# Queensland Government ICT strategy 2013–17
# **action plan**

August 2013

**Great state. Great opportunity**

Queensland Government

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The vision is for 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.

# Minister's foreword

The Newman Government has taken decisive action to transform the way the Queensland Government not only invests in, but also manages ICT.

On 5 July 2013, I launched the Queensland Government ICT Strategy. This strategy envisions a public sector working more effectively with business to deliver the best possible service, at the best possible price, to Queensland taxpayers.

The strategy includes clear objectives and details key initiatives for guiding ICT reform across government.

The Queensland Government ICT Action Plan is designed to accompany the strategy. It sets out how we will achieve our vision of a modern ICT environment that is supported by best practice project management principles.

It establishes a new management framework and puts in place specific initiatives to ensure the security of at-risk systems.

We will be putting more rigour around the way we govern and report on programs and projects, giving Queenslanders faith in the way government invests in ICT.

This will be managed through a highly visible public-facing ICT Dashboard.

Queenslanders can rest assured that our new approach will be open and accountable, while offering them the services they expect, delivered in ways that are convenient for them.

We will ensure ICT supports quality front-line services, as well as promoting more information sharing across the sector and with our customers.

We're also streamlining our procurement processes to make it easier for small to medium enterprises (SMEs) to work with government. This means that Queensland's local ICT sector will have an improved capacity to bid for government ICT contracts.

As the plan is implemented, there will be a shift from ICT being owned and operated 'in-house'.

We have addressed findings from the ICT Audit 2012, Queensland Health Payroll System Commission of Inquiry and the Queensland Commission of Audit.

There has been significant consultation with all government departments and key industry stakeholders in developing this approach.

We have listened and we will continue to listen and learn from industry as we go about this enormous job of ICT renewal.

The strategy and action plan will be reviewed regularly to ensure our direction continues to meet the needs of Queensland.

My commitment to reform and to improving the way the public service operates is unequivocal.

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

# Executive summary

This plan provides clear direction on the actions required to achieve the outcomes of the *Queensland Government ICT strategy 2013–17* (the ICT strategy). These actions and outcomes will drive ICT reform in the Queensland Government.

The strategy describes a future state for government ICT that represents a major shift from traditional and wasteful methods of accessing and delivering government ICT to a modern, more efficient state where ICT as-a-service is the default option. It focuses directly on better enabling government departments to deliver front-line services to Queenslanders.

While the ICT strategy and this action plan deliver the transformation of government ICT, the more important result is to improve the community's interactions with government.

## Key drivers for action

The need to transform the way we access and deliver ICT is supported by key external drivers including the Queensland Commission of Audit Report 2013, the ICT Audit 2012 and more recently, the Queensland Health Payroll System Commission of Inquiry Report.

Among the most significant of the findings is that as well as focusing on making the transition to a sustainable ICT services environment, government needs to manage program and project risk to a much higher standard than ever before. The potential for these programs and projects to be set up for success needs to be optimised by establishing strong governance arrangements, and by providing a transparent approach to reporting performance to the public.

To deliver this, there is a need to focus our risk management approach on resolving the root causes of inadequate program and project governance, poor investment decision making and flawed planning processes.

Efficient and accountable governance is therefore at the core of the ICT renewal process and the key to achieving this is to remove system complexity, to simplify business process where possible and to take a one-government approach to investment in ICT.

It is essential that public confidence in the way government manages ICT investment is restored, and so change must not only be achieved, it must be seen to have been achieved by the community.

## A new approach to governing ICT investment

A new management framework contained within the strategy puts strict risk management arrangements in place. The way government manages significant ICT investments will change substantially. For example, Ministerial endorsement will be required before funds for ICT programs and projects are allocated and once they are initiated, the progress of programs and projects will be made visible to the community through an ICT dashboard that can be accessed by anyone using a web browser of their choice.

The status of significant and at-risk ICT investments will be regularly reported by departments through the Directors-General Council and then through the Minister, Department of Science, Information Technology, Innovation and the Arts (DSITIA) to Cabinet, as will the status of risk and progress against the ICT renewal agenda.

The Minister DSITIA is accountable for the management of the government's current and future ICT investment portfolio, for returning the state's ICT assets to a stable and well-managed state, and for ensuring ongoing transparent and visible governance of ICT.

Other ministers will work directly with departmental Directors-General who will be directly accountable for delivering ICT renewal and for strong, effective, risk management of systems under their control.

## Engaging with industry

The actions will also drive a new form of engagement with industry at all levels and with other jurisdictions as the transition from government ownership of major ICT assets to an as-a-service environment creates opportunities. This in turn generates economic benefits for the state, supports the growth of our four-pillar economy and enhances our ability to seamlessly operate across government boundaries.

Implementing the actions in this plan will contribute to business, providing commercial opportunities through open access and use of non-critical government data in more timely and efficient ways, and taking a fresh approach to industry and government partnerships.

## Small to medium enterprises (SMEs)

Small to medium-sized businesses are an integral part of Queensland's economic and social fabric, with the potential to provide innovative and flexible solutions for government. This plan creates the conditions to enable them to access government business more effectively than ever before. A set of guidelines will be implemented into the early market engagement process to make sure that SMEs are given the opportunity to provide better value for money options for government through the tendering process.

The guidelines and other actions will ensure that:

- At least one responding SME capable of delivering will automatically be short listed in the evaluation of ICT offers.
- Government Information Technology Conditions (GITC) are simplified for SMEs.
- Significant contracts will be unbundled where appropriate to minimise risks to government, improve value for money and harness innovative solutions. This means that SMEs can align their capability to   stages of a project and be competitive through the process.
- Major consortiums cannot change sub-contracting arrangements relating to SMEs without the government's express approval.
- Government can directly engage SMEs in the provision of innovative solutions up to $500,000, which demonstrates value for Queensland in addressing government priorities.

## Workforce planning

In addition to the need for invigorated working relationships with industry, the scale of the change required over the life of the strategy means that there is an ongoing need to focus on developing our people, and on changing our thinking in terms of the way government sources capability. A detailed workforce planning approach will be defined to drive the cultural change necessary to ensure a customer-focused staff with skills and confidence to deliver ICT services in a transformed and unfamiliar environment.

Supporting this cultural change offers further opportunities for partnerships with the private sector, as well as the research and education sectors, to provide capability that is not available in government.

The plan seeks to develop a competent and capable workforce, and will work directly with tertiary and professional institutions to establish appropriate development programs, to help meet the government's needs well into the future.

## Supporting direction of government

The plan is structured to support the four-pillar economy under three clear and simple objectives:

- effective digital services for our clients
- efficient digital services for government
- transformed and capable workforce.

Twelve focus areas were identified in consultation with industry and departments as the key areas that require attention to deliver these objectives.

**Objective 1: Effective digital services for our clients**

6 strategic focus areas

37 actions

**Objective 2: Efficient digital services for government**

4 strategic focus areas

28 actions

**Objective 3: Transformed and capable workforce**

2 strategic focus areas

13 actions

2013 ---------------------------------------------------- 2017
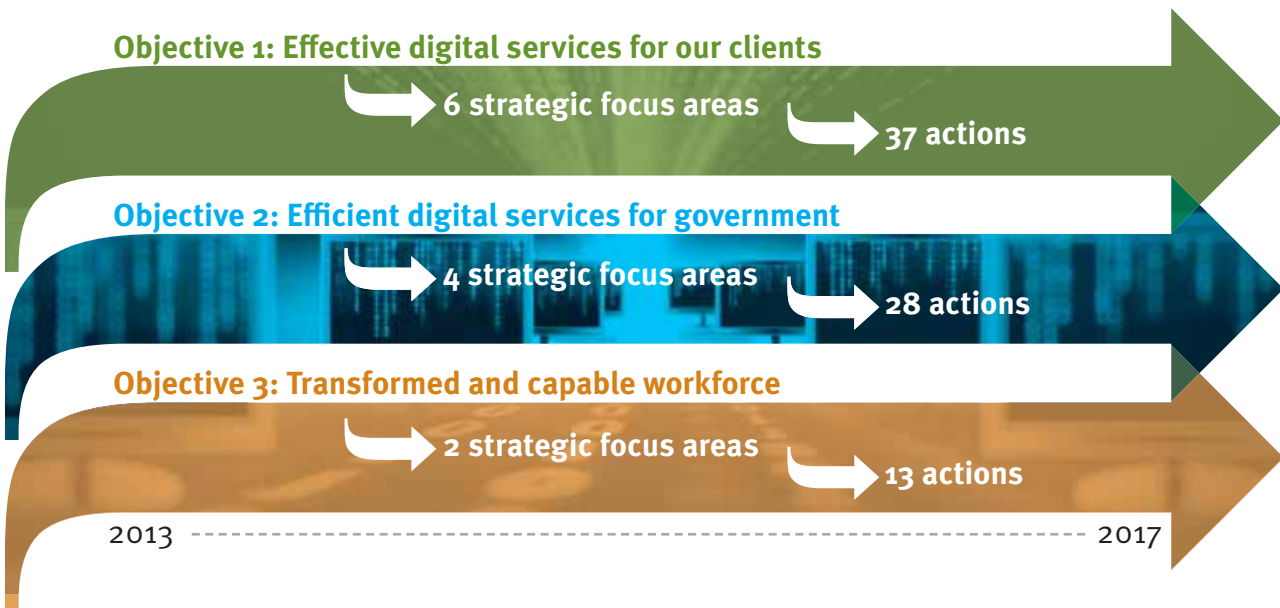
The actions identified within each of the focus areas define how the future state will be realised through incremental change and achievable deliverables. These actions are underpinned by a number of supporting initiatives and projects which will ultimately be reported through the government's ICT dashboard.

## Priority actions

Immediate action is being taken to stabilise ICT systems currently in use and at the same time, to lay the foundations for progress to the future state described in the ICT strategy.

Stabilising systems currently in use and addressing their risk profile will require a coordinated investment effort paired with an enabling process for working across agencies. These requirements will form part of an initial stabilisation program.

Foundation projects will also be initiated to either enable migration of existing systems to the desired future state, or to remove barriers to them doing so according to their priority and to government's and the relevant department's ability to fund them.

Key challenges for the execution of this action plan are the management of initiatives that have inter-relationships and associated delivery timeframes.

Attachment 1 illustrates the complexity of many initiatives that are dependent on the outcome or input of another initiative within tight timeframes.

To meet these challenges, it is proposed that the Queensland Government take a program management approach. This will allow for the:

- identification and realisation of benefits across initiatives
- coordination of initiative deliverables to schedule
- management and planning of risks associated with organisational change, tight timeframes, resourcing constraints (human, financial, facilities) and stakeholder expectations.

To remove red tape and ensure timely delivery, agile methodology will be applied whenever possible to ensure that business outcomes rather than process remain the focus of ICT and ICT-enabled programs and projects.

The action plan outlines activities required to realise the ICT strategy. This does not assume or imply that all of the listed actions have obtained funding approval. It is expected that funding approval would be subject to the approval of rigorous business cases and due consideration by the Queensland Government.

# Section A: Accountability in Queensland Government ICT

## Overview

Good governance is critical to the transformation of ICT in Queensland Government. It refers to the structure, accountabilities, responsibilities, policies and processes for decision making that will be implemented to deliver this plan, and ensures that programs and projects are established and managed in such a way as to optimise their chances of success.

Accountability for the outcomes of government programs and projects must be clear. Accordingly, this plan establishes single point accountability for future ICT investment and for delivering transformation related to the ICT strategy action plan – the Director-General DSITIA, and also for agency-led ICT risk management and initiatives – each department's Director-General.

There is also single point of responsibility for governing the successful delivery of this plan – the Director-General DSITIA.

In this context, it is the Director-General DSITIA's responsibility to establish the governance arrangements to assure, report and manage the risk associated with the significant and at-risk ICT assets and the transformational programs and projects across the sector.

The Director-General DSITIA is supported by the Queensland Government ICT Renewal Program.

## Scope

**Major ICT programs and projects**

Standard portfolio management criteria, including duration and return on investment, governance, delivery and benefits management experience, are applied to all ICT programs and projects. Major ICT programs and projects are those that are of significant size, risk, complexity, duration or cost and will require assurance to ensure that they remain on track[*].

These programs and projects may deliver systemic, organisation-wide, multi-departmental or whole-of-government change that enable the delivery of the action plan or of a department's strategic plan.

These programs and projects will:

- require funding to be approved or
- can be funded by the accountable Director-General but due to the complexity and risk the Director-General has determined that additional assurance provided by the Directors-General Council is warranted.

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[*] Major ICT programs and projects are identified by using the rules for selection and prioritisation established in the management framework.

**Significant ICT assets and at-risk ICT assets**

Standard portfolio management criteria, including business value, impact on service delivery, technical conditions and anticipated life, are applied to all ICT assets.

Significant ICT assets represent the greatest risk to reputation, continuous service delivery, workplace health and safety and investment integrity. At-risk ICT assets are also significant ICT assets and the risks they represent are likely to become significant issues in the immediate future.

Significant ICT assets are of high business value. At-risk assets are of high business value and in poor technical condition, requiring immediate action to mitigate the risk[*].

## Structure

The diagram shows the governance arrangements supporting delivery of the strategy and for managing current risk, as approved by Cabinet in July 2013.



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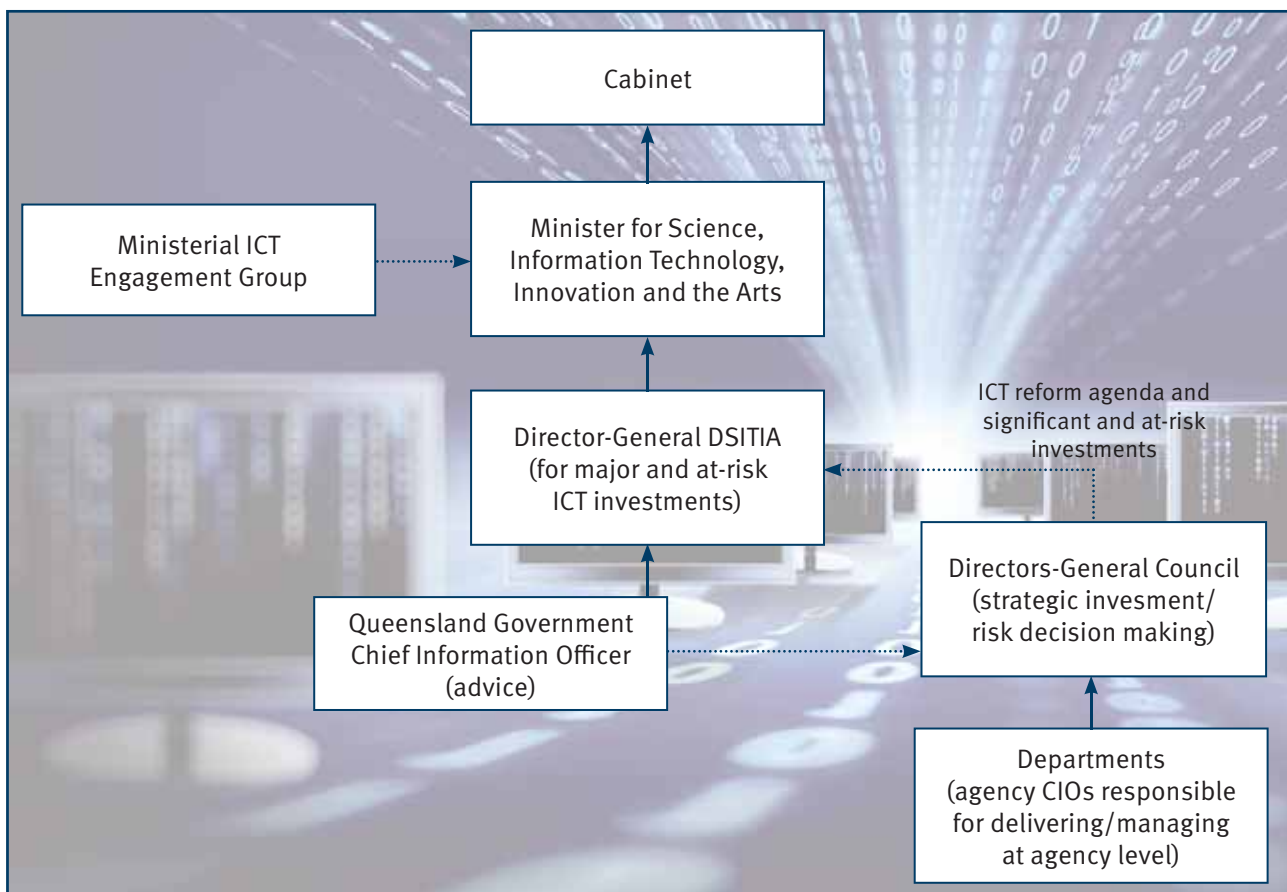
[*]  Significant ICT assets and at-risk ICT assets are identified by using the rules for selection and prioritisation established in the management framework.

