



NSW Government ICT Strategic Framework

DRAFT for consultation

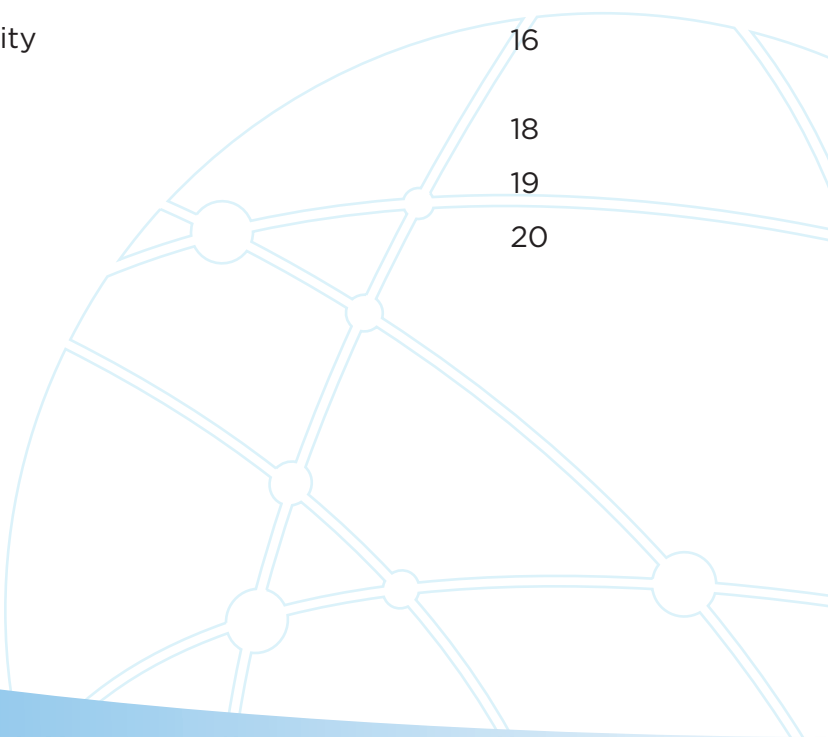


NSW Government ICT Strategic Framework

CONTENTS

Introduction	1
Why do we need a whole of government approach?	1
A new approach	3
Strategic Framework	4
Outcomes - better services, better value	4
Key service capabilities	5
Enablers to improve performance	6
Key milestones	7
Key service capabilities	8
Better information sharing	8
Providing services anytime anywhere	9
Community and industry collaboration	10
Citizen-focused services	10
Financial and performance management	11
Enablers to improve performance	12
Common standards	12
Better sourcing	13
Emerging Solutions	14
People	15
Investment and productivity	16
Governance	18
Implementation Plans	19
Ongoing engagement	20

DRAFT - Not for distribution



Introduction

Information and communications technology is part of almost every aspect of our lives. For many, it is the way we source our entertainment, stay in touch with friends, and do our shopping. It enables most of our daily activities including paying our bills, reading the news, or even making a phone call.

ICT is also integral to the delivery of government services. From the provision of information and advice, to scheduling of buses and trains, to supporting real-time decision making by doctors, nurses, and police officers, and better analysis of environmental, demographic and social change for better land use management and transport planning. ICT supports the operation of government in the back-office as well, providing data storage, information management, email, and mobile communications.

The rapid adoption of mobile, on-demand, and social media technologies has changed expectations of service delivery. This provides an opportunity for government to provide services in new ways, with new services and interaction through new modes. Mobile, internet and cloud technologies provide even more opportunities for a transformation in government services, and make more efficient use of public resources.

Improving the efficiency and effectiveness of government operations will also flow on to improved productivity in the broader economy. Providing new services in new ways can reduce red tape and enhance the responsiveness of government service delivery. Improved productivity is a key enabler of ongoing economic development.

Why do we need a whole of Government approach?

The NSW Government spends over \$2 billion each year in ICT tools, applications, and services. It is essential that this investment delivers maximum benefit to the community, providing better and more responsive public services.

Many NSW Government Departments are at the forefront of high quality, ICT enabled services. Just a few examples include:

- the Department of Transport's Trip Planner, TXTBUS, and Live Traffic NSW services, making it easier to use the public transport and road systems
- the Ministry of Health's remote chest pain assessment service that connects ambulances with cardiologists 24 hours a day, enabling the cardiologist to receive an ECG direct to their mobile phone, diagnose an acute heart attack and authorise the paramedic to commence immediate treatment
- the Department of Education and Communities' virtual classroom delivering quality education to the children of Far Western NSW, and the School A to Z mobile apps to assist parents helping their children with homework.

However, in recent years, ICT strategy at the whole of government level has not provided the support and coordination necessary to share that expertise and fully capitalise on the opportunities arising from a changing ICT environment.

This has resulted in fragmented and inconsistent approaches, reducing the ability of government to work together, share information, and leverage ICT investment across portfolios for improved services. It has also resulted in a failure to maximise the value of the government's ICT investments, wasteful duplication, and a reduced capacity to leverage and exploit emerging technologies for improved productivity.

