Department of Science, Information Technology, Innovation and the Arts

Queensland Government ICT strategy 2013–17

Great state. Great opportunity

Queensland Government

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Minister's foreword

The Queensland Government ICT Strategy 2013-17 delivers a vision for the future that incorporates the lessons from the past. Developed with significant consultation and engagement from a broad cross section of the ICT industry, non-government and the community sector, this strategy addresses the real issues.

Our aim is to improve the lives of Queenslanders by better service delivery through public service reform. With a clear government vision for the future, there is no doubt that Information and Communications Technology will play a crucial role in enabling new ways of doing business that aligns with community expectations.

New ways need to be found to make government more efficient, flexible and better able to meet the needs of Queenslanders both now and into the future.

We need to:

- consider the role of ICT from a customer-focussed perspective rather than from a program or departmental perspective
- create ongoing two-way conversations with the community to deliver better outcomes
- become a more sophisticated user of modern technology
- continue to drive costs lower, through effective partnering with non-government and industry providers
- refocus resources away from owning and operating ICT infrastructure to delivering new innovative business solutions
- enable information to be exchanged more easily between Government departments, business and the community

In future, the government's service delivery priorities will determine ICT investment priorities - not technical issues. ICT investments will help the Government deliver improved services to all Queenslanders - whether they live in Brisbane, on our coasts or in regional areas.

This ICT strategy will make an ongoing contribution to the broader 30 year Queensland Plan and I am committed to continually reviewing our direction to ensure it meets the needs of all Queenslanders.

The Honourable Ian Walker MP
Minister for Science, Information Technology, Innovation and the Arts

Our vision

A transformed public service that is focused on improving services for Queenslanders, by better use and analysis of government data, and by using modern, cost-efficient technology.

For Queenslanders this will mean:

- individuals have access to cost-effective services when and where they need them – through the delivery channel of their choice
- they are engaged as individual customers of government rather than customers of multiple departments
- they have increasing access to online services and equity of access to all Queenslanders.

For the Queensland Government this will mean:

- a focus on leveraging ICT service channels to engage the community online
- the government partners with industry and non-government organisations to implement innovative digital services that generate public value
- the government purchases ICT services from the market through efficient supply chains
- the government participates in ICT investments that are implemented in a staged and risk managed way that leverages piloting and delivers early benefits
- government culture shifts from process oriented to customer centric.

For industry and the non-government sector this will mean:

- access to government data to strengthen Queensland's digital economy
- working with a more agile government
- robust engagement models are established that help industry inform government about appropriate solutions.

Achieving government outcomes through the Queensland Government ICT strategy

The transformed use of ICT in government will underpin departments' business transformation as part of the public sector reform agenda. By using a new, modern approach to ICT, and providing better outcomes for Queenslanders, this strategy supports the core Queensland Government priorities.

Revitalising front-line services for families

This strategy provides a pathway for government to revitalise front-line services by becoming an efficient buyer and user of digital services, helping to reduce administrative operating costs and, at the same time, improving the way we interact with the community.

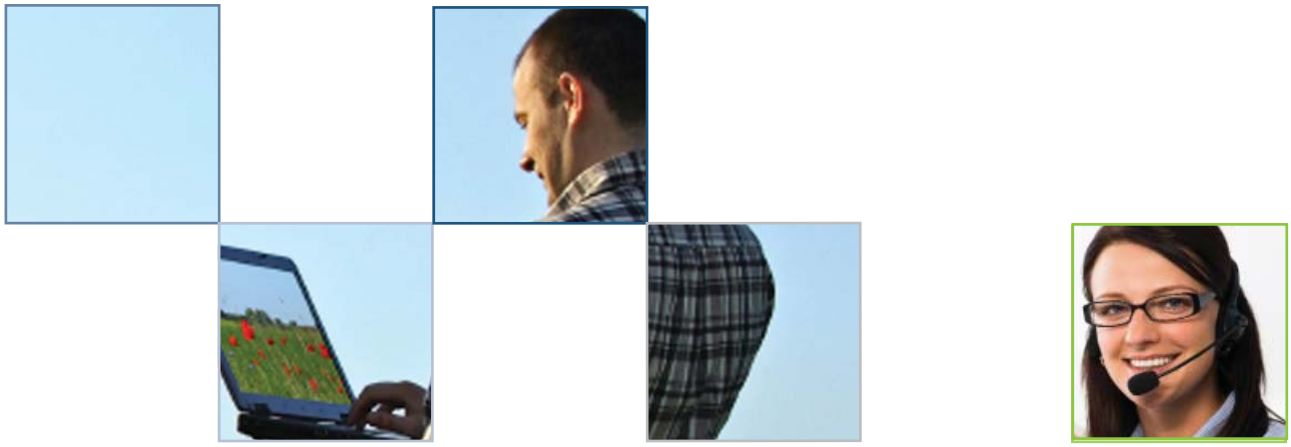
Front-line services like health, ambulance, fire and police will be further improved as access to data from across government will provide more accurate and reliable information for decision makers on a day-to-day basis, as well as in crisis situations.