# Accountability and responsibility

**Minister for Science, Information Technology, Innovation and the Arts**

The Minister DSITIA is accountable for the management of the government's current and future ICT investment portfolio, for returning Queensland's ICT assets to a stable and well-managed state, and for ensuring ongoing transparent and visible governance of ICT.

The Minister's ICT-related responsibilities include:

- ensuring that ICT risk management frameworks and processes are embedded across government
- regularly reporting on the level of current ICT risk to government
- implementing the ICT renewal agenda across government in support of public sector reform
- setting government-wide ICT policy direction
- approving significant or high-risk ICT investment business cases, and those with significant ICT components, prior to their submission to government.

**Other ministers**

In terms of ICT risk management and renewal portfolio, ministers are accountable for:

- implementing and supporting the ICT renewal agenda
- ensuring effective risk management over ICT investments in their departments
- ensuring that the Minister DSITIA endorses departmental ICT investments assessed as significant or high risk.

**Responsibilities of the Directors-General Council**

The Director-General DSITIA co-sponsors the Directors-General Council to assist in ensuring appropriate consideration of the ICT agenda and its integration into the broader whole-of-government agenda. He is the accountable officer for government-wide ICT risk management and for delivering the government's ICT renewal agenda. The council is responsible for:

- providing guidance on the inclusion of significant ICT initiatives and at-risk ICT activities in the Queensland Government ICT portfolio, under their scrutiny
- advising the Director-General DSITIA on agency ICT-risk profiles and mitigation strategies
- advising the Director-General DSITIA on new initiative funding proposals, their benefits and risks
- reporting on the status of ICT renewal across government.

The Director-General DSITIA will take advice from the Directors-General Council to assist satisfying his accountability for delivering the ICT reform agenda and to support the Minister DSITIA.

**The Director-General DSITIA is responsible for:**

■ reporting on ICT risk-mitigation status, as assessed by departments, to the Minister DSITIA on a quarterly basis

■ recommending to the Minister the approval or otherwise of all proposed initiatives that have been categorised as significant or at-risk

■ ensuring enabling policies are followed and refined as required to deliver on the government's transformation agenda outlined in the strategy

■ managing the assurance (i.e. gating) and approval processes for significant and at-risk projects and strategic investments

■ ensuring the contestability framework is properly applied to ICT services

■ considering whole-of-government business cases for as-a-service initiatives

■ providing ICT portfolio assessment reports to the Directors-General Council for the council's advice

■ providing ICT performance reports to the Directors-General Council for the council's advice.

**The Director-General DSITIA is accountable for:**

■ delivering the ICT renewal agenda as co-sponsor of the Directors-General Council

■ delivering the ICT risk management framework, processes and policies for implementation in all agencies

■ delivering ICT renewal in DSITIA

■ reviewing agency performance to ensure that the government portfolio remains on course to deliver the desired strategic investment objectives

■ delivering an ICT program and project assurance framework for departments.

**Budget-sector department Director-General accountability**

■ delivering ICT reform to support business transformation and government-wide ICT renewal

■ ICT risk management in their individual departments

■ providing accurate and reliable reporting on significant and at-risk programs and projects, and at-risk ICT assets to the Directors-General Council

■ implementing a reporting mechanism that is consistent with the standard portfolio, program and project management methods.

**The Queensland Government Chief Information Officer is accountable for:**

■ ensuring the alignment of the *Queensland Government ICT strategy 2013–17*, ICT policy and procedures with the Queensland Government priorities

- ensuring that whole-of-government ICT service delivery is enabled through the establishment of policies to drive a value for money and a contemporary ICT as-a-service approach throughout the Queensland Government
- ensuring the correct application of the assurance (i.e. gating) and approval processes for significant and at-risk projects and strategic investments
- identifying and advising on emerging trends and issues in service delivery models and in digital and other emerging technologies to enable better, more innovative business solutions/service outcomes.

## Departmental chief information officers

Departmental chief information officers are accountable to their Director-General. They are responsible for delivering:

- ICT business-as-usual operations
- ICT renewal in support of departmental business transformation
- ICT risk assessment, and reporting on mitigation of that risk to their Director-General
- delivering reportable data to support the sustainability of the Queensland Government ICT dashboard
- delivering ICT change into their department as directed by the council and agreed to by their Director-General.

## Ministerial ICT Engagement Group

The Minister DSITIA has established an engagement group. The group's key role is to provide the Minister with frank advice about matters including, but not limited to, proposed policy directions, capability, industry maturity, and quality of service.

Ongoing industry engagement will continue at officer level with industry associations and by direct engagement with companies.

Note: the ICT Engagement Group, industry and research-based groups are not a formal part of the control and risk management structure for government ICT.

## Decision support to the Director-General DSITIA and the Directors-General Council

The ICT asset holding of government is large and complex, as is the renewal program being initiated through the plan. The collection analysis and reporting on the combined portfolio requires ongoing management to enable the council to provide appropriate advice and for the Director-General DSITIA to make fully-informed decisions. Decision support arrangements are outlined below.

### Significant and at-risk ICT assets

ICT assets will be assessed across the sector using a consistent set of criteria to evaluate the business value of the ICT asset. The criteria will assess the degree to which the asset supports evidence-based investment decisions, the breadth of use across business areas, and the impact of system performance on services and on the community.

Business value will be assessed along with the technical quality of the ICT asset.

Applying the criteria will enable the assessment of the asset in terms of its technical condition, anticipated life, ease of use and maintenance. Assessing alignment with enterprise architecture and with departmental strategies will establish whether the skills and capability to maintain the asset are available and appropriate.

ICT assets that are identified as high risk, that is, those with high-business value but low-technical quality, will be subject to high-priority risk mitigation.

Where the scope of a new initiative requires major changes and development of technology to realise the intended investment objectives and benefits, then investment options will be assessed across the sector.

The criteria will enable assessment of the benefits versus cost ratio, the impact on community and fiscal outcomes, evidence of enhanced service delivery and collaborative arrangements with the ICT industry. The return on investment will be compared with the funding likelihood and delivery and governance experience of available resources[*].

Programs and projects to address high-risk ICT assets will be established with priority. Programs and projects that will significantly improve government service delivery for modest investment will also be initiated with priority.

New and innovative approaches and technology initiatives will also be considered so that higher risk and cost initiatives that have the potential to deliver exponential benefits to Queenslanders are included in the plan. These initiatives will be undertaken under the strictest governance arrangements to ensure that risk is mitigated as far as possible.

**Reportable ICT assets and initiatives**

Departmental Directors-General will be required to report on assets that have been assessed as significant or at-risk.

All Directors-General will ensure that the value of their ICT systems are assessed against the technical quality of their ICT assets to identify those assets that represent the greatest risk to reputation, continuous service delivery, workplace health and safety and investment integrity.

These assets are defined as significant ICT assets and will require ongoing risk mitigation by the relevant department and the effectiveness of that risk mitigation is subject to ongoing reporting to the Directors-General Council to ensure they are appropriately maintained.

The Directors-General Council will assess and prioritise the significant and at-risk ICT assets across the sector and will advise the Director-General DSITIA on those requiring priority mitigation.

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[*] For detailed information on assessing ICT assets, refer to the Queensland Government ICT management framework.

New ICT programs and projects (initiatives) will also be subject to assessment of their complexity and strategic importance to determine if they require scrutiny by the Directors-General Council.

A range of minimum criteria to be considered include cost, alignment with government policy, impact on service delivery, organisational and cultural impact, benefits to be delivered, complexity, security and stakeholder engagement.

The programs approved by the Directors-General Council will be delivered in accordance with the Queensland Government's program and project management methodologies. Benefits, risk and change management frameworks are embedded in these methodologies. Greater scrutiny will be placed on assurance and gated review over programs and projects.

**Application of methodology and accountability of responsible officers**

For critical programs and projects experienced project managers, and in certain cases program directors, will be sourced from the market according to standards to be defined through a process for industry registration and pre-qualification (see focus area 2 reference 2.06).

While this will provide greater expertise in the delivery of programs and projects, accountability for outcomes is clearly set with senior responsible owners[*], in line with application of the Queensland Government methodologies.

To that end, all departments will be required to apply those methodologies which include but are not exclusive to those referred to in this action plan, for all programs and projects.

**Gateway review and assurance**

For critical programs and projects, representing the highest level of risk to the government, independent gated assurance reviews undertaken by an external contractor will apply. For lower-risk programs and projects that are in-scope for reporting to the Directors-General Council, independent gated assurance reviews will also apply, but these may be undertaken by either external or internal to government gateway reviewers.

Programs that are in scope for reporting to the Directors-General Council will be subject to gated assurance reviews in line with the United Kingdom's Office of Government Commerce model for gateway review best practice.

A gateway review is a short, independent review of a program or project undertaken at key decision points in the program or project's lifecycle. Reviews are undertaken to identify opportunities that improve program or project delivery to ensure the best possible outcome. The benefits lie in the review team bringing a fresh perspective to identify risks and issues facing the program or project, thereby avoiding unnecessary costs.

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[*] The single individual with overall responsibility for ensuring that a project or program meets its objectives and delivers the projected benefits (OGC model).

The review is undertaken on behalf of the person accountable for the success of the program or project. The review team comprises a mix of government and private sector individuals who have expertise in the relevant professional fields and issues facing the program or project. The review is conducted in a spirit of cooperation and collaboration between the review team and the project team.

Consistent application of gateway assurance processes will support the successful delivery of ICT initiatives and services that involve the use or deployment of ICT across the Queensland Government. Assurance undertaken as part of a formal lifecycle of a project or program will typically include six assurance gates that interact with an initiative at key decision points as it progresses towards completion. These decision points can include key milestones, decision-making points or the release of funding.

**Elements of the gateway review process:**

| Gate | Description |
| --- | --- |
| 0: Strategic assessment | ■ This gate is a program-level-only review which investigates the direction and planned outcomes of the program, together with the progress of its projects.<br>■ This review is repeated throughout the lifecycle of a program, with typical reviews occurring in start-up, between tranches through delivery and at closing.<br>■ There may be one or two reviews in the start-up stage with multiple reviews expected to occur during delivery. |
| 1: Business justification | ■ This gate confirms that the project is achievable and likely to deliver what is required and analyses evidence captured in the initial, multi-option, business case and its supported plans and strategies. |
| 2: Delivery strategy | ■ This review examines the refined, single option, business case (and its supporting strategies and plans) for evidence of the proposed approach for the delivery of the project, value for money and potential for success. Gate 2 occurs before any procurement commitments are made. |
| 3: Investment decision | ■ This gate examines the full business case and procurement plans from an investment perspective and the supporting project documentation for evidence of sound implementation planning. It confirms the recommended investment decision is appropriate before awarding contracts. |
| 4: Readiness for service | ■ This review validates that the project/solution is ready to make the transition to operational service. This is a key review for the agency overall and provides assurance that the solution itself and the various business and operational areas are ready for implementation of the service. The review takes place after all testing has been completed and before roll out or release into production. |
| 5: Operations review and benefits realisation | ■ This review checks and confirms that the operational service is running effectively and that the benefits set out in the business case are being achieved.<br>■ This review may be repeated a number of times dependent on the benefits realisation period. The reports for this review would be provided to the business area and the program management office and in some cases not the project board, as the project board may have been disbanded by this stage.<br>■ The successful transition through gates 0 to 3 should also be the flag for the release of appropriate funding for the next stage of every program and project. In addition, the successful passage through gate 5 should also flag potential financial adjustments as the return on investment is realised. Where appropriate, external assurance will also be undertaken to bolster and support the results from internal reviews to increase confidence levels for those making decisions at gates. |

# Making a difference to Queenslanders through the implementation of the ICT strategy

**C** Citizen

**B** Business

# Section B: Action plan

## Strategic focus areas

| Objective | Focus area no. | Focus area |
|---|---|---|
| Effective digital services for our clients | 1 | Improving customer experience of government services |
| | 2 | Digital economy |
| | 3 | Information management |
| | 4 | Open data |
| | 5 | Information security and privacy of individuals |
| | 6 | Digital archiving |
| Efficient digital services for government | 7 | Contestability and ICT strategic sourcing |
| | 8 | ICT as-a-service |
| | 9 | ICT innovation |
| | 10 | Significant and at-risk ICT asset stabilisation |
| Transformed and capable workforce | 11 | A responsive and competent workforce |
| | 12 | Portfolio, program and project management competency |

## Objective 1: Effective digital services for our clients

## Strategic focus area 1: Improving customer experience of government services

→NOW

Limited sharing of information between government and the community

→FUTURE:

*Information sharing, access and increased interoperability drives productivity across the Queensland public sector*

> I want a hassle-free way to deal with government whenever and wherever I want to – even from my mobile.

The growing demand to simplify access to government services has never been more apparent. As customer expectations and their use of technology continues to change dramatically the Queensland Government needs to rethink how it delivers services. This requires actively listening to customers and understanding their experiences and then providing information and services in ways that suit them.

In order to improve customer experience a two pronged approach will be undertaken, focusing on both direct digital access to services for the community and utilising digital to provide front-line staff with better access to information and tools.

Actions and associated projects will focus on:

- the development of digitally enabled service delivery channels
- embedding a customer-centric approach into all future system design and improvement
- implementing new whole-of-government multi-channel capabilities and service transition to digital platforms
- enabling customers to access the services they want online
- better real time access to the right information for front-line staff to improve service quality and fulfilment.

> I like being able to tell government my ideas from home.

### At a glance

- *Increased availability of online services*
- *New technology is used by front-line government staff to deliver better, more efficient services*
- *Government services are accessible in new ways*
- *Government information silos are broken down and information is used to inform improvement*
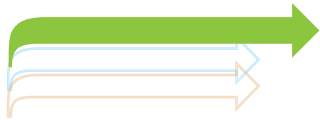
## Strategic focus area 1: Improving customer experience of government services

### Business drivers

The Queensland Government is committed to delivering a one-stop-shop approach for customers. Based on international best practice, customer research and an analysis of current service provision, several opportunities have been identified that will enable government to meet customer requirements and at the same time deliver productivity benefits for government. Opportunities include:

■ significantly improving the availability of digital services and through increased take up of these services online, delivering more with less

■ better collaboration between government agencies in the provision of information and services and the reuse of shared online tools – reducing cost and time to delivery

■ reduced duplication in the way customer information is gathered and processed – reducing inefficiency, confusion and frustration.