While ICT decision making should be led by Department's service delivery priorities, there is an opportunity to work together at the whole of government level to improve performance. A new whole of government approach is required to take full advantage of opportunities for improved service delivery, improved productivity in government, and more coordinated and efficient investment in ICT.

A key success factor will be to engage closely with the ICT industry and research sector to ensure government can capitalise on the latest developments in technology and approaches.

There is also a significant opportunity to support industry development in NSW through initiatives being developed by the Digital Economy Taskforce, which was established in October 2011 to provide advice to the Government on strengthening this key sector of the economy.



A new approach

This document sets out the new whole of government approach to take full advantage of the opportunities that ICT presents for improved service delivery, improved productivity, and the most efficient and effective investment in ICT.

The vision for NSW Government ICT is:

The NSW Government will be a leader in the use of ICT to transform government service delivery, make it easier to do business with Government, and build sustainable public sector productivity to the benefit of the entire State.

The vision will be achieved through this new approach, which is based on a number of core principles:

- **Senior leadership** - the new approach is led by the most senior levels of government to ensure the mandate and authority to affect change. The NSW Government has established a new ICT Board, of Directors General of key Departments, to drive and be accountable for a whole of government approach to ICT.
- **Strategic industry engagement** - we will engage with the ICT industry and research sector throughout strategy development and implementation to ensure that emerging technologies and opportunities are aligned with government service priorities. The NSW Government has established a new ICT Advisory Panel of industry leaders from the private sector and research community to be an independent source of advice to the ICT Board.
- **A focus on service delivery** - at the centre of the new approach is a whole of government focus on improving our capability in key ICT-enabled service delivery areas. Collaborative industry and government Working Groups will be established to identify and prioritise the actions required to improve performance.
- **A portfolio management approach** - a new portfolio management approach to ICT in New South Wales will reduce duplication, improve the productivity of government operations, and ensure efficient and effective investment in ICT. Improving the efficiency of the NSW Government's investment in ICT will allow for savings to be reinvested in improved services across government.

Working Groups will be established to report back by March 2012 on detailed Implementation Plans for improving performance in the key ICT-enabled service delivery capabilities identified in this Strategic Framework. The Working Groups will comprise expertise from across government, industry and the research sector.

Bringing expertise together from across government will support the development of common approaches and shared solutions to the Government's service delivery challenges. The Working Groups will provide a forum for sharing expertise, experience and best practice across Departments.

Strategic Framework

This Strategic Framework identifies the objectives and priority areas of focus for a new whole of government approach to ICT in New South Wales.



The Strategic Framework recognises that the outcomes, better services and better value from ICT, will be driven by improved performance in key service capabilities. Improvement in these service areas will require a coordinated approach to identified ICT-related enablers of improved performance.

Outcomes - better service, better value

One of the most important roles of the NSW Government is to deliver effective public services to the people who need and use them across the State.

NSW 2021 is the Government's plan to make NSW number one. It is a 10 year plan to rebuild the economy, provide quality services, renovate infrastructure, restore government accountability, and strengthen the local environment and communities. Central to NSW 2021 is the need to restore trust and improve satisfaction with government services, including through open and up-to-date access to government information. Building our ICT-enabled service capability will be critical to many of the commitments in NSW 2021.

It is essential that government services deliver to the community's expectations; both in terms of the nature and type of services, and in the way those services are delivered. Citizens expect effective services to be delivered where, when and in the way they want. This is both a challenge and an opportunity for government.

Improved service delivery is central to building and maintaining the community's confidence and trust in government. Building trust will encourage participation in dealing with the public policy challenges that face the community. Many government services require citizens to provide personal information. Other services require public sector employees, such as inspectors, nurses and police officers, to make decisions based on the best information available. For such services to operate effectively, citizens, businesses and the public sector must have confidence in the services that government provides and the information that government holds.

At the same time, the community expects that public resources will be invested in those activities that deliver the best return. Targeted and efficient investment in ICT has the potential to build sustainable productivity gains in the operation of government. This will minimise the cost of providing services, and allow savings to be redirected to other services and investments for the community.

Key service capabilities

Delivering on those outcomes will require improved performance in key service capabilities, common across government, where there is a recognition that government can do better.

Senior business leaders from across government have identified five key capabilities for improved service delivery:

- **Better information sharing** – improving the ability of government to efficiently share and analyse information between Departments and with others will improve decision making, maximise the value of government information assets and will provide opportunities for the delivery of new and better services. It will be essential that such sharing is conducted in a secure manner to protect privacy and commercial confidentiality.
- **Providing services anytime anywhere** – citizens and businesses expect convenient and real-time services anywhere and anytime, including via mobile devices. Providing convenient and secure two-way communication to support public sector workers in the field can free them from desk duties, reduce overheads, and increase the effectiveness of front line services.
- **Community and industry collaboration** – the internet has created new ways for government to interact with the community and industry in policy development, priority setting and service improvement. This provides a significant opportunity for improved outcomes and increased satisfaction with government services.
- **Citizen-focused services** – emerging technologies allow for the development of new and better services that deliver the ‘whole service’ from the citizen’s perspective, rather than a ‘government silo’ perspective. This makes accessing government services easier for citizens and businesses, reducing red tape, and increasing satisfaction.
- **Financial and performance management** – public sector managers need up to date and consistent information about the financial, service and business performance of their agencies to drive improved decision making, and to ensure effective and efficient service delivery.

