that do not reflect delivery needs or timelines
- Contracts that lack clarity on outcomes, deliverables, or performance measures
- Misaligned expectations between client and suppliers
- Delays in procurement impacting delivery schedules
- Poor supplier performance management and limited accountability

Root cause: **Commercial strategy, procurement activity, and delivery objectives are not sufficiently aligned from the outset. There is often limited collaboration between commercial, procurement, and delivery teams, leading to contracts and supplier arrangements that do not fully support intended outcomes.**

Lessons Learned:

- Early alignment between commercial, procurement, and delivery teams is critical
- Clearly defined outcomes and success measures must be embedded in contracts
- Procurement approaches should be proportionate and aligned to delivery complexity
- Strong supplier relationships improve performance and responsiveness
- Ongoing supplier management is essential, not just contract award

Guiding Principle: **'Align commercial strategy, procurement processes, and supplier management to enable value, clarity, and successful delivery outcomes.'**

Mitigation Actions/Checklist:

- Engage commercial, procurement, and delivery stakeholders early and collaboratively
  Owner: Project Manager
  When: Start-up → early Initiation with ongoing responsibility
- Define clear outcomes, deliverables, and performance measures upfront
  Owner: Project Manager
  When: Initiation with ongoing responsibility
- Select procurement routes that align with project complexity and timelines
  Owner: Commercial / Procurement Lead
  When: Initiation (procurement strategy stage) with ongoing responsibilities
- Ensure contracts are outcome-focused, clear, and manageable
  Owner: Commercial / Procurement Lead (with Project Manager input)
  When: Initiation (contract design and award) with ongoing responsibilities
- Establish strong governance for supplier selection and evaluation
  Owner: Commercial / Procurement Lead
  When: Initiation (procurement execution) with ongoing responsibilities
- Implement regular supplier performance reviews and relationship management
  Owner: Project Manager (supported by Commercial/Contract Manager)
  When: Early Delivery (once supplier onboarded) with ongoing responsibilities
- Monitor contract delivery against agreed KPIs and milestones
  Owner: Project Manager (supported by Commercial/Contract Manager)
  When: Delivery (from contract mobilisation onward) with ongoing responsibilities
- Address issues and underperformance proactively and early
  Owner: Project Manager
  When: Delivery (as soon as issues arise) with ongoing responsibilities
- Build collaborative, transparent relationships with suppliers
  Owner: Project Manager
  When: Initiation (set expectations) → Delivery (embed behaviours) with ongoing responsibilities

Summary

Strong alignment between commercial strategy, procurement processes, and supplier management is critical to achieving value and successful delivery. By taking a joined-up, proactive approach, organisations can reduce risk, improve supplier performance, and ensure that commercial arrangements fully support intended outcomes.

5) Resourcing, Skills & Capacity

Access to the right skills at the right time is fundamental. Effective workforce planning, capability development, and capacity management ensure that work progresses efficiently and sustainably.

Resourcing, Skills & Capacity

Recurrent issue: **Insufficient skills, capacity and continuity**

Symptoms:

- Resource gaps or over-reliance on key individuals
- Skills mismatches impacting quality and pace of delivery
- High turnover leading to loss of knowledge and momentum
- Overstretched teams resulting in burnout or reduced performance
- Delays caused by onboarding or upskilling requirements

Root cause: **Resourcing is not adequately planned or aligned to delivery needs, with insufficient focus on required skills, capacity, and long-term continuity.**

Lessons Learned:

- Early and realistic workforce planning is essential
- Capability requirements should be clearly defined from the outset
- Continuity of key roles supports stability and delivery confidence
- Investing in skills development reduces dependency on external support
- Knowledge management is critical to maintaining momentum

Guiding Principle: **‘Plan, build, and sustain the right capability to ensure consistent, high-quality delivery.’**

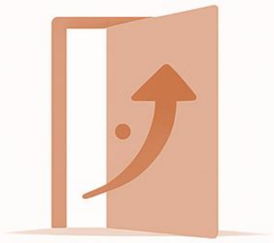
Mitigation Actions/Checklist:

- Define required roles, skills, and capacity at the planning stage
  Owner: Project Manager
  When: Start-up → Initiation (planning phase) with ongoing responsibility
- Align resourcing strategy with delivery timelines and complexity
  Owner: Project Manager
  When: Initiation (planning & baselining) with ongoing responsibility
- Secure key roles early and minimise reliance on single points of failure
  Owner: Project Manager
  When: Start-up → early Initiation with ongoing responsibility
- Implement onboarding and knowledge transfer processes
  Owner: Project Manager
  When: Initiation (define approach) → Delivery (apply as resources onboard) with ongoing responsibility
- Monitor team capacity and adjust resourcing proactively
  Owner: Project Manager
  When: Initiation onwards with ongoing responsibility
- Invest in training, development, and upskilling
  Owner: Project Manager (supported by Line Managers/HR where applicable)
  When: Initiation (identify needs) → Delivery (implement) with ongoing responsibility
- Establish succession and continuity plans for critical roles
  Owner: Project Manager
  When: Initiation with ongoing responsibility
- Use a blend of internal and external resources where appropriate
  Owner: Project Manager
  When: Initiation (resource strategy definition) with ongoing responsibility
- Maintain documentation to preserve organisational knowledge
  Owner: Project Manager (supported by PMO)
  When: Initiation (set standards/tools) with ongoing responsibility

Summary

Strong resourcing, capability, and continuity are fundamental to successful delivery. By proactively planning and managing workforce needs, organisations can reduce risk, maintain momentum, and deliver consistently high-quality outcomes.

6) Business Readiness, Change & Benefits Realisation



Business Readiness, Change & Benefits Realisation

Ensuring the organisation is prepared to adopt change and realise intended benefits is critical to achieving successful outcomes. Effective change management, clear ownership, and a focus on embedding new ways of working enable sustainable impact beyond delivery.

Recurrent issue: **Lack of business readiness and change ownership**

Symptoms:

- Low user adoption of new systems or processes
- Resistance to change or lack of engagement from business areas
- Unclear ownership for change activities and outcomes
- Benefits not tracked, realised, or sustained
- Operational disruption at go-live due to poor preparation

Root cause: **Insufficient focus on business readiness and change management, with unclear accountability for driving and embedding change. Benefits realisation is often treated as a secondary activity rather than an integral part of delivery.**

Lessons Learned:

- Change management must be embedded from the outset, not added later
- Clear ownership in the business is essential for adoption and success
- Early engagement supports readiness and reduces resistance
- Benefits should be clearly defined, measurable, and actively managed
- Ongoing support and reinforcement are required to sustain change

Guiding Principle: **'Prepare, support, and empower the business to own and sustain change, ensuring intended benefits are realised.'**

Mitigation Actions/Checklist:

- Define clear business ownership and accountability for change and benefits
  Owner: SRO
  When: Start-up → Initiation with ongoing responsibility

- Develop and implement a structured change management plan
  Owner: Business Change Manager (supported by Project Manager)
  When: Initiation (develop & baseline) with ongoing responsibility

- Engage users early through communication, training, and involvement
  Owner: Business Change Manager (supported by Project Manager)
  When: Initiation (early engagement begins) → Delivery (expand & deepen) with ongoing responsibility

- Assess and monitor business readiness throughout the lifecycle
  Owner: Business Change Manager (supported by Project Manager)
  When: Initiation (define approach & criteria with ongoing responsibility

- Clearly define expected benefits, success measures, and timelines
  Owner: SRO
  When: Start-up → Initiation (business case stage) with ongoing responsibility

- Establish processes to track and report on benefits realisation
  Owner: SRO (supported by PMO)
  When: Initiation (design framework and measures) with ongoing responsibility

- Provide training and support to enable adoption
  Owner: Business Change Manager / Project Manager
  When: Initiation (training needs analysis and planning) → Delivery (implementation) with ongoing responsibility

- Plan for transition to business-as-usual and ongoing support
  Owner: Project Manager / Business Owner
  When: Delivery (planning begins early, finalised pre-go-live) with ongoing responsibility

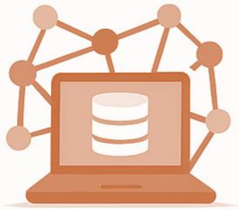
- Reinforce and embed new ways of working post-implementation
  Owner: Business Owner
  When: Post-Implementation (Closure → BAU) with ongoing responsibility

Summary

Successful delivery is only achieved when change is adopted and benefits are realised. By prioritising business readiness, clear ownership, and structured change management, organisations can maximise impact and ensure sustainable outcomes.