The ICT Audit also identified that a collaborative and shared approach to address the issues of the current aged and fragmented approach to systems, architecture and information was required.

### Investment objectives

Primarily ICT investment is required to support and enable the delivery of improved services, information and customer experience. This includes:

■ consistent user experience across all channels

■ increasing the use of digital across all channels

■ ICT support to meet customer needs and expectations (i.e. 24/7)

■ collaborative and shared approach to information and service provision including reduced duplication

■ quality and current information delivered to resolve customer enquiries at first point of contact.

### Business benefits

■ Simplified and streamlined processes, delivering more for less

■ Improved customer satisfaction and efficient government

■ Reduced duplication of effort through consolidation of channels and solutions

■ Reduced service delivery costs through channel migration

■ Higher levels of front-line productivity through access to information required to fulfil service needs.

## Contributing initiatives

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| **Challenge: Access to government services largely remains through traditional channels often still fragmented across agencies limiting seamless self-service opportunities** | | | |
| **[1.01] ACTION:** Finalise Queensland Government plans for a One Stop Shop and establish a whole-of-government channel management strategy to deliver One Stop Shop outcomes.<br><br>*This will build upon the existing capabilities across government and focus on a 'digital-first' approach which reinforces a single website experience through a franchise approach, along with the one number for Queensland Government (13QGOV).* | Sets policy direction.<br><br>Provides agencies with the framework to develop new digital services and extend existing services to multi-channel service delivery.<br><br>Deliver consistent ICT enterprise architecture and standards to enable interoperability for One Stop Shop outcomes. | December 2013<br><br><br><br><br><br>June 2014 | DSITIA |
| **Challenge: Government departments will develop a clear plan and road map to increase the use of digital channels and transition services to an online environment** | | | |
| **[1.02] ACTION:** Each agency will develop a digital channel strategy, which includes a road map to transition services into the One Stop Shop environment.<br><br>*Digital service road maps will provide a clear and definitive plan for each agency to transition into a One Stop Shop environment with a digital-first focus.* | All government departments will have established plans in place to be reviewed by the One Stop Shop chief executive officers' council and published on the ICT portal.<br><br>Outcome KPI is 100% information online by June 2014 and 80% transactional services online by June 2015. | September 2014 | DSITIA, departmental Directors-General |
| **Challenge: Service delivery must not be fragmented. It should be focused on the end user – Queenslanders** | | | |
| **[1.03] ACTION:** Embed community-centric principles in planning, design, reporting, and continuous service improvement.<br><br>*A program will be developed to ensure the customer experience is at the centre – including strategies to listen to the customer, undertake user centred design, report on performance and aggregate data.* | The community will be at the centre of future government service delivery strategies. | June 2014 | DSITIA |
| **Challenge: Community members' expectations of online access need to be met so that they don't have to provide multiple departments with the same information** | | | |
| **[1.04] ACTION:** Develop and pilot new service offerings to improve the customer experience and reduce duplication.<br><br>Develop and pilot new service offerings to improve the customer experience and reduce duplication, including:<br><br>■ 'tell us once'<br><br>■ click to chat<br><br>■ social media<br><br>■ one place for all feedback and complaints.<br><br>*This initiative will focus on the sharing of certain information across government agencies to reduce duplication and frustration when accessing government services. 'Click to chat' and social media trials will encourage community members to interact online in new ways.* | The community will have an improved experience online with the Queensland Government. | June 2014 | DSITIA |

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| **Challenge: Shared tools are required to support online service delivery and reduce duplication of investment** | | | |
| **[1.05] ACTION:** Develop and pilot key tools for simplified authentication of identity and for transaction tracking. *Develop and pilot key tools:* <br> ▪ *single user authentication capability which can be used by all agencies* <br> ▪ *whole-of-government people and services directory* <br> ▪ *whole-of-government enquiry tracking capability.* | Community members wishing to do business online with multiple departments will be able to log on with a single user ID, simplifying access and use. This will be achieved through a user 'opt in' approach and will draw on experience in the Department of Education, Training and Employment (DETE). <br><br> The new directory will allow customers to be easily and seamlessly referred to the right place. <br><br> A business case will be finalised to allow government to make an informed decision on opportunities and options for enquiry tracking. | June 2014 | DSITIA support from DETE, DTESB |
| **Challenge: Customer experience of interactions with government can be enhanced through better use of digital services** | | | |
| **[1.06] ACTION:** Explore and document opportunities for improved customer experience and enhanced service delivery through new technology and new partnerships: <br> ▪ *upgrade technology support for 13QGOV through an industry partnership* <br> ▪ *plan for digital enhancement to face-to-face service delivery, i.e. trial video conferencing with industry partners* <br> ▪ *innovate and collaborate on cross sectoral partnerships to enhance customer outcomes.* | Digital capability underpins all service delivery channels and innovation and use of emerging technologies will continue to enhance the customer experience and deliver efficiencies to government. | August 2015 | DSITIA |

Queensland Commission of Audit recommendations relevant to focus area 1: nil

ICT Audit recommendations relevant to focus area 1: nil

Queensland Health Payroll System Commission of Inquiry recommendations relevant to focus area 1: nil
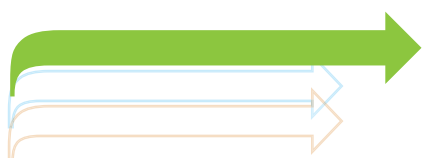
**Objective 1: Effective digital services for our clients**

Strategic focus area 2: Digital economy

➞NOW

Constrained economic opportunities to implement digitally-enabled community services to build

➞FUTURE:

*Increased development and uptake of digital serice drives Queensland's digital economy*

It's good to see opportunities being provided for small to medium-sized business. My business can become more profitable if I use ICT to reach my customers.

The Queensland Commission of Audit identified the need for immediate fiscal repair to restore Queensland's financial strength and the state's AAA credit rating. Whilst cost containment forms a major element of financial reform, the Commission also noted that Queensland can no longer rely on traditional drivers of economic growth such as mining and population growth.

A successful digital economy will play an important role in securing Queensland's economic future. The development of new ICT industries and markets within Queensland and across the globe will help the state develop new streams of revenue and further economic prosperity into the future.

In order to cultivate and develop a stronger digital economy in Queensland a clear plan to tackle the big issues is required. This includes challenging established norms and developing stronger partnerships between government and industry. Whilst digital education will remain a focus, traditional approaches will be expanded upon to assist new business getting off the ground whilst assisting established organisations to grow.

To achieve the desired future state, actions supporting the digital economy will focus on:

■ developing the enablers to support digital growth (infrastructure, skills, open data, industry support)

■ attracting new ICT business to Queensland

■ ensuring SMEs are afforded opportunities to grow business through partnerships and local engagement

■ making it easier to do business with Queensland Government

■ sharing commercialisation opportunities with industry

■ professionalising the Queensland ICT industry

■ providing better access to tools and education to ensure Queensland businesses thrive in the digital age.

*At a glance*

■ *Identify options to professionalise the Queensland ICT industry*

■ *Increase digital maturity across the business sector*

■ *Identify opportunities to improve digital infrastructure to attract new business and open new global markets*

■ *Launch the Queensland Government digital economy strategy*
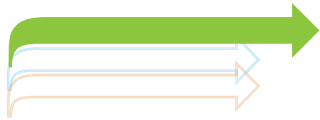
# Strategic focus area 2: Digital economy

## Business drivers

There is a need to ensure Queensland's productivity increases both in the public and private sectors to improve the state's competitiveness and international standing. Being competitive will also improve the wellbeing (social and economic) and provide career opportunities for all Queenslanders, ultimately growing the economy.

## Investment objectives

The digital economy will:

- create the conditions in which business can thrive by providing the right tools and opportunities
- make it easier for local industry to do business with government, reducing costs and increasing productivity in both the public and private sectors
- enable online participation by Queensland households to the national broadband network to improve access to health, education, government services and job opportunities
- develop new innovative service delivery mechanisms (government and non-government) for Queensland and beyond
- enable health and aged-care services for remote and rural patients through online access to physicians
- develop innovative and flexible education services to extend online learning resources to households and businesses
- easier access for the majority of Queenslanders to choose to access government through the internet and other digital services.

## Business benefits

Realising the investment objectives will:

- increase business growth potential through greater online reach to customers
- increase access to digital tools to improve business decision making
- improve the productivity potential of Queensland businesses through online activities and engagement
- increase the percentage of households and businesses using online opportunities and services
- increase remote access to health specialists for people in remote, rural and outer metropolitan Queensland
- increase the connectivity of schools, TAFEs, higher education institutions and universities to develop online education services
- increase the number of Queensland workers with tele-working capability
- increase service parity between households and businesses in major cities with those in remote areas
- reduce government and business operating costs through faster online channel interaction for information and transactions.

## Contributing initiatives

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| **Challenge: There is a need for a more coordinated approach for all Queenslanders to benefit from the digital economy** | | | |
| **[2.01] ACTION:** Develop the Queensland digital economy strategy. *Develop and release a Queensland digital economy draft strategy for discussion, identifying opportunities and challenges for all Queenslanders to benefit from the digital economy.* | Release the Queensland Government's digital economy draft strategy for consultation. | December 2013 | DSITIA |
| **Challenge: Unclear measures of how Queensland businesses and government are equipped to participate in digital markets in an online environment** | | | |
| **[2.02] ACTION:** Digital capability maturity assessment and benchmarking program. *The maturity program will help Queensland businesses and government gain insight into how to better use digital services to enhance business growth and digital productivity through improved skills in digital business management.* | Increase in the number of businesses selling online. Increase in the digital maturity capability of Queensland businesses and government. | June 2014 | DSITIA, DTESB |
| **Challenge: Limitations in telecommunications infrastructure and digital literacy for some Queenslanders creates a digital divide limiting their access to government and commercial services** | | | |
| **[2.03] ACTION:** Develop proposals to improve the digital literacy and broadband connectivity of the community and businesses. *Establish programs with local councils and key government agencies to encourage digital engagement and broadband connectivity through the delivery of their respective services.* | Increased connectivity to cheaper and faster telecommunications services will close the digital divide particularly for regional and remote Queenslanders and those less digitally engaged. | December 2014 | DSITIA, DTESB |
| **Challenge: Small to medium enterprises (SMEs) should have opportunities to start up and grow within Queensland** | | | |
| **[2.04] ACTION:** Deliver the SME ICT policy. Maximise opportunities for SMEs to successfully tender for government business. *A new SME ICT policy will be embedded into the ICT procurement reform agenda to ensure that SME involvement is considered on all government procurement activities.* *Removing red tape will enable SMEs to compete more effectively for government business. Guidelines for government departments will ensure that SMEs are properly considered in all ICT procurement activities.* *Wherever possible high value contracts are broken into manageable and identifiable projects to minimise risks to government and maximise opportunities for SMEs.* | Local industry and SMEs will be provided with significant opportunities to present the market with innovative cost-effective solutions on contracts of all sizes. Local industry growth is expected as a result of more opportunities for SMEs particularly in providing innovative solutions to meet Queensland Government service delivery challenges. A higher rate of SME access to government business opportunities. Government departments consider and, where appropriate, test local SME capability for all suitable ICT procurement. A higher rate of SME participation across a wider range of ICT contracted services. Better value for money, flexibility and improved levels of innovation. | July 2014 November 2013 | DSITIA, DHPW |

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| Challenge: A less restrictive approach towards commercialisation of intellectual property will allow growth of local industry | | | |
| **[2.05] ACTION:** Review commercialisation of ICT intellectual property (IP).<br><br>*A review will be undertaken into government's role in commercialising IP associated with joint ICT initiatives to identify alternative approaches to better sharing of jointly-developed ideas between government and industry. The findings of the report will make recommendations to the Directors-General Council.* | The review will deliver clear recommendations to transform the reuse of IP to ensure that local industry are provided the opportunity to commercialise jointly-developed capabilities. | December 2013 | DSITIA |
| Challenge: Registration and prequalification of industry skills and capabilities consumes significant resources | | | |
| **[2.06] ACTION:** Queensland ICT industry registration and pre-qualification options.<br><br>*A jointly-developed options paper will be developed by the Queensland Government and major ICT industry groups to consider how to make registration and recognition of skills and capabilities an easier process.*<br><br>*The paper will examine standards of conduct and qualification requirements to ensure standards of performance and service are maintained to make the Queensland industry the best in the country.* | An approach and plan to professionalise the ICT industry will result in increased levels of accountability of ICT services providers, provide assurance that industry providers meet minimum levels of competency, and drive self regulation for poor performance or unethical behaviour. | December 2013 | DSITIA, DHPW |
| Challenge: Seniors have limited access, and in some cases limited skills, in the use of digital technologies | | | |
| **[2.07] ACTION:** Develop and implement the digital access and skills for seniors program.<br><br>*The digital access program will be developed in close cooperation with the non-government sector providing seniors with access to computers and the internet, and the skills to leverage digital services.* | Increase in seniors using online methods. | December 2013 | DCCSDS |
| Challenge: Digital education opportunities are limited | | | |
| **[2.08] ACTION:** Develop and implement digital education sector program.<br><br>*Providing schools, teachers and students with access to educational content.* | Increase awareness for teachers of contemporary digital education theory. Research-driven curriculum includes digital business management practice. Improved ability for students to access education via digital means. | September 2014 | DETE |
| Challenge: Access to digital services in remote and regional Queensland is limited, generating inequities in access to services across the state | | | |
| **[2.09] ACTION:** Develop and implement remote access programs.<br><br>*The remote access program will allow regional and remote communities access to online health specialists, legal services, educational and other community services.* | Increase in remote communities using online services. | September 2014 | QH |

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| Challenge: The need to improve digital awareness and education in Indigenous communities | | | |
| **[2.10] ACTION:** Conduct digital education and awareness education in Indigenous communities. *Indigenous communications program – assisting Indigenous people to gain digital skills and increase participation of Indigenous communities in the digital economy.* | Increase in the number of businesses owned by Indigenous people and run using online methods. | September 2014 | DETE |

Queensland Commission of Audit recommendations relevant to focus area 2: nil

ICT Audit recommendations relevant to focus area 2: nil

Queensland Health Payroll System Commission of Inquiry recommendations relevant to focus area 2: nil
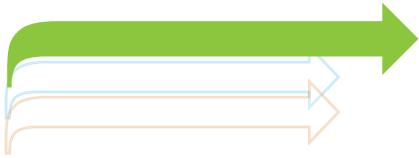
**Objective 1: Effective digital services for our clients**

Strategic focus area 3: Information management

→NOW
Limited sharing of information between government departments and community

→FUTURE:
*Information sharing, access and increased interoperability drives productivity across the Queensland public sector*

I like the idea that information is easily shared across departments so that I only need to ask once and get a better service.

It's good to know that government decision-makers have access to up-to-date and reliable information.

The increasing volume of information affecting government departments has become an impediment to government's traditional service delivery model. Focused information management provides government with an opportunity to address the problems associated with managing increasing volumes of information and to take advantage of the opportunities better access to information offers.

Improving information management in government requires initiatives that strengthen cooperation and information sharing across departments as well as supports the move towards more transparent government by making more information available to the public.

Focus of actions and associated investments:

- Making information more easily accessible and visible across departments enables Queensland Government and the community to derive greater value from its information.

- Ensuring that records across the sector are consistently reviewed, appraised, managed, disposed of and archived meets legislative requirements.

- Improving government's ability to manage knowledge gained through its activities and interactions with the community ensures a consistent approach to information exchange across government.

- Making sure that lessons learned through both success and failure can be used as precedents or models for subsequent actions and ongoing improvement.