Community members should be able to experience all government services the way they experience other digital services. This means digital channels that allow the community to interact with its government, whether that is to inform, debate, purchase, register, supply or engage with it.

The cost of accessing government services can be reduced, especially for people in rural and remote areas of Queensland, as more information, tele-health services and transactional capability is made available online. The pressure on CBD infrastructure can also be reduced.

Improved technology will ensure more Queenslanders can tele-work, providing a better quality life for Queensland families. Likewise, the gap between businesses in remote areas and major cities will continue to narrow.

The rich history of Queensland and its important state records will be made more secure and accessible through a rejuvenated approach to digital archiving.



Deliver better infrastructure and better planning

ICT represents significant expenditure and forms a substantial government asset, but unlike public buildings the lifecycle of ICT assets is short. Upgrades and improvements need to be undertaken on a regular basis and, if neglected, can result in high management costs.

As highlighted in the 2012 ICT Audit, the costs to simply maintain systems that are either at or nearing the end of their useful life are placing a significant burden on government budgets. The cost of replacing these systems using a conventional approach is prohibitive.

This strategy will address these problems by taking a new approach to sourcing ICT services, thereby replacing costly, aged systems in a much shorter timeframe than would be possible previously. This will involve potential adoption of a range of procurement solutions focusing predominantly on procuring ICT as a service. While the migration to this approach carries risk, there is significant cost and service delivery benefits to be gained. Queensland Government will increasingly become a purchaser of ICT services from private providers, and will safely but aggressively reduce its ownership and management of ICT assets and non-critical software applications.

The Queensland Government will release as much public data as possible, free to anyone who wishes to use it. It will be made available to industry to grow the economy and to the community for their information. Government will engage with the industry to seek opportunities to strengthen the digital economy in Queensland.

The changes proposed by government rely on having a workforce, both internal and external to government, which can effectively deliver on the reform agenda.

Comprehensive workforce planning and change management approaches will be used to ensure necessary skills and capabilities are in place and disruptions to the existing workforce are managed with the necessary care and support.

Restore accountability in government

There is ample evidence to suggest that well-publicised failures of major ICT projects in Queensland have been the direct result of ineffective governance and poor program and project management.

This strategy will provide a way of addressing those shortcomings by requiring agencies to implement and consistently apply a best practice model of portfolio, program and project management. Greater attention will also be paid to change management.

The ICT management framework contained in the action plan provides clear and transparent points of accountability and responsibility.