Working Groups, drawing on expertise from across government, industry and the research sector, will develop detailed Implementation Plans by March 2012 that identify and prioritise the actions and milestones required to improve capability. The Working Groups will identify the ICT related actions required, and any barriers to effective implementation.

Improving performance in these areas will underpin the successful delivery of the Government’s broader agenda for change outlined in NSW 2021.

Enablers to improve performance

Improving performance in each of the key service delivery capabilities will require a coordinated approach across government in a number of ICT related enablers:

- **Common standards** - we will develop consistent, whole of government standards, frameworks and methods to improve interoperability, support better information sharing, and ensure better value from ICT investment.
- **Better sourcing** - we will provide improved central government support for the best methods of identifying and sourcing ICT in line with whole of government priorities, with a focus on early industry engagement to assist in identifying innovative solutions.
- **Emerging solutions** - we will develop mechanisms to assess the potential for application to government of new and emerging technologies and approaches, and to share learning and best practice across government.
- **People** - we will ensure the NSW Government has the right skills in its people, and that the value of those people is leveraged across government.
- **Investment and productivity** - we will develop the necessary tools, principles and processes to support a whole of government portfolio management approach to ICT. This will reduce duplication, improve the productivity of government operations, and ensure efficient and effective investment in ICT.

Specific initiatives will be identified in each of these areas to support the Implementation Plans.

Key milestones

Timeline	Milestone	Outcome
November 2011	<p>Working Groups convened by the ICT Leadership Group on each of the Service Capabilities:</p> <ul style="list-style-type: none"> • Better information sharing • Services anytime anywhere • Community and industry collaboration • Citizen-focused services • Managing performance. 	By March 2012 – Working Groups to provide draft Implementation Plans to ICT Leadership Group, setting out actions, responsibilities, and timeframes under each Service Capability.
March 2012	<p>Implementation Plans considered by the ICT Leadership Group and ICT Board.</p> <p>ICT Board recommends final Implementation Plans to the Minister for Finance and Services.</p>	<p>Detailed Implementation Plans will identify priority actions, including:</p> <ul style="list-style-type: none"> • key standards for adoption across government, • common methods and guidance tools for agency decision making, • key competencies and skills required to underpin improved performance.
Mid 2012	Ministerial Strategic ICT Forum	Ministerial Forum outcomes to guide the next round of Implementation Plans.
October 2012	Results of monitoring and evaluation of Implementation Plans considered by the ICT Leadership Group and ICT Board.	ICT Board to make progress report and recommendations to the Minister for Finance and Services.
November 2012	ICT Leadership Group convenes Working Groups as required to commence the development of the next round of Implementation Plans.	Renewed Implementation Plans, setting out forward actions, responsibilities, and timeframes.

In parallel to these milestones, the Digital Economy Industry Action Plan key recommendations will be considered by the ICT Leadership Group and ICT Board to ensure that forward actions take account of industry development issues and opportunities.

DRAFT for consultation

Key Service Capabilities



Senior business leaders from across government have identified five key capabilities for improved service delivery: better information sharing, the ability to provide services anytime anywhere, improved community and industry collaboration, developing citizen-focused services, and enhanced capacity to manage public sector performance.

These service capabilities are not strictly ICT capabilities, and ICT investments alone will not deliver them. However, targeted and strategic investment in ICT will play an important role in building capability as well as driving the cultural, policy and process change required to improve performance.

Time limited Working Groups, led by government business leaders and including membership from industry and the research sector, will identify the actions required to improve performance in each of these key service capabilities. The Working Groups will report back by March 2012 with detailed Implementation Plans, setting out priority actions, timeframes and milestones.

NSW 2021 is the NSW Government 10-year plan to rebuild the economy, return quality services, renovate infrastructure, strengthen the local environment and communities, and restore accountability to government.

Better information sharing

We will improve the ability of government to securely share information. This will drive better decision making, delivery of new and better services, and maximise the value of government information assets.

Effective government service delivery requires timely access to the vast amount of data, knowledge and information held across the public sector, and an ability to identify and consolidate that information in a secure, structured and consistent manner. This is a core capability underpinning evidence-based policy development.

It is essential that government has the tools, processes and ICT infrastructure in place to facilitate effective information and data sharing between Departments, local government, and other State and Federal governments. With appropriate safeguards, information sharing can occur in a manner that meets community expectations in respect of privacy, without limiting its access for valid purposes.