- Ensuring that appropriate information exchange systems supports executive decision making.

*At a glance*

- *Develop an Information Management Blueprint for government*
- *Increase the accessibility and visibility of information across departments*
- *Increase consistency in the management of information across the sector*
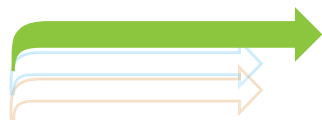
## Strategic focus area 3: Information management

### Business drivers

Government relies on efficient access to the right information to support decision making, to meet operational needs and as evidence of compliance with legislation and policy requirements. Information across the Queensland Government is not shared readily or effectively between departments, with other jurisdictions or with the public. This results in duplication and excessive costs to create and manage information and data. Inability to access and reuse data reduces public confidence in the government's transparency, accountability and ability to deliver services. The growth of industry is also stifled due to the lack of information to inform strategic decisions.

### Investment objectives

Investment objectives include:
- increasing information interoperability and sharing of information across departments to streamline services
- making information easily accessible and visible across departments, enabling Queensland Government to derive greater value from its information
- ensuring management information systems support executive decision making
- ensuring records across the sector are consistently reviewed, appraised, managed, disposed and archived
- capturing how government has acted to ensure matters are handled consistently and can be used as precedents or models for subsequent actions
- ensuring records are retained to meet legislative and regulatory requirements.

### Business benefits

The anticipated benefits from information management include:
- improved access to information to support decision making
- improved time to retrieve data, analyse and draw conclusions to facilitate decision making
- increased understanding of the economic value of information and information sharing
- enhanced capability to share information
- enhanced collaboration between government, businesses and the community
- improved comparative benchmarking enabling greater accountability and transparency of government services
- improved public confidence in the Queensland Government's ability to deliver services
- reduced operational and capital costs associated with managing and storing duplicated data
- reduced costs to deliver services.

## Contributing initiatives

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| Challenge: Government departments traditionally focus on the technologies associated with information management instead of effectively managing the information available to them | | | |
| **[3.01] ACTION:** Deliver the Queensland Government Information Management Blueprint for consideration by the Queensland Government.<br><br>*Managing information in contrast to managing technologies requires a new direction for government. The government needs an information management blueprint that departments can use to guide their participation in the new information age.*<br><br>*The blueprint will include options for management information systems (MIS) and form the basis for information management program plans across departments.* | The Information Management Blueprint will describe the future information management environment for government. Departments will be able to evaluate how far away from that environment they are and what steps are required to align themselves more closely to a new set of information management expectations. | December 2013 | DSITIA |
| Challenge: Government needs to establish arrangements that support effective information exchange across departments. Those arrangements need to take account of information exchange requirements in a multi-vendor, as-a-service environment | | | |
| **[3.02] ACTION:** Revise the Queensland Government Information Architecture.<br><br>*The current information management environment is characterised by barriers, real or perceived, which impede effective information exchange.*<br><br>*The fragmentation this causes may be exacerbated as agencies move to new as-a-service arrangements with multiple vendors, and potentially using different cloud providers.* | The information architecture will establish a concise set of policies and standards to enable structuring of an information architecture for the future.<br><br>The architecture will provide the means by which information systems can openly share information in pursuit of improved operational outcomes. | March 2014 | DSITIA |
| Challenge: Government departments are experiencing exponential growth in the volume of information they collect and use | | | |
| **[3.03] ACTION:** Develop information quality framework.<br><br>*Collecting, processing and storing the large volumes of information government acquires is consuming disproportionate internal resources. The government will develop an information quality and value assessment framework that will assist departments in deciding how to maximise the value of its information while minimising its costs.*<br><br>*This will be aligned with the reviewed government recordkeeping policy framework.* | An endorsed information quality and value assessment framework that departments can reference to manage their information in a consistent way across government will act to standardise the way data is categorised and managed to provide valuable information to decision makers.<br><br>Improved focus on analytics rather than on collection and storage of data will improve the quality of decision making.<br><br>Compliance with legislative obligations under the *Public Records Act 2002*. | February 2014 | DSITIA |

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| Challenge: Government departments are unable to freely share decision making information due to legislative and policy barriers, either real or perceived | | | |
| **[3.04] ACTION:** Review of the policy and legislative framework in support of the Information Management Blueprint and a revised Queensland Government Information Architecture. *Certain policy and legislative provisions have been cited as barriers to information exchange, potentially impacting on the health and safety of Queenslanders. As well, the sheer volume of ICT policy and procedural content makes it difficult to identify the authority for sharing information to assist in operational procurement decision making.* | A full review of the legislative, policy and procedural requirements relating to ICT investment (procurement) and information management will be designed to reduce red tape and simplify ICT procurement processes, and to simplify the way in which information may be exchanged across and between agencies. | July 2014 | DSITIA, DPC |
| Challenge: Government must develop the capabilities required to seamlessly exchange information needed to support front-line services | | | |
| **[3.05] ACTION:** Develop a pilot of the Queensland Government information exchange process. *Government will establish a pilot program to test the preferred future state for information exchange. The pilot will implement and test the business processes, change management and technology enablers that will make the new information environment possible.* | The pilot will establish a reliable and modular information exchange environment, and processes that can be applied across the multiple of business models government departments operate. | March 2014 | DSITIA, pilot agencies support |
| Challenge: Secure access to government information across government departments requires improvement | | | |
| **[3.06] ACTION:** Pilot a single federated public service identity. *Secure access to information across government is reliant upon a common identifier for all public services staff. The identity pilot will be conducted in partnership with established industry providers and will assess the business benefits and feasibility of a single government identity. The pilot will include early market engagement to confirm the viability and approach and will inform the one-government project.* | Community information will be kept safe by ensuring that only the right people can access the right level of information to fulfil community needs. Better access to information systems in different departments will be possible. This will improve interoperability between departments and the community. | June 2014 | DSITIA, pilot agencies support |
| Challenge: Government needs to establish functional ways to share information, inform policy development and consult with public service officers | | | |
| **[3.07] ACTION:** Launch the Queensland Government enterprise social network. *A government-wide capability for social media interaction for public service officers will be established.* | This will enable public service officers to collaborate and interact using social media, and will improve informal information sharing across departmental boundaries. | March 2014 | DSITIA |

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| Challenge: The sheer quantity of data collected across government can no longer be organised and assessed using conventional practices | | | |
| **[3.08] ACTION:** Pilot a whole-of-government information search capability. *Government requires a new approach to understanding how to manage the ever-increasing volume of data and how to ensure that high-quality decision-making information is created from that data.* | Government will run a pilot to understand how decision making can be improved through better analysis of data, using contemporary processes and technology. | October 2014 | DSITIA |

Queensland Commission of Audit recommendations relevant to focus area 3: 58

ICT Audit recommendations relevant to focus area 3: nil

Queensland Health Payroll System Commission of Inquiry recommendations relevant to focus area 3: nil
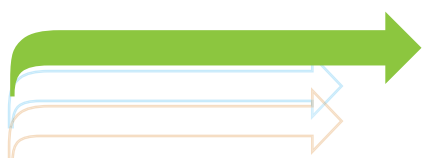
**Objective 1: Effective digital services for our clients**

Strategic focus area 4: Open data

➡ NOW

Limited government data and information is available to the public

➡ FUTURE:

*Data is easily accessible, visible and available for reuse by the public, business, researchers and individuals*

> I like being able to see that government is doing the right thing.

On 9 October 2012, the Premier announced an open data revolution for the Queensland Government with the aim of releasing as much government data as possible.

Data is becoming a major currency for modern society. The open release of data will help deliver the Queensland Government's commitment to open and transparent government as well as to drive innovation, growth and job creation by the private sector to directly benefit individual Queenslanders.

Actions and associated projects focused on delivering on the Queensland Government open data principles:

■ Government data will be available for open use.
We will make government data openly available under flexible licences, allowing for reuse by the public including by business, researchers and individuals.

■ Government data will be available free.
We will make government data available free in future, except if the charge is statutory or cost recovery has a clear net benefit for the Queensland community and has been approved by Cabinet.

> Having a range of government data at my fingertips will help my business be more responsive to my customers.

■ Government data will be in accessible formats and easy to find.
We will make government data easily discoverable through data.qld.gov.au in accessible formats that promote its reuse.

■ Government data will be released within set standards and accountabilities.
We will make government data available in a timely and relevant manner unless it is restricted for reasons of privacy, public safety, security, commercial confidentiality or compliance with the law. Each department will be accountable for the release of data in accordance with set standards.

**At a glance**

■ *Open data portal features ongoing release of data*
■ *Data released in a reusable format*
■ *Public data release schedule*
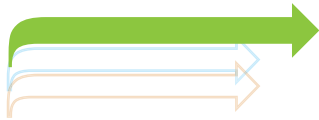
## Strategic focus area 4: Open data

### Business drivers

Government relies on efficient access to the right information to support decision making, to meet operational needs, and as evidence of compliance with legislative and policy requirements. Information across the Queensland Government is not shared readily or effectively between departments, with other jurisdictions or with the public. This results in data duplication and excessive costs to create and manage data. Inability to access and reuse data reduces public confidence in the government's transparency, accountability and ability to deliver services. The growth of industry is also stifled due to the lack of information to inform strategic decisions.

### Investment objectives

- Information is easily accessible and visible across departments enabling Queensland Government to derive greater value from its information.
- Under flexible licences, information is easily accessible, visible and available for reuse by the public, including businesses, researchers and individuals.
- 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.
- Information is made available in a timely and relevant manner, unless it is restricted for reasons of privacy, public safety, security, commercial confidentiality or compliance with the law.
- To nurture and accelerate innovation in the state of Queensland and deliver economic benefits to the community.

### Business benefits

The anticipated benefits from open data include:
- improved access to information to support decision making
- improved time to retrieve data, analyse and draw conclusions to facilitate decision making
- increased understanding of the value of information and information sharing
- enhanced capability to share information
- enhanced collaboration between government, businesses and the community
- improved comparative benchmarking enabling greater accountability and transparency of government services
- improved public confidence in the Queensland Government's ability to deliver services
- improved ease of entry for service providers enabling economic growth
- reduced costs to deliver services.

## Contributing initiatives

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| **Challenge: Access to information is limited** | | | |
| **[4.01] ACTION:** Release data through central open data portal. *Open data portal to provide central access to Queensland Government data consistently published in reusable formats.* *Data is easily accessible, visible and available for reuse by the public, business, researchers and individuals. Data to be published in a format that can be widely used and value added with the majority of in-scope Queensland Government data published.* | Allow the public to easily find Queensland Government data from one central location. | March 2014 | DPC, DSITIA |
| **Challenge: Improved public awareness of what Queensland Government data exists and when it will be released** | | | |
| **[4.02] ACTION:** Release open data strategies. *Open data strategies released by departments and statutory authorities.* *Setting out how the release of data will be managed, in particular:* ■ *which datasets each department owns, and the schedule for their release* ■ *how each department will maintain the quality of its data* ■ *processes each department will use to determine release and be responsive to Queenslanders' changing data needs.* | A clear road map for the future release of data set out for end users. | December 2013 | DPC, DSITIA |
| **Challenge: Data in its raw format is difficult to visualise and interpret** | | | |
| **[4.03] ACTION:** Improved visualisation of data enabled on the open data portal. *Additional visualisation enabled for data released in appropriate formats on the open data portal.* | A more user-friendly open data portal will allow data to be understood more easily. | March 2014 | DPC, DSITIA |
| **Challenge: Information on grant recipients across the whole of government is difficult to obtain and is not consistent** | | | |
| **[4.04] ACTION:** Release consistent data on grant recipients. *The Commission of Audit found Queensland Government grants administration and reporting was fragmented in nature despite being the second largest contributor to general government sector expenses. Release of data in a consistent format on Queensland Government grant recipients through open data will increase transparency.* | Greater transparency regarding the Queensland Government's grant recipients and programs. | December 2014 | DPC, DSITIA |
| **Challenge: A coherent approach is needed for the sharing and release of data and information** | | | |
| **[4.05] ACTION:** Develop an open data program plan and blueprint (linked to the Information Management Blueprint). | Data is easily accessible, visible and available for reuse by the public, business, researchers and individuals. | March 2014 | DPC, DSITIA |
| **Challenge: Gaining access to information can be difficult** | | | |
| **[4.06] ACTION:** Develop and implement portals for access to information. | Information will be published in a format that can be widely used and value added. | March 2014 | DPC, DSITIA |

Queensland Commission of Audit recommendations relevant to focus area 4: 55

ICT Audit recommendations relevant to focus area 4: 14 and 58

Queensland Health Payroll System Commission of Inquiry recommendations relevant to focus area 4: nil

**Objective 1: Effective digital services for our clients**

Strategic focus area 5: Information security and privacy of individuals

➡NOW

Information security and privacy management largely forcus on internal to government networks

➡FUTURE:

*Information security and privacy management practices are agile and focus on enabling community outcomes*

It's good to know my personal information will be protected.



Providing a modern, effective digital environment for the community to interact with government requires a new approach to traditional information security practices. While the security and privacy of information remains a top priority, security must become an enabler of the future state where information can be openly shared across boundaries to realise a customer-centric approach to services.

Complex organisational structures have to date defined what information is shared, with whom and how. A consequence of this is that the community is forced to access government services from multiple points and to provide personal information to different departments for different purposes, none of which are coordinated.

At organisational levels departments encounter legislative and structural barriers to sharing information that could improve the communities experience as they interact with government.

I like to know that government has things in hand to keep their systems and the information secure.



The policy position articulated in the *Queensland Government ICT strategy 2013–17* requires departments to manage current risks to their service delivery environments and to pursue managed services, including cloud-based offerings as a preferred option for future investment.

Moving to the transformed environment described will enable government to be far more responsive to community needs than ever before. It will also require information security risk to be managed across all levels of interaction between government, community and managed service providers to ensure that the individual's privacy is properly protected, and that system resilience is maintained.

*At a glance*

- *A customer-centric approach to service delivery*

- *Data security impact assessment*

- *Standard framework for managing data security and protecting privacy*

- *Data sovereignty policy endorsed*

- *Cloud brokerage approach endorsed*

## Strategic focus area 5: Information security and privacy of individuals

### Business drivers

Reducing the government's ICT spend drives the need for new service delivery models such as ICT as-a-service. 'A key element of implementing the ICT as-a-service strategy is that the Queensland Government utilise as appropriate cloud-based computing and other emerging technologies.'[*] While ICT as-a-service has the potential to reduce ICT costs, the strategies also pose new threats to information security and privacy.

Security audits across government have identified systemic information security risks in existing systems, services and governance.

In addition, major events in Queensland such as the Commonwealth Games to be held on the Gold Coast in 2018 and the G20 Brisbane summit in 2014 elevate the risk and likelihood of attacks to our ICT systems, services and information.

### Investment objectives

The investment objectives will ensure:

- contract arrangements contain provisions for information security and privacy protection
- improved information security governance with greater alignment to recognised industry standards
- security practices and risk mitigation investment strategies are driven by business needs
- privacy of sensitive information is maintained whilst enabling information interoperability
- improved service delivery and cyber security for online services
- the private and personal information of Queenslanders remains confidential and secure.

### Business benefits

- Improved public confidence in the use of cost-effective, efficient service delivery models that uphold privacy and information security.
- Reduced risk of security and confidentiality breaches and data accessibility issues.
- Higher levels of efficiency and productivity through access to the right information when and where it is needed.