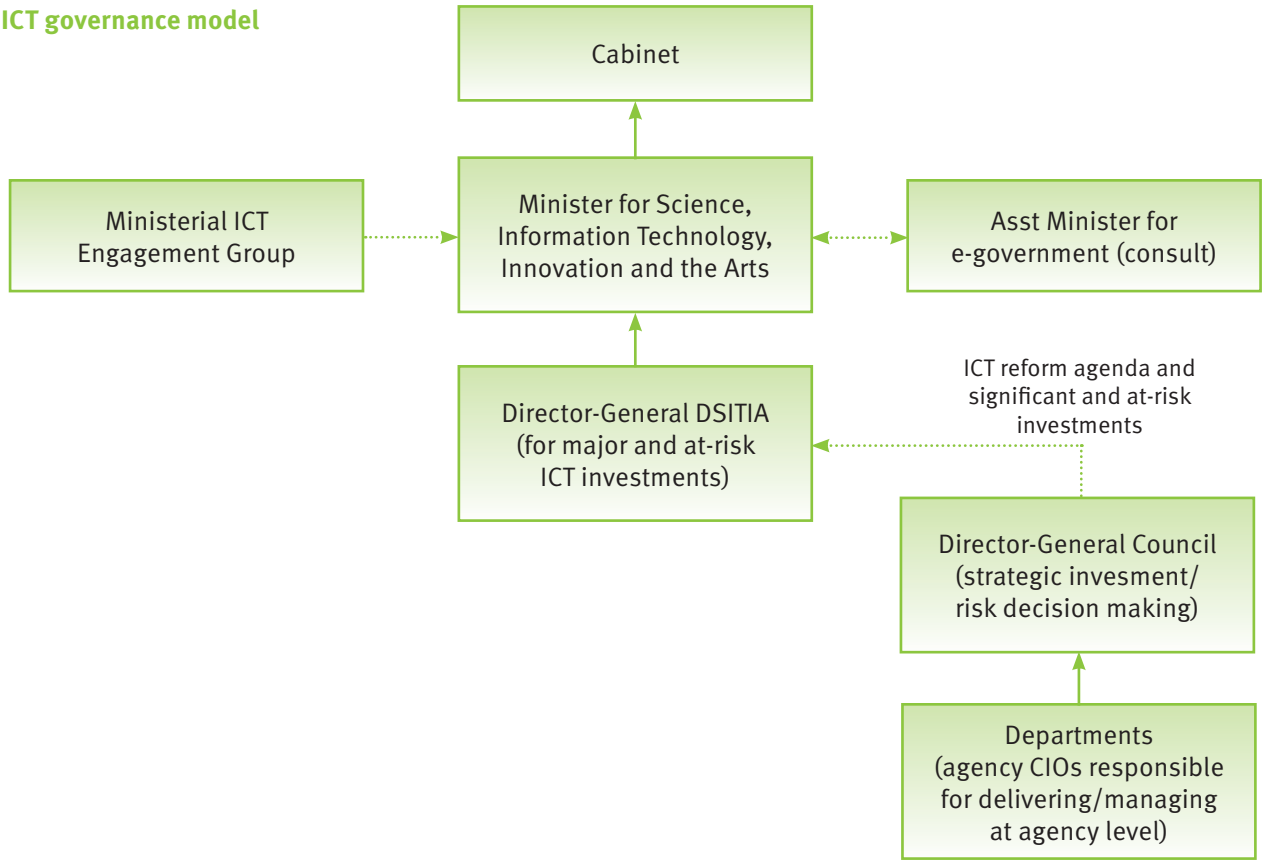
In order to achieve the benefits that will accrue from our renewed approach to ICT, efforts will be focused around setting meaningful objectives and achievable performance targets. Government's performance against the strategy will be publicly measured on the ICT performance dashboard which will report individual agency performance.

Under this strategy departments will retain responsibility for delivery of ICT programs and projects and management of ICT assets that are identified as specific line of business, low-risk or low-value initiatives, although reporting and assurance will still be required.

This government outcome will be progressed by implementing:

- a new authorising environment which will guide the future use of ICT in the government. This environment is summarised in the figure below
- decision making, risk management and reporting arrangements that manage and provide visibility on significant and at risk government projects
- gating processes to assess and manage risk before further investment is made.

ICT governance model



Details of the implementation of each of these measures are located in section A of the action plan.

Guiding principles and policies for the future

A minimum set of **principles** and *policies** have been set to guide the future approaches to how the government invests in technology.

Accountability

The Department of Science, Information Technology, Innovation and the Arts is accountable for the ICT reform agenda and whole-of-government initiatives.

Directors-General will be accountable for their strategic ICT investment portfolio, realising intended business value and monitoring the ICT risk associated with the investments.