NSW 2021: the Government has committed to work across government and with universities to make fine scale climate change projections available to councils and the public. The ability to share and analyse significant amounts of complex data will be a critical enabler of this commitment.

DRAFT for consultation

As new government service delivery models evolve, the potential for delivering services in collaboration with community, industry and non-government organisations will increase the need for Government to share information with private and community organisations. Information and data management practices that facilitate sharing while ensuring security and privacy will become increasingly important.

Better sharing and analysis of information will improve the way we deliver services across a range of areas from the ability to understand citizen needs, to better identify long term trends, to the ability to respond in real-time to information as it comes to hand in an emergency.

Providing services anytime anywhere

We will improve the ability of government to cost effectively deliver services anywhere and anytime to citizens, business and public sector workers. This will increase satisfaction with government services, reduce red tape, and improve productivity.

Increasingly, citizens expect services to be provided at the times, locations, and in the forms that suit them. This includes being able to access government services over the internet, from mobile devices, or from government shopfronts that provide a broader range of services, rather than just the services of a single agency.

Ensuring equity of access to electronic government services in regional areas will reduce the barriers of distance. Being able to provide services through a variety of channels, packaged in a variety of ways, will increasingly be a critical capability for government.

Increasing resource constraints on government will require new ways of delivering services. Delivering information and support to public sector employees in the field is an effective way of reducing overheads and freeing up public sector resources from desk duties to provide more front-line services. This is especially important to service delivery in regional areas.

Ensuring that the information provided to officers in the field is accurate, comprehensive, and up-to-date is essential to supporting those officers to confidently make the right decisions, at the right time.

NSW 2021: the Government has committed to establishing a telehealth technology centre at Nepean Hospital to reduce the barrier of distance to providing health care to rural and remote patients, and improving community access to the court system through improved online information and document handling.

Community and industry collaboration

We will improve the ability of government to engage with the community and industry in policy development and service improvement. This will improve outcomes and increase satisfaction with government services.

The internet has fundamentally changed the way people access and use information, and how people interact with each other. This has led to an unprecedented demand for governments to be more open and transparent, and to engage with the community in new ways.

This creates an opportunity for government to benefit from greater community and industry engagement in policy development, priority setting and service improvement. It also provides the platform for better knowledge capture and sharing, and facilitates collaborative service delivery with industry, community groups, and the non-government sector.

The information and the knowledge held by the public sector is a valuable public asset as yet largely untapped. This value can be realised through making information more open and accessible. Making more government information available also enhances transparency and accountability of government, building trust and participation.

NSW 2021: the Government has committed to trial the online Neighbourhood Watch program – project eyewatch – which gives communities the opportunity to work with their local Police in crime prevention through Facebook.

NSW 2021: the Government has committed to develop an ‘Open Government’ plan to increase community access to appropriate government information.

Citizen-focused services

We will improve the ability of government to deliver the ‘whole service’ from the citizen’s perspective. This will make it easier for citizens and business to access services, and will reduce red tape.

Better sharing of information between agencies can lead to the development of new and better services that deliver the ‘whole service’ from the citizen’s perspective, rather than a siloed perspective. To maximise the value of this approach, it is essential that we develop and deliver services with the needs of the citizen in mind. While many individual government agencies have achieved significant improvement in the way that citizens are serviced, this remains a challenge where multiple agencies are involved.

We need to focus on making access to government information and services easier for citizens, and allow for a ‘single entry point’ for citizens looking for particular information from government. The Government has made specific commitments in NSW 2021 to improving customer satisfaction with government services, including through web portals, one-stop-shops, and mobile applications.

NSW 2021: the Government has committed to improving the efficiency and appeal of the public transport system, including by providing more real-time information and higher standards of customer service through mobile apps, trip planning tools, and integrated electronic ticketing.

NSW 2021: the Government has committed to establish Service NSW to provide a single 24/7 NSW government phone number, a customer-friendly government web portal, one-stop-shops, and mobile applications to provide real time information to customers.

Financial and performance management

We will improve the ability of public sector managers to access up to date information about agency performance. This will drive improved decision making, and ensure effective and efficient service delivery.

Public sector managers need access to effective and timely data on the performance of their organisations. It is important that this information is appropriately aligned to the operational and financial structure of government, to provide the basis for a single source of financial and performance information across government. As the complexity of government services increases, and as government structures evolve, this alignment will become increasingly important.

The NSW Government's Corporate and Shared Services Reform Program will provide opportunities for more standardised back-office functions such as finance, human resources, and general administration, supported by common ICT in a shared services environment.

NSW 2021: the Government has committed to review budget processes and systems to better support sound, sustainable and effective financial decision making and resource allocation. ICT will be an important part of delivering this capability across Government.

Enablers to improve performance



Improving performance in each of the key service delivery capabilities requires a whole of government approach across a number of ICT related enablers. Work on these whole of government enablers will support the Implementation Plans developed by the service capability Working Groups.