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[*]    The Queensland Commission of Audit – Final Report February 2013, p. 71 and April 2013, p. 33 *A plan – better services for Queenslanders – Queensland Government response.*

## Contributing initiatives

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| **Challenge: Departments require guidance on information security and privacy implications for cloud-based and managed services** | | | |
| **[5.01] ACTION:** Develop security and privacy guidance, risk assessment and business impact assessment tools to assist agencies in determining appropriate service delivery models, based on sensitivity of data and associated risk. Develop a policy that addresses data sovereignty and privacy pertaining to off-shoring of information. | Greater assurance in the privacy of information through informed service delivery selection. Agencies will have a consistent mechanism for considering information security and the privacy implications of service delivery options. Clear position and transparency on criteria for permitting off-shoring of information. | December 2013 | DSITIA |
| **Challenge: Government ICT contract arrangements require enhancement to better enable secure adoption of new service delivery models** | | | |
| **[5.02] ACTION:** Revised ICT service contracts. *Information security and privacy standards will form part of all ICT service contracts. Develop guidance and templated contract provisions, including service continuity, data recovery, data migration and service exit arrangements. Incorporate contract provisions that permit the demonstration of privacy and security assurance by service providers through a range of mechanisms (i.e. independent certification, penetration testing).* | Information security and privacy assurance forms part of all ICT service acquisition and contracts. Assurance in the continuity of service delivery to the public while retaining the ability to transition between providers. Streamlining the procurement of services for providers that meet recognised industry security standards. Business continuity is assured through effective contract and service performance management. | December 2013 | DSITIA |
| **Challenge: Appropriate security and availability of data handled on behalf of government by service providers needs to be ensured** | | | |
| **[5.03] ACTION:** Assessment requirements established. *Develop guidance and tools for mapping between Queensland information security standards and widely adopted industry standards to simplify service assessment. Services to be assessed against a standard set of approved criteria to ensure that individual privacy and government data security requirements are met. Assessments of these services shall be made available for reuse across government. Managed and cloud services to be subjected to periodic review and testing.* | Reuse of existing service assessments are leveraged to streamline service procurement pre-qualification of services from third party providers. Information and service security assurance is maintained. | December 2013 | DSITIA |

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| Challenge: Information standards must be relevant and driven by business needs. They must be capable of being easily implemented and demonstrated by both departments and service providers | | | |
| **[5.04] ACTION:** Review standards in terms of relevance and business ability to comply.<br><br>Adopt a standards-based information security management framework and acceptance of recognised industry standards.<br><br>Implement the intent of the Deloitte information security governance review recommendations.<br><br>Work collaboratively with the Queensland Audit Office in advocating for improved management of the information security risk across Queensland Government, supported by common standards, training and executive involvement. | Government has greater capacity to acquire services assessed against established and recognised security standards.<br><br>Improved governance of information security and risk.<br><br>Improved security posture of the government's information, systems and services. | March 2014 | DSITIA, departmental support |

Queensland Commission of Audit recommendations relevant to focus area 5: 152

ICT Audit recommendations relevant to focus area 5: 56

Queensland Health Payroll System Commission of Inquiry recommendations relevant to focus area 5: nil
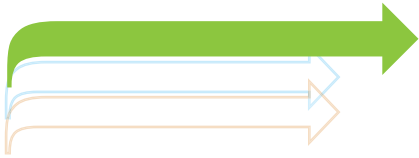
**Objective 1: Effective digital services for our clients**
Strategic focus area 6: Digital archiving

➡NOW
Limited maturity among government departments for managing digital records

➡FUTURE:
*High levels of digital recordkeeping maturity in public authorities so that the critical digital information assets of government are accessible to current and future generations*

I'm glad future generations will be able to find out about our past through the preservation of Queensland's photos and records.

It's important that government records are maintained for the long haul and that Queenslanders can access them if they want to.

Government is increasingly dependent on information technology for administering government business and delivering services to the citizens of Queensland. Overwhelmingly, the primary evidence and corporate memory of public administration exists in the form of digital public records. Management of digital information for long periods of time is a significant risk for government because of the enormous volumes of content being created and retained, the rapid pace of technological change which causes hardware and software to become obsolete, the inherent fragility of digital information and the immaturity of recordkeeping systems and processes in public authorities.

To address this issue and to meet community expectations for online access to digital public records, a coordinated whole-of-government approach to digital archiving will be implemented. This approach includes encouraging industry to develop and provide services to public authorities for preserving the authenticity and long-term accessibility of digital public records, including establishing a trusted repository for permanent value digital public records under the control of Queensland State Archives.

This program will help ensure the efficiency and accountability of public administration and protect the rights and entitlements of Queensland citizens by providing confidence in, and assurance of, the longevity of the evidence base of government. It will also improve access to, and the usability of, public records to enhance the cultural, social and economic development of Queensland.

*At a glance*

- *Establish digital archives infrastructure and services for enabling ongoing access to permanent value public records*

- *Ensure public authority access to digital continuity tools and services for digital records in their custody*

- *Enhance digital recordkeeping maturity and capabilities across government*
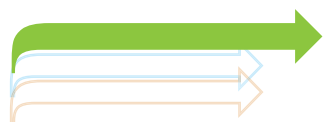
## Strategic focus area 6: Digital archiving

### Business drivers

The Queensland public expect to be able to access public records online – now and into the future. There is also a legislative requirement for management of and access to, public records. The loss of public records is becoming increasingly likely due to technology obsolescence. In these circumstances, it is imperative that government develop and implement a sustainable plan for digital preservation and archives.

### Investment objectives

Digital archiving will:

- preserve Queensland's vital digital information assets and the documentary evidence of government business
- ensure legal compliance with the *Public Records Act 2002* and other related legislation
- preserve and enable ongoing authorised access to digital records
- allow public researchers to search, view online or download digital and non-digital archives 24/7 in a variety of formats
- ensure government departments have access to enhanced standards, tools, policies, guidance and services for the long-term management of digital information assets
- enable the transferral of permanent value digital records to the control and custody of Queensland State Archives
- establish trustworthy, reliable, secure, scalable and sustainable whole-of-government digital preservation and access infrastructure
- provide online access to archival holdings through a large scale digitisation program for legacy records.

### Business benefits

Realising the investment objectives will:

- improve access to and usability of public records to enhance the cultural, social and economic development of Queensland
- reduce manual overheads associated with managing departmental records
- reduce information storage costs
- increase the reliability of government digital records
- increase service continuity for storing, searching and retrieving digital records
- increase digitisation of the existing archival collection, to meet client demands for online access
- increase public and other stakeholder confidence in the long-term management of government digital records
- improve digital recordkeeping maturity and capability.

## Contributing initiatives

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| Challenge: Whilst most government information is born digital a significant amount of it does not stay digital, increasing costs and reducing online access | | | |
| **[6.01] ACTION:** Develop the 'born digital, stay digital' policy guide. *The policy and practice guide will assist departments ensure that information created in digital formats stays that way throughout its lifecycle.* | A significant reduction in red tape and overheads managing records is anticipated through the adoption of the 'born digital, stay digital' approach to records management. Records will be searchable and easily discoverable further reducing the costs associated with the management of public records within the Queensland Government. | December 2014 | DSITIA |
| Challenge: Consistent access to public records through digital means requires improvement | | | |
| **[6.02] ACTION:** Develop a business case and blueprint for a whole-of-government digital archiving program. *The business case will seek funding to implement the blueprint's program of work to improve service delivery in three key areas:* ■ *improved management of digital public records across government* ■ *capability to preserve the permanent value digital records of the state for the benefit of current and future generations* ■ *increasing online accessibility of historical government records in Queensland State Archives custody.* | Endorsed business case and blueprint to improve service delivery in the three key areas. | June 2014 | DSITIA |
| Challenge: A detailed plan outlining the key deliverables of the government's digital archiving program is required | | | |
| **[6.03] ACTION:** Develop and implement a digital archiving program plan. *The program plan to be developed in consultation with key stakeholders will set out the actions and timelines for implementing a multi-year program of work which will be undertaken in partnership with public authorities, industry and other key stakeholders.* | Endorsed program plan. Digital archives infrastructure and services for long-term value public records available. | August 2014 | DSITIA |

Queensland Commission of Audit recommendations relevant to focus area 6: nil

ICT Audit recommendations relevant to focus area 6: nil

Queensland Health Payroll System Commission of Inquiry recommendations relevant to focus area 6: nil
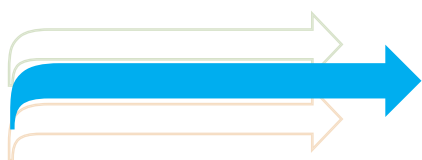
**Objective 2: Efficient digital services for government**

Strategic focus area 7: Contestability and ICT strategic sourcing

➡ NOW

Limited government data and information is available to the public

➡ FUTURE:

*Data is easily accessible, visible and available for reuse by the public, business, researchers and individuals*

> I want the government to get the best value for its ICT and it should look at all options when buying ICT services.

The Queensland Commission of Audit recommended contestability as a principle to be applied across all government services. In conjunction with this is the desire for government to procure ICT as-a-service wherever it is practical to do so.

The concept of contestability is to ensure that the government is providing the public with the best solutions for the best possible price. This will require changes to the way the public services could be structured, organised and managed to be more flexible, responsive and efficient in supporting service delivery in today's economy.

This is a new approach for government and requires that ICT sourcing be refined to become a key enabler of business change.

> I know my ICT business will be able to get more opportunities to supply the government.

The ICT industry will be engaged to work with government to give effect to this reform. At the same time government needs to take a more commercial approach to its procurement processes and practices. This change is expected to provide value for money and innovative solutions in the way the government delivers services.

At the heart of this reform is a more commercial approach to procurement processes, removal of barriers to industry that preclude them from engaging with government, and improving the way government engages with industry.

Key projects:

- agile procurement
- contestability framework application
- procurement transformation program.

*At a glance*

- *Reform and simplify Queensland Government ICT procurement*
- *Establish processes to provide departments with an understanding of their costs and service levels*
- *Create an ICT contestability framework and educate departments in its use*
- *Leverage commercial-like sourcing strategies to support reforms*
- *Improve departmental ICT procurement capabilities*
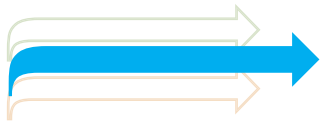
## Strategic focus area 7: Contestability and ICT strategic sourcing

## Business drivers

'Better value for money in the delivery of front-line services can be achieved through contestability, as this will encourage more efficient and more innovative service delivery, whether by the public sector or the private sector (public sector service providers should not be immune from competitive pressures).'*

The Queensland Government will engage with the ICT industry in order to build relationships with its various participants. The government is planning a period of ICT reform in which innovation and suppliers will play a critical role in transforming the way government delivers its services. In future, ICT suppliers will need to demonstrate they can meet our requirements and standards with competent personnel who have a track record of providing quality ICT products and services at competitive pricing.

## Investment objectives

Contestability in ICT services and products will:

- ensure that the relative cost of ICT goods and services are tested
- provide options of going to alternative providers where there is evidence of better service to the public
- provide value for money
- ensure that new ICT service providers can enter the field
- provide benchmarks to ensure continual improvement in performance
- discontinue the role of CITEC as a centralised provider of ICT services within government and divest the CITEC business within two years.

## Business benefits

Realising the investment objectives will:

- reduce ICT service and asset costs
- increase innovation and service delivery
- increase the ongoing performance of the Queensland Government
- increase collaboration with the private sector in sourcing innovative and value-for-money solutions.

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\* The Queensland Commission of Audit – Final Report February 2013.

## Contributing initiatives

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| Challenge: A standardised approach, framework and toolset to measure the contestability of ICT services across government is required | | | |
| **[7.01] ACTION:** Implement the ICT contestability framework. *ICT contestability needs to be considered in line with broader agency contestability approaches. In all cases it should be the contestable business service that drives the outcome for ICT services.* | A standard application of the the information management contestability framework will result in improved cost outcomes for government. | November 2013 | DSITIA |
| Challenge: Total cost of service must be understood to undertake contestability and transition to an as-a-service environment | | | |
| **[7.02] ACTION:** Develop and implement a total cost-of-service modelling method. *Contestability assessment is based on a number of value-for-money criteria. However, it still requires that the total cost of ICT services is known. This is also the case for any managed service arrangements in order to ensure that value for money is being achieved.* | Ongoing measurement of ICT costs to ensure benefits are realised. | December 2013 | DSITIA, QTT – support |
| Challenge: Traditional approaches to sourcing capability can be time consuming and costly | | | |
| **[7.03] ACTION:** Develop a new ICT sourcing policy. *Establishing an effective approach to early market engagement needs to be established to reduce administrative overheads for agencies and industry.* Establish and implement agile procurement methodology. *Improved early engagement will be based on assessment and understanding of service delivery outcomes, and using agile procurement methods.* | Improved opportunities for industry, especially SMEs to engage with government. Improved flexibility and reduced time to market for government. Better project delivery outcomes. | December 2013 | DSITIA |
| Challenge: Lack of clarity into industry cost benchmarks creates inconsistency in assessing value for money | | | |
| **[7.04] ACTION:** Develop private sector ICT cost baseline database. *The information exchange program will provide the ability for cost information to be shared across agencies to ensure that government achieves best value for money and that agencies are treated as part of 'one government'.* | Improved cost outcomes through comparison and benchmarking. Better value for money as agencies access arrangements that provide best price. Reduced red tap resulting in cost efficiencies for agencies. | December 2014 | DSITIA. QTT – support |
| Challenge: Government ICT procurement planning needs to relate directly to the strategic direction of agencies, and with the Queensland Government ICT strategy 2013–17 | | | |
| **[7.05] ACTION:** Develop a strategic procurement plan for government ICT. *Developing a strategic plan that encapsulates forward investment intent as well as current commitments will be critical to managing moves to as-a-service environments.* | Simplified, integrated procurement that enables the reform of ICT as part of the broader sector reform processes. | February 2014 | DSITIA |

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| Challenge: There is a need to reduce the time and cost of doing business with government through appropriate procurement vehicles | | | |
| **[7.06] ACTION:** Deliver ICT procurement reform (short term).<br><br>*Existing procurement instruments and associated policy will be updated to simplify sourcing of solutions and capabilities from industry. The short-term reform will drive quick wins including:*<br><br>■ *increases to minimum quote thresholds*<br><br>■ *a simple ICT contractual framework for ICT procurements up to $1 million*<br><br>■ *early and up-front market engagement will be embedded into all projects during business case development.* | Faster, agile and simplified means by which to engage in the provision of services for contracts up to $1 million.<br><br>Red tape will be reduced by removing onerous processes surrounding provision of services. SMEs will be provided with better growth opportunities and market signalling for major procurement activities. This will take place early into the process resulting in the development of better business cases for government. | February 2014 | DSITIA, DHPW – support government departments |
| Challenge: Revision of policies and processes to improve the ability of government to embrace industry and drive economic reforms within the ICT sector | | | |
| **[7.07] ACTION:** Deliver ICT procurement reform (medium term).<br><br>*A major review and transformation of the existing Government Information Technology Conditions (GITC) framework, associated policy and management frameworks will be undertaken to reflect the future sourcing needs to Queensland Government.* | Government ICT procurement practices will be transformed to ensure that early market engagement and interactive procurement is the standard for all sourcing activities within the ICT sector.<br><br>Government departments will be empowered to proactively work with industry partners to solve business problems and drive innovation.<br><br>Anticipated benefits include more flexible commercial arrangements supporting the move to an as-a-service environment, increased industry innovation, decreased costs to government and industry, better understanding of project feasibility early into business cases, and simplification of process and practice across the board. | December 2014 | DSITIA |
| Challenge: The current GITC registration process limits prequalification of services offerings by industry providers | | | |
| **[7.08] ACTION:** Implement the ICT services panel arrangement.<br><br>*The implementation of the ICT services panel arrangement will provide the means to quickly identify and select industry partners in the provision of service delivery outcomes.* | Recognition of the services provided by industry vendors through a prequalification process will provide a faster means by which to connect supply and demand, resulting in a reduction in unnecessary red tape and time to engage industry. | March 2014 | DSITIA, DHPW |

Queensland Commission of Audit recommendations relevant to focus area 7: 142–145, 147–148, 151

ICT Audit recommendations relevant to focus area 7: 20, 22, 25–31, 39–40

Queensland Health Payroll System Commission of Inquiry recommendations relevant to focus area 7: nil

## Objective 2: Efficient digital services for government
### Strategic focus area 8: ICT as-a-service

**→NOW**
The 'maintain, own and operate' ICT model followed by government departments often results in a singular focus on technology

**→FUTURE:**
*Departments consume ICT as-a-service for commodity services and shift their focus to digital services thinking*

A clear theme in the majority of the Queensland Commission of Audit ICT recommendations was the need to divest ownership of ICT assets and to strategically source as-a-service options from the market. Industry research and leading indicators support the move to as-a-service as a viable option to decrease the cost of ICT within the government.