Accountability will be maintained under the *Chief executive performance framework*.

Customer focused

ICT investments will be directly linked to and measured against the delivery of front-line services and community value.

Security and privacy

Information security and the privacy of individuals is a prime consideration in all ICT investment decisions and in all cases a security threat assessment will be conducted.

Open and transparent

Government data is easily accessible, visible and available for reuse.

- *agencies will share data sets and services and adopt a consistent approach to open data and service practices*
- *key data about the performance of ICT initiatives will be published.*

Contestable

ICT services within the government will be contestable and adopt an as-a-service approach by default.

- *ICT services are funded on the basis that they are subject to value-for-money assessments, performance measurement and can demonstrate return on investment*
- *the government should not own and operate ICT facilities and commodity ICT.*

Skills and capability

Comprehensive workforce planning and change management approaches will be used to ensure necessary skills and capabilities are in place and disruptions to the existing workforce are managed with necessary care and support.

Collaborative and engaged

The development of new ICT capabilities will be undertaken in a collaborative manner between government agencies, the community and industry providers of services and solutions.

High performing

The performance of ICT investments and realisation of intended benefits will be at the centre of ICT investments.

- *ICT investment decisions will consistently apply the Queensland Government portfolio, program and project management methodologies*
- *All high-risk business systems will be regularly assessed using an approved risk management methodology*
- *The performance of ICT investments will be regularly reported to Cabinet*
- *Investments/programs/projects assessed as high value, high cost or extreme risk will be subjected to the requirements of the Queensland Treasury project assurance framework*
- *ICT investments will be constructed in a staged and risk managed way that leverages piloting and the early delivery of benefits.*

Innovative

ICT will enable government service delivery innovation through the adoption of modern and contemporary technology to transform service delivery.

* Adopting these policy statements does not assume or imply specific funding or initiative outcomes. It is expected that future business cases will be rigorously scrutinised against these and other parameters to ensure progress towards the desired government future state is being achieved.

Key objectives and focus areas

To support the Queensland Government's priorities and broader reform goals a number of key objectives and focus areas will be used to drive actions and outcomes from the Queensland Government's ICT strategy.

Government outcome: Revitalising front-line services for families.

Objective one: Effective digital services for our clients

Focus area: Improving customer experience of government services

Now	Future	Transformation
Customers access government through multiple and complicated channels – getting what you need can be a cumbersome exercise	Customers can access the majority of government services when and where they see fit, and access to information and data is readily available Service channels are agile and able to follow customer trends	Focus digital service to meet customers' needs Delivers efficiencies and savings through optimisation, migration and improvement Reduces duplication of effort through consolidation of channels and solutions Improves customer satisfaction and trust in government

Focus area: Digital economy

Now	Future	Transformation
Constrained economic opportunities to implement digitally-enabled community services to build Queensland's digital economy	Increased development and uptake of digital service drives Queensland's digital economy	Improved economic growth and development through access to online information Increases in the percentage of households and businesses using online opportunities and services Increased remote access to health specialists for people in remote, rural and outer metropolitan Queensland Increased connectivity of schools, TAFEs and higher education institutions and universities to develop online education services Increased number of Queensland workers with tele-working agreements Reduced service gap between households and businesses in major cities with remote areas Reduced operating costs for business associated with providing information over the phone or in writing

Focus area: Information management

Now	Future	Transformation
Limited sharing of information between government departments and community	Information sharing, access and increased interoperability drives productivity across the Queensland public sector	Increased understanding of the value of information More open government culture Enhanced capability to share information Increased value from information sharing Increased visibility and usability of information Enhanced collaboration between government, enterprises and the community

Focus area: Open data

Now	Future	Transformation
Limited government data and information is available to the public	Data is easily accessible, visible and available for reuse by the public, business, researchers and individuals	Under flexible licences, information is easily accessible, visible and available for reuse. Information is free to the public (except if the charge is statutory or cost recovery has a clear net benefit for the Queensland community and has been approved by Cabinet) Information is in accessible formats and easy to find through www.data.qld.gov.au