The Department of Finance and Services will support the Working Groups in the development of common enablers across the key service capabilities. A number of areas for early attention will be examined, with those areas that most directly support improved service capability being prioritised. Priority actions will be identified as part of the Implementation Plans developed by March 2012.

Common standards

Underpinning improvement in each of the key service capabilities is the need for consistent, whole of government standards and methods. Applying common standards and methods across government will improve interoperability, supporting better information sharing and use across government, and more efficient transactions. This will support the development of joined-up services, new services or new modes of service to business and the community.

A key benefit of common standards and methods is to share learning across government, and minimise the need for individual Departments to 'reinvent the wheel' when adopting a new process or technology. It will be important to coordinate these standards with other jurisdictions, particularly the Commonwealth, as Australian governments work more closely together in joint areas of responsibility, such as education and health.

Common standards and methods for investment in ICT provide for more consistent decision making, reducing risk and increasing the value of the Government's ICT investments. A more consistent and less fragmented approach to investment across government will break down silos, facilitate shared investments, and support more effective and efficient links with other jurisdictions.

The NSW Government will support Departments with whole of government standards and methods to underpin service delivery, and provide compatible and cost-effective ICT for the sector. Early areas for action will include:

- **Common data standards** - we will adopt whole of government standards, frameworks and methods for information exchange, data capture and publishing, to support better sharing and analysis. This will improve business process interoperability and standardisation, and ensure that government information and data is shareable, reusable, and geo-spatially enabled, to support better services.

- **Single view of government for the citizen** – we will develop common standards to support more citizen-focused services, including for identification and authentication, and common transaction tools. Common standards will support new opportunities in service delivery, and allow a citizen or business to interact with government as a whole, if they so choose, rather than a collection of different entities.
- **Information security** – we will implement a new stronger, mandatory risk-based approach to information security across government to preserve the confidentiality, integrity and availability of electronic information while still capturing opportunities from developments in ICT. This will provide the necessary assurance to the community on information and systems security, maintaining the privacy of citizens and minimising the potential misuse of information for improper purposes or criminal activity including cybercrime.
- **Guidance on new technologies** – we will provide central guidance to support more consistent decision making by Departments about the adoption of new technologies. Priority areas will include guidance on the use of cloud technologies, open standards and open technologies, the adoption of new mobile technologies and end user devices, and engaging with social media, drawing on the lessons of successful adoption of these tools across government.

Better sourcing

In a rapidly evolving ICT environment, it is vital that government has ready access to the right technologies to support more responsive and effective service delivery, and to ensure the operation of government is efficient as possible. The NSW Government will support Departments to source ICT that meets their service objectives in line with whole of government priorities, and in the most cost effective way.

More appropriate and rapidly sourced technology and services will enable Departments to optimise the way in which ICT supports government service delivery and make real productivity gains. Identifying the best way of sourcing ICT is central to the NSW Government's capacity to obtain value from ICT and balance investment costs in the short-term with long-term efficiencies and service objectives.

ICT in government is not an end in itself. ICT is an enabler in the delivery of government policy initiatives or business programs. Unfortunately, the ICT aspects are often left to the technologists to deal with after the policy development process is complete. It is equally important that ICT professionals work with those responsible for policy development when developing new ICT systems. Unless these parts of the organisation can work together, the connection between ICT and the service or business needs of the can be undermined, reducing the opportunity for ICT to inform the policy process and identify new service opportunities from emerging technologies.

The NSW Government will develop a range of mechanisms to improve the way that ICT services and solutions are identified and sourced, in the most cost effective way. Early areas for action will include:

- **ICT in the policy process** – we will develop mechanisms to ensure that ICT implications are considered early in the policy development process, with the same status as risk, legal and financial considerations. This will ensure effective implementation of ICT in support of government policy decisions, and also provide for emerging technologies and approaches to drive innovation in policy development and service delivery.

DRAFT for consultation

- **Early industry engagement** – we will develop early industry engagement opportunities that will allow agencies to engage with industry to obtain the best ICT outcomes. This approach to industry engagement will see agencies focus on business objectives and outcomes, rather than technical specifications, with industry assisting to identify potential solutions, encourage innovation, as well as options for new flexible procurement arrangements and delivery methods.
- **Procurement** – we will ensure that government procurement processes support effective and efficient ICT sourcing, and deliver best value for money. This will align with the Government’s commitment to a review of procurement arrangements, and ensure:
 - effective engagement with industry
 - that innovation is encouraged
 - centralised contracts appropriately balance the benefits of economies of scale in the purchase of commodity services with the individual needs of agencies
 - participation by small and medium sized enterprises (SMEs) is supported.
- **ICT infrastructure and managed services** – the NSW Government will develop a whole of government approach for agencies on the appropriate utilisation of the cloud computing environment, steps will include consolidation, virtualisation, and managed services. This will maximise the benefits of new sourcing strategies while ensuring the security and sustainability of government information and services.