7) Data, Technology & Integration

Strong data and technology foundations are critical to enabling effective delivery, integration, and scalability. Robust architecture, reliable systems, and high-quality data ensure that solutions are sustainable, secure, and capable of supporting organisational needs over time.



Data, Technology & Integration

Recurrent issue: **Data and technical foundations underestimated**

Symptoms:

- Unforeseen technical challenges emerging during delivery
- Poor data quality impacting outputs and decision-making
- Systems not fit for purpose or unable to scale
- Delays due to rework of technical design or data structures
- Increased reliance on manual workarounds

Root cause: **The complexity and importance of data and technical foundations are underestimated during planning and early design phases. Insufficient investment in architecture, data modelling, and technical assurance leads to weak foundations that impact delivery and long-term sustainability.**

Lessons Learned:

- Early investment in technical architecture reduces downstream risk
- Data quality and structure must be treated as critical design elements
- Technical feasibility should be validated before committing to delivery plans
- Strong collaboration between business and technical teams improves outcomes
- Ongoing technical assurance helps maintain quality and alignment

Guiding Principle: **'Invest early in strong data and technical foundations to enable resilient, scalable, and sustainable delivery.'**

Mitigation Actions/Checklist:

- Define and validate technical architecture at the outset
  Owner: Technical Architect (supported by Project Manager)
  When: Start-up → early Initiation with ongoing responsibility
- Undertake data assessment, cleansing, and modelling early
  Owner: Data Lead / Technical Team
  When: Start-up → Initiation with ongoing responsibility
- Engage technical experts in planning and design phases
  Owner: Project Manager
  When: Start-up → Initiation with ongoing responsibility
- Conduct feasibility assessments and proof-of-concepts where needed
  Owner: Technical Architect (supported by Project Manager)
  When: Initiation (before full delivery commitment) with ongoing responsibility
- Ensure systems are scalable, secure, and aligned with standards
  Owner: Technical Architect (supported by Project Manager)
  When: Initiation (design) with ongoing responsibility
- Build in technical assurance and review checkpoints
  Owner: Project Manager (supported by PMO and Technical Architect)
  When: Initiation (define checkpoints) with ongoing responsibility
- Prioritise data quality and governance throughout delivery
  Owner: Data Lead (supported by Project Manager & PMO)
  When: Initiation (define standards and ownership) with ongoing responsibility
- Align technology choices with long-term organisational strategy
  Owner: SRO (supported by Enterprise Architect/Technical Architect where applicable)
  When: Start-up → Initiation with ongoing responsibility
- Monitor and address technical risks proactively
  Owner: Project Manager
  When: Start-up → Initiation (identify & baseline risks) with ongoing responsibility

Summary

Underestimating data and technical foundations can significantly impact delivery success. By investing early in robust architecture and data design, organisations can reduce risk, improve resilience, and enable sustainable, high-quality outcomes.

Conclusion

This report highlights that the successful delivery of major IT projects is not dependent on a single factor, but on the consistent application of strong governance, early and sustained stakeholder engagement, robust planning, aligned commercial strategies, and the right skills and capacity.

Across all seven themes, a clear message emerges: early investment in foundations, clarity of roles and responsibilities, and a proactive, evidence-based approach to decision-making are critical to reducing risk and improving outcomes.

Organisations that embed these lessons into their delivery approaches, while fostering collaboration, accountability, and continuous learning will be better positioned to manage complexity, adapt to change, and realise the full value of their investments.

Applying the lessons learned and mitigating actions outlined in this document consistently will support future programmes and projects to achieve greater confidence, predictability, and long-term success.