Focus area: Information security and privacy of individuals

Now	Future	Transformation
Information security and privacy management frameworks largely focus on internal-to-government networks	Information security and privacy management practices are agile and focus on enabling community outcomes	Information security and privacy of individuals will be upheld and will be core to the transition of all new service delivery models

Focus area: Digital archiving

Now	Future	Transformation
Limited readiness among government departments for managing digital records	Agencies integrate digital records capabilities and apply those to digital services to the front line and community	Reduced manual overheads associated with managing departmental records Increased accessibility to government records (both born-digital and digitised) Increased reliability of government digital records Increased service continuity for storing, searching and retrieving digital records

Government outcome: Deliver better infrastructure and better planning.

Objective two: Effective digital services for government

Focus area: Contestability and ICT strategic sourcing

Now	Future	Transformation
Agencies have some understanding of their costs and source most services internally	Agencies apply competitive thinking and use strategic sourcing to obtain the best value for Queenslanders	Processes established to provide agencies with a full understanding of costs and service levels Sourcing strategies used to support reforms Agencies are sophisticated purchasers of ICT services

Focus area: ICT as a service

Now	Future	Transformation
Government agencies maintain and own and operate model often resulting in a singular focus on technology	Agencies consume ICT as a service for commodity services and shift the focus to digital services thinking	Refocus on how to leverage digital services to improve community outcomes Reduced total cost of ownership for government ICT applications and facilities Increased flexibility in ICT deployment to support business processes Increased alignment between ICT resources and business processes

Focus area: ICT innovation

Now	Future	Transformation
The value of innovation and how to promote adoption across government is not clearly understood	Innovation is embraced and recognised as a key enabler in driving productivity through new ways of delivering services	Innovation prototyping is used to quickly take ideas into reality quickly and cheaply Government embraces innovation practices to promote an innovation culture

Focus area: Significant and at-risk ICT asset stabilisation

Now	Future	Transformation
Some significant ICT assets have become aged and cumbersome to the point of posing a risk to service delivery	Chief executive officers actively mitigate ICT risk to avoid failures and all significant systems have a lifecycle management plan in place	Proactive management of at risk ICT systems through clear accountabilities and a best practice management system Improve and streamline service delivery by focussing scarce resources on the value-added activities Improve public confidence in the ability of government to deliver services

Objective three: Transformed and capable workforce through the following focus areas

Focus area: Capable and competent workforce

Now	Future	Transformation
Majority of staff focussed on supporting the traditional mode of ICT operation	Staff profiles focus on enabling reform through new skills and competencies	Focused on how to leverage digital services business outcomes and delivery Increased understanding of service standards and improved relationships with business and industry Improved ability to develop and manage commercial arrangements and vendors