Emerging Solutions

The rapid pace of change in the ICT field, particularly in mobile and internet-based solutions, presents a number of opportunities and challenges for the NSW Government. It is critical for Government to be in a position to take advantage of these opportunities and to deal with the challenges they pose. There is significant potential for productivity, environmental sustainability and service improvements if Government can move quickly to adopt or adapt proven solutions to its service and business needs.

Based on their interactions with many private sector service providers, the community expects services and information to be available always and everywhere, and in real-time. There are many areas in the NSW Government that are leading the way in leveraging new technology to meet these expectations of service delivery, and these solutions and expertise need to be shared across all of government.

The NSW Government will develop a number of initiatives that encourage development and sharing of new solutions to government service delivery. This will ensure that Government is always in a position to leverage cost-effective new technology and opportunities provided from within or outside government. Early areas for action will include:

- **Emerging and innovative ICT opportunities** – we will develop a structured and iterative process to assess technologies and methods for application to NSW Government that have proved successful elsewhere in the private or public sector. The process will consider the merits of small scale trials to evaluate new technologies, with the benefits of that work being shared across government. This will minimise the risk and costs associated with new technologies, and will ensure the NSW Government is up to date with opportunities for improved productivity and service delivery.

- **Promoting innovation and excellence** - we will identify and promote centres across government that demonstrate the successful application of new and existing technologies in service delivery or business support, for example the current Collaborative Solutions in Mobile Government trial within the Department of Trade and Investment, Regional Infrastructure and Services. Bringing together our best people will assist Departments to leverage those skills and experience and encourage the uptake of effective technologies across government
- **Data.nsw** - we will build on the successful data.nsw initiative to encourage a more consistent approach to making government information and data available to the Apps development community. This approach will enable the innovative use and reuse of government data and the development of applications to deliver current services in new ways and to develop new services.
- **Capitalise on high-speed broadband** - we will work with industry, research organisations and other jurisdictions to ensure that the NSW Government is in a position to maximise the benefits of high-speed broadband for the delivery of government services. In particular, as high-speed broadband becomes ubiquitous, it provides an opportunity for government to organise its own telecommunications in new ways, to improve productivity and make new modes of service delivery available across the State. The NSW Government currently invests with partners CSIRO and NICTA in the Australian Centre for Broadband Innovation (ACBI). ACBI's lighthouse projects will prove the value of broadband and aim to deliver measureable improvements in health, education, infrastructure and government services.
- **ICT industry** - The NSW Government is engaging with the ICT industry with the aim of increasing growth and innovation in the industry through the Digital Economy Taskforce and the Government's Industry Action Plan process. The focus of the Digital Economy Taskforce is to ensure that the ICT and creative industries in NSW are well placed to drive productivity improvements across all sectors of the economy. It will be important to leverage government ICT investments to support growth and innovation in the industry, including SMEs, to ensure that Government can access innovation from across the industry.

People

It is essential that the NSW Government has the right skills in its people to make the most effective use of ICT. At the same time, it is important to recognise that, in a rapidly evolving ICT environment, it may be more efficient for government to source some skills from the marketplace, rather than in-house.

Government ICT will increasingly move towards common technologies, applications and infrastructure. In that environment, there is an opportunity to make better use of the existing ICT workforce through resource sharing of common skills across government. This approach will also increase the Government's flexibility to respond to new technologies and sourcing methods, avoid duplication and to access particular expertise.

The NSW Government will focus on key aspects of workforce planning and resource management to ensure that it has the capability to manage and invest in ICT to meet service delivery objectives. Early areas for action will include:

- **Priority skills and capabilities for Government** - we will develop a competency and skills framework that will identify the priority skills and capabilities required by government, to ensure we have the right mix in-house to support our ICT business objectives. This framework will also support mechanisms to share skilled resources across government. In particular, there is an opportunity to utilise government as a place where training activities can be leveraged to support broader industry skills requirements.
- **Attraction, training and retention of skills** - Where gaps in priority skills are identified, best practice workforce programs that address attracting, training and retaining those skills will be developed to target the resources government needs. These programs will be developed to focus on the priority skills and capabilities needed in government, attracting and retaining the best talent for Government, and will include a focus on ICT professionals and graduates.
- **Knowledge capture and information sharing programs** - we will develop knowledge capture and sharing programs to reduce the impact of an aging workforce, particularly to critical operational ICT services and infrastructure. Graduate intake will be encouraged and provided with the knowledge necessary to carry on government business in ICT operations.

Investment and productivity

The NSW Government needs to be properly informed to make the best ICT investment decisions. Having a broad view across public sector ICT assets and capabilities and future requirements will ensure that proposed investments are consistent with the Government's strategic directions, avoid duplication, and leverage economies of scale through standard approaches to common requirements. Better information on current ICT assets and procurement planning will support collaborative development, consolidation and reuse of ICT solutions.

Making better information about the Government's ICT assets, investments and systems available to the broader industry will provide an opportunity for the private sector to challenge current approaches, and identify ways to improve processes, deliver new services, or make investment more efficient. This will lead to sustainable productivity gains in the operation of government. Improved productivity is a key enabler of ongoing economic development.