Making the transition to an as-a-service environment requires careful consideration to ensure that the most appropriate as-a-service options are selected to deliver long-term sustainability and the benefits associated with no longer owning and operating commodity ICT.

Over recent years a number of major as-a-service offerings have matured within the marketplace. While the cloud provides obvious opportunities to source commodity infrastructure and software applications, other services, including business process as-a-service will also be considered when assessing the best-value options in the market.

An increased interest in public/private partnerships are also anticipated to provide a step change opportunity to move to managed service arrangements where government is heavily invested in ICT assets.

The transition to an as-a-service model presents a significant opportunity for the Queensland Government to shift its focus from being managers of technology to driving business innovation and developing new digital services for the Queensland community.

> Moving to an ICT as-a-service approach makes sense if this means my tax dollars are used more wisely.

**At a glance**

- *Create a government strategy on adoption of cloud services*
- *Establish policy and procurement conditions for cloud-based environments*
- *Pilot common cloud services to ensure value for money*
- *Department ICT plans leverage ICT as-a-service as the primary option while divesting itself of existing assets*
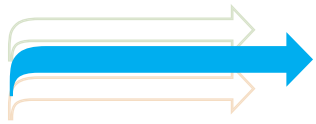
# Strategic focus area 8: ICT as-a-service

## Business drivers

'Queensland Government spends about $1.6 billion a year on ICT – on the acquisition, implementation, maintenance and management of ICT assets and services.'* The Queensland Government accepts that these costs can be significantly reduced by adopting an ICT as-a-service strategy.

'A key element of implementing the ICT as-a-service strategy is that the Queensland Government utilise as appropriate cloud-based computing and other emerging technologies.'**

## Investment objectives

ICT as-a-service will:

- source ICT services, especially commoditised services, from private providers in a contestable market where this is feasible and represents value for money
- discontinue the government's role as an owner and manager of significant ICT assets and systems
- divest ICT assets and systems with required ICT services to be purchased under contractual arrangements with private providers
- be managed using best practice governance arrangements to ensure that value for money is achieved
- create conditions which remove barriers for entry for local service providers.

## Business benefits

Realising the investment objectives will:

- improve productivity and public value from digital services
- reduce overall expenditure on ICT infrastructure and maintenance
- improve organisational flexibility, agility and productivity
- increase predictability in cost structures
- decrease complexity in operational and support arrangements
- increase commoditisation of the services available from the cloud.

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\*    The Queensland Commission of Audit – Final Report February 2013, pp. 3–477.

\*\*   The Queensland Commission of Audit – Final Report February 2013, p. 33.

## Contributing initiatives

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| **Challenge: Queensland Government approach to adoption of cloud is unclear** | | | |
| **[8.01] ACTION:** Launch Queensland Government cloud strategy and approach to adopting cloud services.  *The strategy includes creating a legal framework in support of delivering email as a commodity service.*  *Develop a model contract for cloud/commodity services.*  *Market testing through early market engagement for commodity cloud infrastructure services.* | Departments aligning to the overall government cloud strategy.  Queensland Government cloud strategy endorsed.  Cloud communication and collaboration (including email, invitation to offer, release to market).  A decision framework for cloud adoption including business impact assessment tools delivered. | November 2013 | DSITIA |
| **Challenge: ICT as-a-service business requirements needs to be supported by relevant policy and legislation** | | | |
| **[8.02] ACTION:** Develop and implement government as-a-service policy (including cloud).  *Develop relevant policy and knowledge transfer for use by departments.* | Informed decisions to leverage ICT as-a-service where appropriate. | November 2013 | DSITIA,  QTT – support |
| **Challenge: A consistent set of tools to assist departments identify, prioritise and transition into an as-a-service environment is required** | | | |
| **[8.03] ACTION:** Develop and launch the ICT as-a-service toolkit.  *The toolkit includes:*  ■ *portfolio assessment tools*  ■ *decision-making framework(s)*  ■ *business impact assessment.* | Data sovereignty, security and privacy policies, guidelines endorsed. | December 2013 | DSITIA |
| **Challenge: The current ICT contracting framework lacks structure to transition into an as-a-service environment** | | | |
| **[8.04] ACTION:** Revise and redefine commercial terms and conditions to support as-a-service options.  *Revise and redefine GITC to align with the paradigm shift to 'as-a-service' and specifically cloud.* | Modern framework aligned to current vendor offering.  Agencies leveraging cloud arrangement. | December 2013 | DSITIA, DHPW – support |
| **Challenge: Collaboration across government is limited** | | | |
| **[8.05] ACTION:** Establish electronic communication and collaboration (including email).  *Electronic communication and collaboration (including email) invitation to offer released.* | Establishment of various procurement options for modern software.  Electronic communication and collaboration (including email) invitation to offer endorsed and released. | October 2013 | DSITIA |
| **Challenge: The Commission of Audit recommended that government divest CITEC within the next two years** | | | |
| **[8.06] ACTION:** A plan including timeframes is developed.  *Actions to divest CITEC according to the approved schedule are defined.* | A considered approach to the divestment of CITEC is developed. | December 2014 | DSITIA |
| **Challenge: Fixed data networks have a high asset value and represent a significant cost to government** | | | |

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| **[8.07] ACTION:** Develop 'one government, one network' business case.<br><br>*Engage with the market and develop a business case for a data network that supports the government as a whole.* | Informed decision to progress data network as-a-service.<br><br>Early market engagement to confirm viability and approach. | March 2014 | DSITIA |
| Challenge: Management of commodity ICT presents a significant cost to government | | | |
| **[8.08] ACTION:** Establish market arrangements to transition commodity ICT to as-a-service.<br><br>*Government will access commodity ICT, i.e. desktops, servers and storage, from the market as-a-service thereby reducing the ongoing need for departments to manage commodity ICT in house.* | Enabling departments to purchase commodity services as demand requires will enable greater flexibility, and result in reduced cost to government. | December 2013 and ongoing | DSITIA |
| Challenge: Departmental ICT asset base needs to be evaluated for the future | | | |
| **[8.09] ACTION:** Develop department as-a-service road maps to divest ICT systems and assets.<br><br>*Agencies are to develop their plans and timeframes to move from owning assets to an ICT-as-a-service environment.* | Implementation plans are integrated into the departmental investment priorities.<br><br>Implementation plans and appropriate sourcing arrangements established. | March 2014 | DSITIA, all departments and shared service providers accountable for developing their specific plans |

Queensland Commission of Audit recommendations relevant to focus area 8: 147–152

ICT Audit recommendations relevant to focus area 8: 16–18, 28–29, 33–42, 45–48

Queensland Health Payroll System Commission of Inquiry recommendations relevant to focus area 8: nil
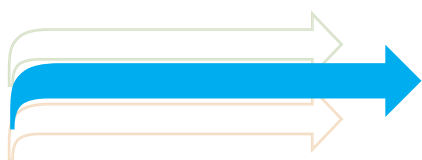
**Objective 2: Efficient digital services for government**
Strategic focus area 9: ICT innovation

➡ NOW
The value of innovation and how to promote adoption across government is not clearly understood

➡ FUTURE:
*Innovation is embraced and recognised as a key enabler in driving productivity through new ways of delivering services*

> I want my government to think outside the box and apply innovative thinking when they're looking at improving the way government works.



Government organisations need to think creatively about their problems, opportunities and challenges and generate new ideas to drive innovation across the sector. ICT innovations will improve service delivery by enabling ideas to be rapidly developed and applied to real-world problems.

In order to be innovative, the government will partner with academic and industry groups to apply optimal changes to improve service delivery.

Actions and associated projects will focus on:

- embedding innovative thinking and culture within Queensland Government ICT
- creating a safe environment to invest in innovation by setting clear parameters and performance measures
- testing new ideas in a fast, simple and cost-effective manner
- encouraging joint innovation ventures between government and the private sector
- recognising the importance and benefits of innovation by developing new solutions to old problems
- simplifying industry engagement to facilitate collaborative innovation between government and the private sector
- embedding innovation prototyping into the Queensland Government Portfolio Management Methodology
- developing and launching a Queensland Government innovation portal encouraging ideas and engaging both industry and individuals.

> I believe encouraging innovative thinking between industry and the government will mean benefits for all of us.



**At a glance**

- *Recognise innovation prototyping as a formal investment approach*
- *Establish the innovation portal to present problems that require solutions*
- *Establish innovation prototyping initiatives*
- *Simplify partnering arrangements to engage the private sector in innovation*

# Strategic focus area 9: ICT innovation

## Business drivers

Innovation is considered a key enabler to public sector renewal. Innovation lies at the heart of the government's ability to respond to emerging and growing community expectations to deliver better services. Innovation in ICT will play an ongoing role in delivering new innovative digital services to the community and will be a key contributor to achieving the government's renewal objectives.

## Investment objectives

ICT innovation objectives are to:

- embed innovative thinking and culture within Queensland Government ICT
- enable cost-effective digital service delivery within the Queensland Government
- formally recognise innovation prototyping within government and define the parameters and principles to conduct initiatives
- simplify industry engagement to facilitate collaborative innovation between government and the private sector
- embed innovation prototyping into the Queensland Government Portfolio Management Methodology
- develop and launch a Queensland Government innovation portal encouraging ideas and allowing industry to progress innovation partnerships between the public and private sectors
- establish departmental budgets to fund small innovation prototypes to test ideas in the real world.

## Business benefits

Realising investment objectives will:

- increase government productivity through the development of new service delivery mechanisms
- encourage departments to foster innovation and cultivate new ideas
- provide fast and simple means by which to test new ideas in a cost-effective manner
- create new service delivery methods that align with public expectations
- increase productivity through the adoption of successful innovation prototypes
- leverage industry investment in innovation to benefit the public.

## Contributing initiatives

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| Challenge: Innovation opportunities are often missed due to a lack of understanding of how to generate ideas and test them in the real world | | | |
| **[9.01] ACTION:** Develop and implement the ICT innovation methodology.<br><br>*The ICT innovation methodology will outline how ideas are proposed, assessed, funded and prototyped. Leveraging innovation prototyping when defining a problem or exploring an idea will facilitate higher-quality long-term outcomes whilst compartmentalising investment to promote a fail fast, fail cheap process or refinement.* | Government departments will leverage innovation consistently by applying a common approach. It is anticipated that enabling innovation in the real world will be a key driver to increased productivity and customer satisfaction through new ways of doing business and delivering services. | July 2014 | DSITIA |
| Challenge: There is no simple means to provide the context to the challenges to which government requires innovative solutions | | | |
| **[9.02] ACTION:** Leverage the government innovation portal.<br><br>*Government will develop and launch a Queensland Government innovation portal to seek innovative solutions to service delivery and renewal challenges. The innovation portal will simplify the progression of innovation partnerships between public and private sector organisations.*<br><br>*Government ICT will leverage this portal in seeking innovation solutions to ICT challenges.*<br><br>*A reliable channel for assessing government problems and proposing solutions will lower the cost of identifying innovative ICT. The innovation portal will facilitate engagement of the private sector in developing prototypes to test ideas in reality and measure the benefits.* | The government innovation portal will provide a flexible means by which government can quickly engage good ideas and put them into practice. The release of the innovation portal will be closely linked to stage one of the ICT procurement reform initiative allowing innovation prototypes under $1 million to be progressed under simplified commercial arrangements. | October 2014 | DSITIA |
| Challenge: Improved understanding and recognition of the value that innovation brings to government | | | |
| **[9.03] ACTION:** ICT innovation launch and education program.<br><br>*The Commission of Audit acknowledged the need for departments to deliver services in a tight fiscal environment. Contemporary management practices embed innovative thinking into organisational culture in order to develop new ways of improving services and products.*<br><br>*The Public Service Commission's recent employee engagement survey demonstrates both a strong desire within government to increase innovation and low levels of understanding among executives of its importance to their strategic goals.* | Government, industry and academia will have a common understanding of how to apply innovative ideas to established challenges. The Queensland Public Service will understand and exploit the ICT innovation methodology ensuring that ICT investments are targeted at the government's renewal objectives. | March 2014 | DSITIA |

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| Challenge: Government needs to balance innovative activities against risks | | | |
| **[9.04] ACTION:** ICT innovation performance reporting. *Government will define parameters and principles applicable to innovation initiatives. By formally recognising and measuring the value of innovation prototypes within government, departments will be able to demonstrate their use of innovation to improve service delivery.* | Clear measures that justify the value of innovation through the delivery of measurable benefits will drive further adoption and provide transparency into how investments deliver better services. | December 2014 | DSITIA |
| Challenge: ICT prototyping needs to be recognised as a legitimate investment for programs and projects responsible for driving innovation | | | |
| **[9.05] ACTION:** Introduce provisions into the Queensland Government Portfolio Management Methodology to recognise ICT innovation investment initiatives. *Government needs to increase its reliance on ICT innovation to deliver major changes in its approach to service delivery. The ICT Renewal Program will embed innovation into the Queensland Government Portfolio Management Methodology. In future this methodology will require departments to consider ICT innovation as an essential part of their strategic investment processes.* | The Queensland Government Portfolio Management Methodology will be revised to embed ICT innovation as a critical prioritisation factor in all ICT investment decisions. This will link closely to ICT project management reforms which will apply innovation principles such as market engagement and prototyping very early into the establishment of new projects. This will result in more successful project outcomes by moving away from the 'big bang' approach and focusing on incremental delivery and refinement. | February 2014 | DSITIA |

Queensland Commission of Audit recommendations relevant to focus area 9: nil

ICT Audit recommendations relevant to focus area 9: nil

Queensland Health Payroll System Commission of Inquiry recommendations relevant to focus area 9: nil
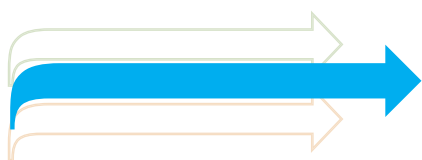
## Objective 2: Efficient digital services for government
Strategic focus area 10: Significant and at-risk ICT asset stabilisation

### →NOW
Some significant ICT assets have become aged and cumbersome to the point of posing a risk to service delivery

*I understand the government is focusing attention on important ICT systems. I'm positive that their condition will be managed to prevent interruptions to services for me and my family.*

### →FUTURE:
*Chief executive officers actively mitigate ICT risk to avoid failures and all significant systems have a lifecycle management plan in place*

Within the Queensland Government there are a significant number of critical ICT assets and systems that have reached end of life and are long overdue for replacement. The Queensland Government ICT Audit undertaken in 2012 highlighted that a number of these ICT assets are putting the delivery of critical government services at considerable risk.