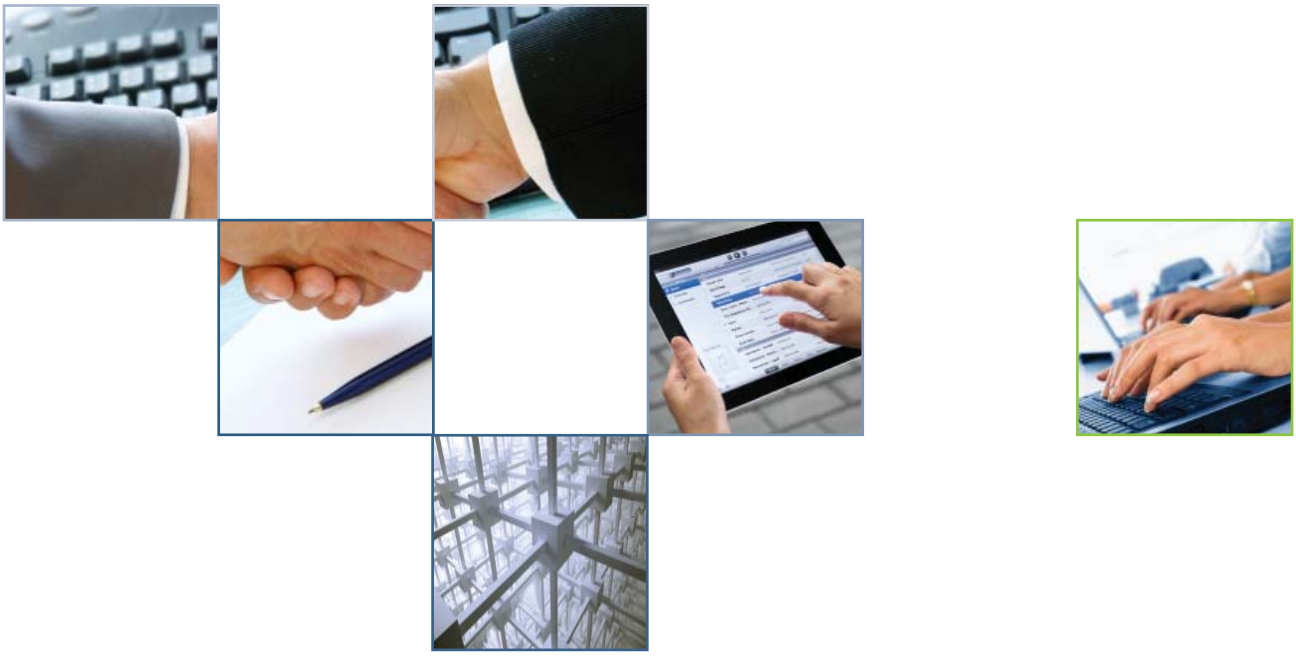
Focus area: Portfolio, program and project management competency

Now	Future	Transformation
Low levels of maturity in the portfolio, program and project management and limited recognition of the importance it plays in delivering successful outcomes	Portfolio, program and project management are embedded and all government ICT portfolios can demonstrate controlled and value for money investments	Established gateways to increase ability to stop underperforming projects Increased alignment of ICT projects with business objectives Reduced number of poorly-conceived projects Reduced duplication and/or overlapped projects Increase in business benefits realised using fewer resources

Approach to revision

This strategy will be reviewed in September 2014 to align with government planning and budget processes. It will then be reviewed regularly.

Updates and revisions may also occur to further align with the 30-year Queensland Plan and the outcomes of future inquiries and major reviews.



Glossary of terms

Benefit	The measurable improvement from change or the increased utility between the current state and the future state.
Business value	Value accrued as a result of investment.
Citizen centric/customer centric	A focus on satisfying customer service needs first.
CIO	Chief information officer.
Contestability	Testing the standards and costs of delivering services within government with other providers, including the private sector to ensure the government is obtaining best value for money.
Digital channels/digital services	Service approaches that are supported by digital technologies.
Digital economy	The economy associated with the use and provision of digital services.
Gateway(s)	Point(s) in a program/project lifecycle where risk-based decisions are made. This may include 'go/no-go', funding release and other delivery-related decisions.
Governance	A set of management arrangements to ensure investments are well managed.
Information security	Defending information from unauthorised access, use, disclosure, disruption, modification, perusal, inspection, recording or destruction.
Interoperability	The capacity for business solutions to effectively work together.
Mobility	The ability to access the necessary information and systems to work efficiently away from the office using various devices.
Open data	The government policy to release as much public data as possible, free to anyone who wishes to use it.
Portability	The ability to move a software solution from one supplier to another with no negative impacts.
Portfolio management	A consistent and repeatable way to select, prioritise, deliver and control investment in business as usual, programs and projects.
Privacy	Privacy in Australian law is the right of natural persons to protect their personal life from invasion and to control the flow of their personal information.
Program and project management	Standards-based methods to manage the development and implementation of projects and programs.
Public Sector Renewal Program	A program that has been adopted by the Queensland Government on a renewed, refocused and more efficient public service, to realise significant savings for all agencies and to drive cultural change.
Queensland Treasury project assurance framework	The processes for ensuring the management of major infrastructure projects is undertaken effectively across Queensland Government agencies.
Tele-health	The provision of health services through the effective use of telecommunications.
Tele-work	Using digital technologies to promote working from home or remote locations.