The benefits of new technologies are delivered through a coordinated and focused combination of process and, organisational reform, changing culture, and relationships with external suppliers, customers and partners. Tracking the benefits of projects and identifying best practice in project implementation will contribute key information to the development of business cases, governance and decision making by Government.

Consolidation of duplicated ICT infrastructure and solutions across government will provide significant savings and efficiencies. The Government's Corporate and Shared Services Reform Program will provide opportunities for more standardised back-office functions such as finance, human resources, and general administration, supported by common ICT in a shared services environment. This will support a move to common platforms and infrastructure across government. Similarly, rationalising the provision of data centre capacity across government has the potential to deliver a substantial reduction in infrastructure and operating costs.

The NSW Government will build on the initiatives already underway to ensure that there is better and more consistent approaches to ICT investments across government. Early areas for action will include:

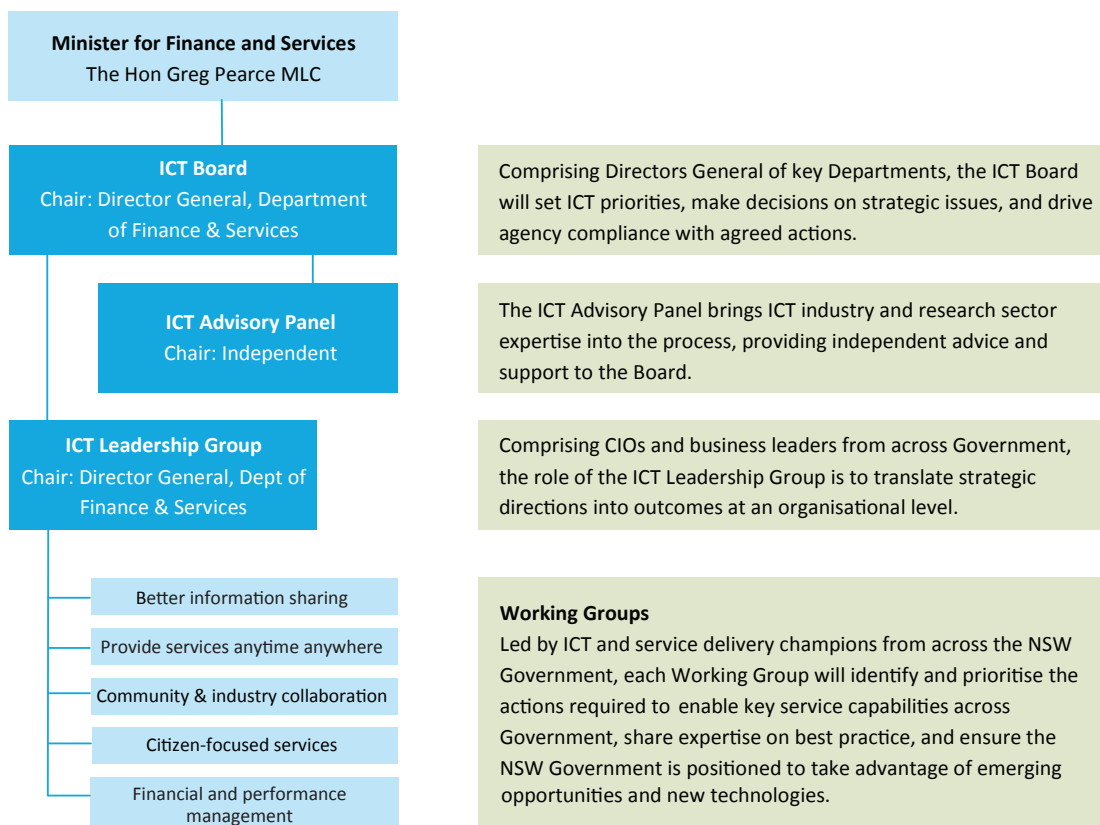
- **Better information about NSW Government ICT** - we will improve the information available on the Government's ICT portfolio investment and future requirements by further developing the current ICT benchmarking process, its capacity to analyse performance, and ability to contribute to better decision-making. Increased visibility of the Government's ICT assets and procurement planning will:
 - support more collaborative and shared development, consolidation and reuse of ICT solutions across government to reduce duplication
 - support a standard approach to the assessment of proposed projects and programs in terms of their alignment with whole of government directions and longer term objectives
 - be made available to the ICT industry to allow better benchmarking against industry, and harness the competitive nature of the industry to challenge current arrangements and suggest more cost-effective or innovative alternatives.
- **ICT investment principles** - we will establish a set of investment principles to support Departments in their procurement decisions. A key outcome of the investment principles will be to increase collaboration between Departments to identify practical opportunities for sharing and consolidating business process and systems. Consolidation will enable Government to properly leverage existing and common ICT solutions from across the public sector to significantly reduce development and maintenance costs.