While the stabilisation of at-risk ICT assets is of utmost priority within this action plan, ultimately the systemic issue leading to the current state of ICT must be a limited focus on risk and how it influences investment priorities.

The Auditor-General of Queensland Report No. 4 for 2011 recommended that an ICT risk management framework be established, and states that 'effective ICT risk management raises the awareness of potential risks and demonstrates a proper level of due diligence'.

The robust management of risk and establishment of an ICT risk framework will minimise and mitigate the significant exposure to service delivery posed by inconsistent management of Queensland's ICT assets.

To be effective, risk management needs to pervade all levels of Queensland Government, and be embedded in day-to-day operations. Departments will establish mechanisms to manage the risk to their critical business records and essential services that rely on ICT systems and assets to ensure that mitigation strategies and implementation plans are developed, tested and provided on request to the Directors-General Council.

### At a glance
- *Implementation of risk management plans for significant and at-risk ICT assets*
- *Investment prioritisation for at-risk ICT assets*
- *Development of a consistent ICT risk management framework to be applied across Queensland Government*
- *Increased focus on business continuity to minimise the impact of unplanned events*
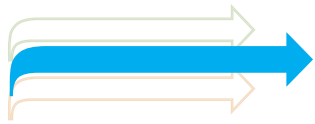
# Strategic focus area 10: Significant and at-risk ICT asset stabilisation

## Business drivers

The Queensland Government ICT Audit undertaken in 2012 identified that there are a number of systems that present a critical risk to government. These systems are large and complex, underpin critical activities, are typically long overdue for replacement and require urgent attention to avoid rendering key services of government inoperable. The audit established principles to be applied in addressing these issues, including the one-government approach, ICT as-a-service, value and performance, innovation and new ways, challenging the business, governance, funding models and SMEs. These business systems identified in the ICT Audit also support public records which need to be managed in accordance with the *Public Records Act 2002*.

## Investment objectives

Investing in better risk management practices and at-risk systems will:

■ prioritise those ICT assets that represent the most significant risk to government service delivery

■ mitigate the risk to government by:

– reengineering/modernising high business value – poor condition assets with priority

– retiring/consolidating low business value – poor condition assets with priority

– re-evaluating/repositioning assets that are in excellent technical condition but have low business value

– maintaining and evolving high business value – excellent technical condition assets to ensure that they retain their value to service delivery

– ensuring that public records are either preserved or lawfully destroyed in accordance with the disposal provisions of the *Public Records Act 2002*

– developing and universally adopting a consistent approach towards capturing, assessing, reporting and prioritising ICT risks across government.

## Business benefits

Realising investment objectives will:

■ reduce the risks associated with the management of ICT systems

■ improve public confidence in the ability of government to deliver services

■ reduce costs associated with maintaining ICT assets that do not deliver business value

■ improve and streamline service delivery by focusing scarce resources on the value-added activities

■ ensure transparency and accountability in the disposal of public records supported by at-risk systems.

## Contributing initiatives

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| Challenge: Recommendation 1 of the Queensland Health Payroll System Commission of Inquiry indicated that the state should: 'to the extent the ICT Audit 2012 has not already done so, undertake risk assessments, contingency and succession planning for such systems to ensure they do not present the same level of risk and urgency that LATTICE was thought to present, and that decisions concerning them are not made in haste.' | | | |
| **[10.01] ACTION:** All departments will work with the ICT Renewal Program and QGCIO to review their system risk in terms of business impact. All departments will prepare reports on their business impacts and mitigation plans for consideration by the Directors-General Council. *Mitigation of system risk must consider possible business and service impact.* | Review is completed for all systems and risks identified. Mitigation plans in place and reported to the Directors-General Council. | October 2013 | DSITIA, all departments |
| Challenge: High and extreme ICT risks need to be prioritised within the government's ICT portfolio | | | |
| **[10.02] ACTION:** Complete high-risk investment prioritisation. *A single view into the mitigation strategies associated with high-risk ICT assets will be developed and overseen by the Directors-General Council. Investments will be prioritised to ensure that risks to service delivery do not evolve into issues that impact the community.* | High and extreme risks will be efficiently and consistently prioritised to ensure that they are actioned appropriately. | December 2013 | DSITIA, departments – accountable for assessment reporting on agency-specific ICT risk |
| Challenge: A short-term mitigation strategy is required pending the development of longer-term investment planning | | | |
| **[10.03] ACTION:** Develop a short-term investment program to mitigate at-risk systems while longer-term investment planning is undertaken. *A short-term investment program will be developed based on the prioritisation of at-risk systems. Longer-term investment planning will be undertaken simultaneously to ensure the robustness of systems utilised by Queensland Government.* | Prioritised short-term investment program developed for funding approval. | February 2014 | DSITIA, all departments |
| Challenge: Decommissioning legacy ICT assets requires a means by which valuable public records can be stored and archived | | | |
| **[10.04] ACTION:** Develop and implement a toolkit for managing public records when decommissioning legacy ICT systems. *A toolkit for public records in legacy ICT systems scheduled for decommissioning will ensure a planned, consistent and lawful approach to the preservation or destruction of public records. Guidance and other resources will be developed to ensure that public records with no ongoing value can be disposed of legally, and those records with ongoing value or importance are maintained by public authorities in a way that ensures they remain accessible and useable.* | Queensland communities will have confidence that historically important records will not be lost and will remain accessible and useable. Queensland Government will ensure that legislative requirements for authorised disposal of records under the *Public Records Act 2002* are met. | Commence October 2013 | DSITIA |

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| Challenge: Public confidence in the Queensland Government's ability to manage ICT investment and risk needs to be restored | | | |
| **[10.05] ACTION:** Implement Queensland Government ICT risk management framework.<br><br>*A single framework and associated tools will provide a consistent approach to the identification, analysis, reporting and prioritisation of investments to mitigate ICT risks.*<br><br>*Guidance, tools and resources will be developed and provided to assist departments in understanding and delivering on their management of risk obligations.* | Queensland Government's increased capability in risk management will provide an increased capability in value delivery to the Queensland community.<br><br>Risks will be identified early and embedded into the ICT investment portfolio of all government departments reducing the exposure to service delivery to the community. | October 2013 | DSITIA |
| Challenge: Increase the maturity in the development of business continuity plan | | | |
| **[10.06] ACTION:** Departments will establish robust business continuity and disaster recovery plans encompassing all significant ICT systems, not just those considered at-risk.<br><br>*Business continuity and disaster recovery plans must consider the business and service impact that may flow from the occurrence of an unfavourable event.*<br><br>*Plans to ensure critical government services continue to operate during unplanned outages is paramount to confidence in government service delivery.* | Clear business continuity plans will ensure government services that rely upon ICT continue to operate during unplanned outages. | December 2013 | Departmental directors-general, DSITIA – support |

Queensland Commission of Audit recommendations relevant to focus area 10: 150

ICT Audit recommendations relevant to focus area 10: 3, 10, 19, 24

Queensland Health Payroll System Commission of Inquiry recommendations relevant to focus area 10: 1
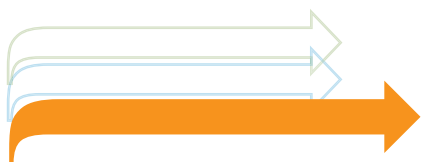
**Objective 3: Transformed and capable workforce**

Strategic focus area 11: A capable and competent workforce

→NOW

Majority of staff focused on supporting the traditional mode of ICT operation

→FUTURE:

*Staff profiles focus on enabling reform through new skills and competencies*

> There are opportunities for government workers to learn new skills.
>
> With the proposed changes, we can see there will be opportunities for both the public and private sectors to be involved in different types of roles in the future.

Government's ICT workforce has traditionally supported business models where departments owned and operated ICT assets. Moving to new arrangements where as-a-service models will be the default option requires a different approach to capability development and workforce planning. The development, negotiation and on-going management of industry partners providing ICT services marks a paradigm shift requiring a planned approach to support the associated workforce transformation.

As the transition between models occurs, the focus on capability will be less on the design, implementation and operation of systems and more on the delivery of business outcomes. This will require the development of new skills and capabilities where appropriate. In other cases, such as project management, capability that resides in the private sector needs to be recognised and used.

Departments delivering government services will need to rapidly mature their capability in portfolio management to ensure alignment with organisational and government strategy, investment decision making and managing programs of change. It is anticipated that core skills in leadership, communications, analytics, commercial acumen and vendor management will be pivotal in realising the future vision for Queensland Government ICT.

Making this transition means that workforce planning for the future focuses on enabling reform, managing outcomes–focused programs of change and understanding capability that may be delivered by or in partnership with the private sector. A measured and well planned approach towards workforce transformation and capability development will ensure that the right people have the right skills to get the job done.

*At a glance*

- *Capability development using government and non-government resources*
- *Revised skills framework to support transition to an as-a-service environment*
- *Development of workforce transformation plans to support transition to as-a-service*
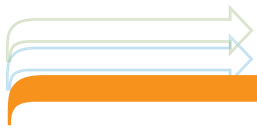
# Strategic focus area 11: A capable and competent workforce

## Business drivers

Each public sector department needs a workforce that is skilled, efficient and flexible to ensure its service delivery outcomes are met.

Recommendation 125 'All public sector departments develop and publish a five-year strategic workforce plan.'*

## Investment objectives

The investment objectives to achieve capability and new competencies will:

- ensure staff are focused on high-value business activities
- ensure staff are in positions that support business strategy
- ensure staff have appropriate knowledge and skills to fulfil their roles
- reflect a focus on portfolio management, business analysis, strategy, innovation and planning
- reflect a focus on contract and performance management
- reflect a focus on procurement, strategic sourcing and commercial acumen.

## Business benefits

Realising investment objectives will:

- facilitate the transition to an as-a-service environment
- improve service delivery through access to a suitably qualified workforce
- encourage an environment for greater innovation
- improve workforce capability and morale.

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\*   The Queensland Commission of Audit – Final Report February 2013, p. 398.

## Contributing initiatives

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| **Challenge: The level of capability in leading ICT workforce transformation and change varies across the sector** | | | |
| **[11.01] ACTION:** Implement a workforce planning framework and skills development program. *Skills development programs to be put in place to enable leaders to enact ICT workforce transformation and develop the required competencies and capabilities to support future requirements.* | Leaders and managers are appropriately developed with capabilities to undertake workplace planning, transition and change initiatives. 'Communities of practice' are put in place to encourage department workforce initiatives. Workforce transformation and planning initiatives are shared through a whole-of-government community of practice. Departments to partner with like departments to achieve similar workforce planning initiatives. | January 2014 | DSITIA, PSC – support |
| **Challenge: The transition to an as-a-service environment requires careful planning to properly manage the associated workforce transformation** | | | |
| **[11.02] ACTION:** Develop departmental workforce transformation plans. *A planned approach towards workforce transformation will be linked directly to the transition to an as-a-service environment to ensure new skills and competencies are developed to support service delivering in partnership with industry.* *Workforce transformation planning will support broader public service renewal initiatives in line with contestability and other factors.* | Clearly articulated workforce transformation plans will ensure that organisational change matters are identified early and properly managed in the migration to provision of ICT as-a-service. | March 2014 | DSITIA, PSC – support |
| **Challenge: The ICT skills framework for the information age (SFIA) currently used in government does not fully cater for the skills and capabilities required for the future** | | | |
| **[11.03] ACTION:** Update the ICT SFIA to include priority capability areas that reflect workforce plans. *The existing SFIA will be updated to recognise the skills and competencies required to support the transition to an as-a-service environment and will be used by departments to develop workforce transformation plans including reskilling where appropriate.* | The ICT skills framework, tools and processes align with the new government service delivery vision, enabling leaders and managers to clearly articulate capability requirements within workforce transformation plans. | June 2014 | DSITIA, PSC – support |

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| Challenge: Currently there are limited skills for roles such as vendor relationship managers, contract managers, enterprise and solution architects and business analysts within government | | | |
| **[11.04] ACTION:** Mobilise the supply of critical roles. *A revised ICT program will support internal skills development whilst working with industry to identify opportunities for the private sector to fulfil elements of the government's ICT capability needs.* | Internal skills transformation is provided a kick start to support timely transition to an as-a-service environment. Private sector skills are combined and blended within the public services to quickly mobilise the required resources and capabilities to support ICT renewal. | September 2013 ongoing | DSITIA |
| Challenge: The high cost of ICT training limits equitable access to skills development across government | | | |
| **[11.05] ACTION:** Identify and establish industry-based options to leverage a common online ICT training platform across government. *This will enable public service officers to access industry accredited education and training for the development of new skills and capabilities.* | Ability to access industry-accepted learning and development to improve career development prospects. Government is not required to develop learning and development programs in house. | July 2015 | DSITIA, PSC – support |
| Challenge: Government needs to build its future workforce taking advantage of contemporary knowledge and research capability | | | |
| **[11.06] ACTION:** Work with tertiary and professional institutions to access undergraduate, post graduate and professional programs with a view towards growing the future workforce. *Establishing arrangements with tertiary and professional institutions will enable government to access and maintain contemporary skills when growing a dynamic workforce for the future.* | Networks will be established with tertiary and professional institutions. | February 2014 | DSITIA, PSC – support |

Queensland Commission of Audit recommendations relevant to focus area 11: 147–148, 152

ICT Audit recommendations relevant to focus area 11: 11, 54–55

Queensland Health Payroll System Commission of Inquiry recommendations relevant to focus area 11: nil
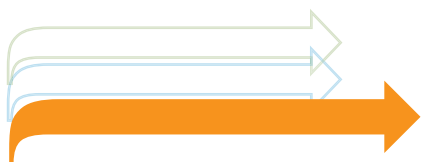
**Objective 3: Transformed and capable workforce**

Strategic focus area 12: Portfolio, program and project management

→NOW

Low levels of maturity in portfolio, program and project management and limited recognition of the importance they play in delivering successful outcomes

I'm pleased the government is focusing on accountability.

I like to know government's ICT projects will run as planned so my taxes aren't being wasted.

→FUTURE:
*Portfolio, program and project management are embedded and all government ICT portfolios can demonstrate controlled and value-for-money investments*

Practitioners and researchers agree that organisations with a stronger capability to deliver complex outputs will lead to increased project success, significant cost reductions, improved quality and a higher rate of return on investment. Mature organisations report, monitor, and control performance at the portfolio, program and project levels, and learn from experience to continually improve.

The Queensland Health Payroll System Commission of Inquiry clearly recognised the impact poor project management has on outcomes noting a 'depressing account of failure by many public servants ... to adhere to established good practice' as a contributing factor to the debacle. Evidence from around the world clearly validates that maturity in portfolio, program and project management generates substantial costs savings and delivers increased business benefits. For these reasons, it is clear that the sector's capability in portfolio, program and project management must improve.

To increase the likelihood that programs and projects will deliver their intended outcomes and benefits and to improve portfolio investment decision making the following outcomes need to be delivered:

- Better governance for investments, change programs and projects, including an assessment of lessons learned during initiation.
- Build organisation capability to deliver successful initiatives through the establishment of an improvement program designed to grow P3M capabilities in government.
- Effective performance of senior-level decision-making supported by experienced practitioners within projects to identify issues early and maximise project success.

*At a glance*

- *Increased public sector capability and competency in portfolio program, project management (P3M) practices*
- *Gain control and visibility using P3M as a structured approach to drive business strategy and achieve organisational benefits*
- *Reform ICT project management practices to promote success and address matters identified by the Queensland Health Payroll System Commission of Inquiry*

## Strategic focus area 12: Portfolio, program and project management

### Business drivers

In early 2012, maturity assessments in P3M were conducted in all Queensland Government departments. The results identified deficiencies in all aspects of P3M and recommendations were made that when implemented, will aid in improving investment decisions across the sector and prevent programs and projects from going off course or failing completely.