The investment principles will include:

- project evaluation based on public value, sustainability and whole of life costs
 - consideration of open standards, interoperability and standardisation
 - adopting a 'share, buy, build' order of preference for sourcing the preferred ICT solution
 - more flexible and innovative methods of sourcing ICT are considered and evaluated, such as cloud computing and open source, to leverage innovation and new technologies.
- **Benefits realisation** - we will develop a consistent approach to understanding, planning and reporting on both financial and non-financial benefits associated with ICT enabled business change programs. This will provide clarity on benefits assisting both central agencies and Departments, promoting the effective and efficient application of ICT, and informing the development of future business cases to deliver the best decision making possible.

Governance

A strong and senior level governance framework is a critical element of the new approach to whole of government ICT in New South Wales. The Government has established a new ICT governance framework that provides clear direction and a strong mandate for reform.



Reporting to the Minister for Finance and Services, there a number of elements to the new ICT governance arrangements:

- **ICT Board** - The ICT Board is chaired by the Director General, Department of Finance and Services, including in his dual capacity as the Government Chief Information Officer, and comprises the Directors General of key Departments. The role of the ICT Board is to drive and be accountable for a whole of government portfolio approach to ICT. The Board will set and advise the Government on ICT priorities, make decisions on strategic issues, and drive compliance with agreed actions.
- **ICT Advisory Panel** – A new ICT Advisory Panel brings senior industry and research sector experience into the process. The ICT Advisory Panel is an independent source of input and advice to the ICT Board, to ensure the effective alignment of prevailing and emerging technologies with whole of government objectives. The ICT Advisory Panel membership will be refreshed annually, having regard to emerging priorities and trends.
- **ICT Leadership Group** - The government ICT Leadership Group brings agency Chief Information Officers and senior business managers together from across the government. This will ensure strategy and priority setting has a whole of government, service delivery focus, and that strategic decisions are translated into outcomes at an organisational level across government.

DRAFT for consultation

- **Working Groups** - The ICT Leadership Group will establish time limited Working Groups to identify the actions required to improve performance in each of the key service delivery capability areas identified in this Strategic Framework. The working groups will be led by government business leaders, and draw on expertise from industry and across the research sector.

The Department of Finance and Services will provide secretariat support to the governance framework, and will coordinate the preparation of Implementation Plans and reporting on progress to the ICT Board.

Implementation Plans

The ICT Leadership Group will oversee the Working Groups' development of Implementation Plans by March 2012, which will identify priority activities required to translate the ICT Strategic Framework into outcomes.

For each of the key service capabilities, the Working Groups will consider:

- What will improved performance in each capability look like in 5 or 10 years?
- What are the opportunities for and barriers to improved performance?
- What actions do we need to take at the whole of government level to improve performance, and what can or should we do first?

The benefits and costs of the identified actions will be assessed, and actions will be prioritised in an Implementation Plan to ensure:

- necessary actions are undertaken to support improving services and improving efficiency of ICT investment across government
- priority actions will deliver the best return to government, with an emphasis on delivering quick results
- actions are prioritised to support enhanced capability across the Strategic Framework.

The Implementation Plans will assign responsibility for specific actions, and will set out detailed timeframes and milestones to allow monitoring of progress by the ICT Board. The Implementation Plans will be approved by the ICT Board, with input from the ICT Advisory Panel, and the ICT Board will receive quarterly progress reports to ensure that implementation is on track.

The Implementation Plans will be regularly refreshed as projects are delivered and lessons learned. This will provide an opportunity to refine the approach, in consultation with the ICT industry, to capture emerging opportunities and new approaches.

Ongoing engagement

Engagement across the government and with the ICT industry, the research sector, and the community, are core elements of the new approach to whole of government ICT in New South Wales.

The ICT Strategic Framework will be a living document, regularly updated online to provide progress reports against Implementation Plans, as well as provide opportunities for input on directions and new initiatives.

There will also be opportunities for industry and the research sector to participate in a range of consultative forums including ad hoc working groups and reference groups, or to provide feedback or input on specific issues as they arise.

Broader engagement with the community through the ICT Strategic Framework website and other forums will provide opportunities to participate in the development of ICT enabled service design and delivery.

The Digital Economy Taskforce was established in October 2011 to provide advice to the Government on strengthening this key sector of the economy. The Taskforce will host round table consultations in March/April 2012 when its early recommendations are expected to be released.

A keystone event is the annual Ministerial Strategic ICT Forum. The first Forum, held in June 2011, brought together key Ministers, academics, and business and public sector leaders. The discussions at the 2011 Forum gave rise to the new approach set out in this Strategic Framework, and focused on a number of areas:

- how to embed service delivery as the focus for ICT
- the key drivers of sustainable efficiency and productivity gains
- balancing central control with freedom to innovate
- establishing greater and more effective Government interaction with industry and the research sector.

The next Ministerial Strategic ICT Forum is planned for mid 2012, and will provide an opportunity to engage across the industry on directions, opportunities, and progress to date. The Forum will also provide an opportunity to examine connections between recommendations of the Digital Economy Taskforce and the ICT Strategy.