### Investment objectives

The objectives of P3M are to:

- ensure ICT investment will deliver value to the business
- provide decision support to each department's governing body and at the whole-of-government level to the Public Sector Renewal Program and the Directors-General Council
- increase capability in program and project management capability
- ensure senior executives understand their roles within portfolio, program and project governance structures
- improve competency across the sector in the Queensland Government portfolio, program and project management methodologies
- invigorate senior leadership commitment to best practice portfolio, program and project management
- reform existing practices to better understand the cost and feasibility of projects before approval to proceed.

### Business benefits

Realising investment objectives will:

- increase program and project success
- increase alignment of ICT projects with business objectives
- reduce the number of poorly conceived projects
- reduce duplication and/or overlapping projects
- increase the business benefits realised using fewer resources
- increase public confidence in the sector's ability to deliver value for money.

## Contributing initiatives

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| Challenge: A process for establishing gateway reviews over programs and projects will provide assurance that initiatives have been established in such a way as to optimise their chance for success | | | |
| **[12.01] ACTION:** Implement the United Kingdom's Office of Government Commerce gateway review process. *Gateway reviews will check the health of projects and are key points of delivery to inform continuation to the next stage or early termination or underperforming projects. Independent reviews will be required for all level 3 and 4 initiatives.* | Gateway reviews will provide confidence that investments are being managed effectively and will remain on track to deliver the expected benefits and achieve the desired outcomes. | October 2013 | DSITIA |
| Challenge: Consistent ICT investment prioritisation practices are required to improve overall visibility | | | |
| **[12.02] ACTION:** Implement the Queensland Government ICT Portfolio Management Framework. *The implementation of consistent portfolio management practices is fundamental to ensuring the departments and the Directors-General Council can ensure that the right investments are being made, including prioritising high-risk systems.* | Programs and projects will be undertaken through consistent application of portfolio management across the sector. Clear line of sight will be established into all ICT investments, including those of strategic importance required to mitigate known risks. | September 2013 – ongoing | DSITIA |
| Challenge: The government needs to improve the application of P3M practices to reduce the risk of project failure and address systemic issues identified by the Queensland Health Payroll System Commission of Inquiry | | | |
| **[12.03] ACTION:** Establish a Queensland Government portfolio, program and project management improvement initiative with the following outputs:<br><br>■ *Develop a roadmap to improve portfolio, program and project management.*<br><br>■ *Conduct training, development and mentoring initiatives for program and project managers, including contract and vendor management competency.*<br><br>■ *Develop mandatory minimum competency levels and assessment of experience process for program and project managers working on level 3 and 4 initiatives.*<br><br>■ *Develop and deliver a program targeting senior executives and managers occupying roles on boards at any level to raise awareness of their responsibilities and potential liability.* | Project success will be increased by leaders, teams and team members having the capacity, capability and skills to succeed in delivering complex change initiatives. | December 2014 | DSITIA, all department CEOs – support, PSC – support |

| ACTION and *description* | Outcome | Estimated completion | Accountability |
|---|---|---|---|
| Challenge: Current reporting to departmental information steering committees does not provide a clear line of sight into ICT investments and risk areas. Recommendation 2 of the Queensland Health Payroll System Commission of Inquiry indicated that the state should: 'Before the initiation by the Queensland Government of major ICT projects, specific attention be given to what lessons may be learned from this project for the particular project under consideration'. | | | |
| **[12.04] ACTION:** Develop and implement common ICT portfolio reporting tools.<br><br>*This will help efficiently and accurately establish and manage the ICT investments and risk position of departments and allow cross referencing of investments and risks across government. Common portfolio reporting will provide consistent insight at the departmental level and the Directors-General Council. As part of establishing portfolio reporting and investment planning, include reviews of lessons learned from previous projects in all ICT business cases.* | A clear understanding of the consolidated position of ICT investments and risks will be provided through transparent, consistent and accurate reporting.<br><br>A process will be established to ensure that learnings from projects are captured in closure reports and used to inform future project initiation. | November 2013 | DSITIA, department CEOs – support |
| Challenge: ICT projects often cost more and take longer than originally anticipated | | | |
| **[12.05] ACTION:** Undertake ICT project management reform.<br><br>*Existing project management practices will be revised to incorporate contestability principles and a consistent solution development lifecycle. Startup and initiation and stage one gateway reviews will require evidence supporting achievability and accuracy before proceeding. This will be based on two-pass process seed funding.* | ICT project costs, timeframes and achievability will be clearly understood before major financial commitments to projects. Increased quality is anticipated through consistent application of a development lifecycle combined with the governance and controls outlined within PRINCE2. | August 2014 | DSITIA |
| Challenge: Public visibility of the Queensland Government's ICT project portfolio is needed to improve accountability | | | |
| **[12.06] ACTION:** Launch the Queensland Government ICT dashboard (stage one).<br><br>*The Queensland Government ICT dashboard will provide transparent reporting on the status of all major ICT project across the sector.* | The status of all major government ICT projects will be published to an online dashboard on a regular basis. | August 2013 – launch<br><br>November 2013 – all agencies reporting | DSITIA, all departments – responsible for data provision |
| Challenge: Public visibility of the Queensland Government's ICT project portfolio is needed to improve accountability | | | |
| **[12.07] ACTION:** Develop the Queensland Government ICT dashboard (stage two).<br><br>*Stage two of the ICT dashboard will incorporate additional information, including the status of ICT risk within the Queensland Government and progress of mitigation activities.* | Increased transparency into ICT risks will assist in prioritising associated investment and increase accountability for ownership of identified issues. | August 2014 | DSITIA, all departments – responsible for data provision |

Queensland Commission of Audit recommendations relevant to focus area 12: 147, 151–152

ICT Audit recommendations relevant to focus area 12: 3, 9, 12, 14, 16, 19, 24, 40, 54, 56–58

Queensland Health Payroll System Commission of Inquiry recommendations relevant to focus area 12: 1–3

# 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. |
| *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. |
| *Customer-centric* | A focus on satisfying customer service needs first. |
| *Data* | Streams of raw facts representing events occurring in organisations or the physical environment before they have been organised and arranged into a form that people can understand and use. |
| *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* | Data that has been shaped into a form that is meaningful and useful to human beings. |
| *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. |
| *LATTICE* | A human resources payroll system. |
| *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. |
| *Portal* | A website that acts as a starting point for browsing the World Wide Web. |
| *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 process* | A process that has been adopted by the Queensland Government to achieve a renewed, refocused and more efficient public service and to realise significant savings for all agencies and to drive cultural change. |
| *Queensland Treasury and Trade project assurance framework* | A guiding framework to help Queensland Government agencies apply with consistency the processes required for effective management and delivery of major infrastructure projects. |

*Small to medium-sized enterprise*
 A small to medium-sized enterprise is any business employing less than 200 people, as defined by the Australian Bureau of Statistics.

*Tele-work*
Using digital technologies to promote working from home or remote locations.

## Acronyms

| | |
|---|---|
| CEO | Chief Executive Officer |
| CIO | Chief Information Officer |
| DCCSDS | Department of Communities, Child Safety and Disability Services |
| D-G | Director-General |
| DETE | Department of Education, Training and Employment |
| DPC | Department of the Premier and Cabinet |
| DSITIA | Department of Science, Information Technology, Innovation and the Arts |
| DTESB | Department of Tourism, Major Events, Small Business and the Commonwealth Games |
| DHPW | Department of Housing and Public Works |
| ICT | Information and communication technology |
| ICTSS | ICT Strategic Sourcing |
| KPI | Key performance indicator |
| OGC | Office of Government Commerce |
| OS | Operating system |
| P3M | Portfolio Program and Project Management |
| PRINCE2 | Projects in controlled environments version 2 (project management methodology developed by the United Kingdom Office of Government Commerce) |
| PSC | Public Service Commission |
| PTD | Procurement Transformation Division |
| QAO | Queensland Audit Office |
| QSA | Queensland State Archives |
| QGCIO | Queensland Government Chief Information Officer |
| QH | Queensland Health |
| QTT | Queensland Treasury and Trade |
| SME | Small to medium-sized enterprise |
| SQL | Structured query language |
| SLA | Service level agreement |
| TAFE | Technical and Further Education |

# Attachment 1: Links and inter-dependencies

# Objective 1: Effective digital services for our clients

**Focus area 1**

**Focus area 2**

[1.01] One Stop Shop *relates to* 1.02 |1.03

[1.02] Digital channel strategy *relates to* 1.01 |1.03

[1.03] Community centric principles *relates to* 1.01 | 1.02 |4.06

[1.04] New service offerings pilot *relates to* 2.07 |2.10 | 3.01 | 3.02 | 3.08 | 4.05 | 5.01

[1.05] Simplified authentication pilot *relates to* 2.08 | 3.06

[1.06] Improved customer experience and enhanced service delivery *relates to* 4.06

[2.01] Queensland digital economy strategy

[2.02] Digital capability maturity assessment enterprise program *relates to* 5.01

[2.03] Digital literacy and broadband connectivity

[2.04] Small to medium enterprise policy *relates to* 7.04 | 7.05 | 7.06

[2.05] ICT intellectual property review *relates to* 7.05

[2.06] ICT industry options paper

[2.07] Digital access and skills for seniors *relates to* 1.04

[2.08] Digital education sector program *relates to* 1.05

[2.09] Remote access programs

[2.10] Digital education and awareness education in Indigenous communities *relates to* 1.04

Refers to ICT strategy action priorities

| Pre FY 2013–14 | Jul Q1 2013–14 | Oct Q2 2013–14 | Jan Q3 2013–14 | Apr Q4 2013–14 | Jul Q1 2014–15 | Oct Q2 2014–15 | Jan Q3 2014–15 | Apr Q4 2014–15 | Jul 2015– onwards |

**Focus area 3**

[3.01] Information blueprint *relates to* 1.04 | 4.05 | 6.02

[3.02] Government information architecture *relates to* 1.04

[3.03] Information quality framework *relates to* 4.03 | 4.04 | 12.02 | 12.03

[3.04] Information blueprint and architecture policy and legislative framework *relates to* 4.06 | 5.01

[3.05] Government information exchange process pilot *relates to* 4.06

[3.06] Single federated public service identity pilot *relates to* 1.05

[3.07] Government enterprise social network launch

[3.08] Government information search capability pilot *relates to* 1.04 | 4.06 | 6.01

**Focus area 4**

[4.01] Central access to data via open data portal

[4.02] Open data strategies

[4.03] Visualisation on the open data portal *relates to* 3.03

[4.04] Government grant recipients released data *relates to* 3.03

[4.05] Open data program plan and blueprint *relates to* 1.04 | 3.01

[4.06] Portals for information access *relates to* 1.03 | 1.06 | 3.04 | 3.05 | 3.08

**Focus area 5**

[5.01] Security and privacy tools *relates to* 1.04 | 2.02 | 3.04 | 7.03 | 8.01 | 8.04 | 8.05 | 8.08

[5.02] Revised ICT service contracts *relates to* 7.03 | 7.06 | 7.08

[5.03] Security assessment requirements

[5.04] Security standards review and implementation

**Focus area 6**

[6.01] 'Born digital, stay digital' policy guide *relates to* 3.08 | 6.02

[6.02] Government digital archiving program business case and blueprint *relates to* 3.01 | 6.01 | 6.03

[6.03] Digital archiving program implementation plan *relates to* 6.02

Pre FY 2013–14 | Jul Q1 2013–14 | Oct Q2 2013–14 | Jan Q3 2013–14 | Apr Q4 2013–14 | Jul Q1 2014–15 | Oct Q2 2014–15 | Jan Q3 2014–15 | Apr Q4 2014–15 | Jul 2015– onwards

# Objective 2: Efficient digital services for our clients

**Focus area 7**

**Focus area 8**

**Focus area 9**

[7.01] ICT contestability framework *relates to* 7.02 | 7.06

[7.02] Total cost-service modelling method *relates to* 7.01

[7.03] ICT sourcing policy and agile procurement methodology *relates to* 5.01 | 5.02 | 7.05 | 7.08

[7.04] ICT cost baseline database *relates to* 2.04 | 7.07

[7.05] Government ICT strategic procurement plan *relates to* 2.04 | 2.05 | 7.03 | 7.06

[7.06] ICT procurement reform (short term) *relates to* 5.02 | 701 | 7.05 | 7.07

[7.07] ICT procurement reform (medium term) *relates to* 7.04 | 7.06

[7.08] ICT services panel arrangement *relates to* 5.02 | 7.03

[8.01] Government cloud strategy launch *relates to* 5.01 | 8.02 | 8.04

[8.02] Government as-a-service policy *relates to* 8.01 | 8.03 | 8.05 | 8.08 | 12.01

[8.03] ICT as-a-service toolkit *relates to* 8.02 | 8.09

[8.04] As-a-service terms and conditions *relates to* 5.01 | 8.01 | 12.01

[8.05] Electronic communication and collaboration *relates to* 5.01 | 8.02

[8.06] CITEC divesture plan

[8.07] 'One government, one network' business case

[8.08] Transition commodity ICT to as-a-service market arrangements *relates to* 5.01 | 8.02

[8.09] Department as-a-service road maps *relates to* 8.03 | 11.02

[9.01] ICT innovation methodology

[9.02] Government innovation portal

[9.03] ICT innovation launch and education program

[9.04] Provision for ICT innovation performance reporting

[9.05] Provision for ICT innovation investment initiatives

🚫 Refers to ICT strategy action priorities

| Pre FY 2013–14 | Jul Q1 2013–14 | Oct Q2 2013–14 | Jan Q3 2013–14 | Apr Q4 2013–14 | Jul Q1 2014–15 | Oct Q2 2014–15 | Jan Q3 2014–15 | Apr Q4 2014–15 | Jul 2015– onwards |
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# Objective 3: Transformed and capable workforce

**Focus area 10**

[10.01] Departmental system risk review *relates to* 12.02 | 12.03 | 12.04

[10.02] High-risk investment prioritisation

[10.03] Mitigation of at-risk systems

[10.04] Public records toolkit for at-risk and legacy ICT systems *relates to* 12.01

[10.05] Government ICT risk management framework *relates to* 12.02 | 12.03 | 12.04

[10.06] Business continuity and disaster recovery plans for significant ICT systems *relates to* 12.02 | 12.04

**Focus area 11**

[11.01] Workforce planning framework and skills development program *relates to* 11.02 | 12.03

[11.02] Departmental workforce transformation plans *relates to* 8.09 | 11.01 | 12.05

[11.03] ICT skills framework update

[11.04] Supply of critical roles *relates to* 12.05

[11.05] Common online ICT training platform *relates to* 11.06

[11.06] Growing the future workforce *relates to* 11.05

**Focus area 12**

[12.01] UK OGC gateway review process *relates to* 8.02 | 8.04 | 10.01 | 10.04 | 10.05

[12.02] Government ICT portfolio management framework (precedes all other initiatives) *relates to* 3.03 | 10.01 | 10.6

[12.03] Government portfolio, program and project management improvement *relates to* 3.03 | 10.01 | 10.05 | 11.01

[12.04] ICT portfolio reporting tools *relates to* 10.01 | 10.06

[12.05] ICT project management reform 10.05 | 11.02 | 11.04

[12.06] Queensland Government ICT dashboard (stage one) *relates to* 12.07

[12.07] Queensland Government ICT dashboard (stage two) *relates to* 12.06

🚫 Refers to ICT strategy action priorities

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