



Tasmanian Government ICT Strategy

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PREMIER'S FOREWORD

We are constantly looking for ways we can deliver government services more efficiently, effectively and consumer friendly. The answer lies in well planned investment in ICT infrastructure and programs.

The Tasmanian Government has traditionally employed an agency based model for managing and planning most of its ICT. This model has suited government well in the past. However, a range of pressures has required the development of a more coordinated and strategic approach to key elements of ICT within government, including:

- the challenges and opportunities facing the state are changing more rapidly;
- state policies responses increasingly involve co-ordinated responses from many agencies;
- national policy responses increasingly involve collaboration by many governments; and
- budget pressures are growing.

In mid-2010 the Tasmanian Government established the ICT Policy Board. Its roles include providing advice to me on ICT strategies, policies and investment, and to develop and maintain the ICT Strategy for the Tasmanian Government.

The Tasmanian Government ICT Strategy will drive improved and transformed service delivery, greater public sector productivity and informed decision making. This will be enabled by ICT resources that are forward-looking, adaptable and effectively managed across the public sector.

Funding for new initiatives that result from the implementation of the ICT Strategy will follow the Objectives and Principles of the Strategy. This will assist government ICT investment decision making by providing quality information, including business cases.

The Secretary of the Department of Premier and Cabinet, who is also the Chair of the ICT Policy Board, will report on a six monthly basis to myself and Cabinet on performance against the ICT Strategy for the use of ICT across government.

To drive the implementation of the Tasmanian Government ICT Strategy, my Department will support the ICT Policy Board by monitoring the progress of the ICT Strategy, advising on ICT investments, and developing benchmarks on ICT investments and performance across the Government.

My Department will continue its close working relationship with agencies on the implementation of this Strategy. This will include working with senior executives of all agencies in a spirit of collaboration and consultation in identifying and achieving agreed objectives.

My Government's endorsement of the ICT Strategy reflects our recognition that ICT is a key tool for the Government to improve and transform service delivery and to drive greater productivity and informed decision making.

VISION

The Tasmanian community will benefit from improved and transformed service delivery, greater public sector productivity and informed decision making, which will be enabled by ICT resources that are forward-looking, adaptable and effectively managed across the public sector.

OBJECTIVES

1. Improved productivity in the public sector through investment in ICT

The strategic and efficient investment in ICT to reduce costs, to ensure the realisation of whole-of-government benefits and the efficient use of resources, to encourage capacity building across government, and to ensure the ongoing management of information assets and associated risks.

2. Improved and transformed service delivery, that is more client centric and more integrated across government, through ICT

ICT will be used to transform government service delivery, improve services for clients, ensure a citizen-centric focus and alignment of services across portfolios, encourage the sharing of information and facilitate the integration of service delivery channels.

3. Better access to information for the community, business and public sector employees

There will be an emphasis on open government to ensure the sharing and access to government information (ie *Government 2.0*) and to encourage online access to government where possible.

4. Strong leadership, focused investment decisions and effective management of ICT across the public sector

The driving of major ICT initiatives, and the provision of clear advice and recommendations on the future directions in ICT, to ensure clarity of expectations and to encourage long term investments.

5. A common approach to the provision of commodity ICT resources

To ensure the most effective and efficient provision of those ICT components that are common to many, if not all, parts of government.

PRINCIPLES

1. Future investment in ICT will:
 - a. be consistent with the vision and objectives of the ICT Strategy;
 - b. be based on sound and agreed criteria;
 - c. require an understanding of the current situation and future needs;
 - d. consider the cost to individual agencies of whole-of-government implementations;
 - e. consider all benefits, implications and opportunities, at both agency level and whole-of-government level;
 - f. require priority investments to be supported by sound business cases;
 - g. build whole-of-government ICT capacity and develop common approaches to ICT;
 - h. ensure the business risks to government are identified and managed; and
 - i. promote connectedness and compatibility.

2. There will be a mixture of whole-of-government and agency provision of ICT such that:
 - a. agencies will use common ICT products and services, where they are available, to meet common business needs ;
 - b. all agencies will work with the lead agency providing such common ICT products and services to ensure they meet business needs;
 - c. the lead agency providing such common ICT product or service must take into account the business needs of agencies and deliver real benefits to government as a whole;
 - d. an agency with specialist business needs will address those needs;
 - e. progressive consolidation of common ICT infrastructure will be achieved;
 - f. common business processes will use common business practices and common supporting ICT;
 - g. key information sets will be shared across agencies through the use of standards; and
 - h. the integration of service delivery will include the integration of supporting ICT.

3. Planning, development, and operation of ICT will:
 - a. use best practice methodologies for ICT service delivery and project management;
 - b. be conducted with a co-operative and flexible approach between agencies;
 - c. be subject to an approval process to ensure alignment with the ICT Strategy; and
 - d. factor in the total life-cycle and all actual costs.

KEY PERFORMANCE INDICATORS

1. Improved productivity in the public sector through investment in ICT
 - a. by 2017 there will be common commodity business processes established across government that are using common supporting technologies, to reduce duplication and to increase efficiency and effectiveness.
2. Improved and transformed service delivery, that is more client centric and more integrated across government, through ICT
 - a. by 2015 there will be a fully integrated customer interface to government (across all service delivery channels) for general transactional services;
 - b. by 2017 there will be an integrated secure view of patient health information to patients and health providers in Tasmania;
 - c. by 2015 any student or teacher will be connected in a safe and secure way to any school, student, teacher or learning resource in Tasmania;
 - d. by 2017 there will be an integrated dispatch and communications network for Tasmanian emergency services (to include Police, Fire, Ambulance, SES etc); and
 - e. by 2017 there will be an integrated secure view of defendants and offenders in the criminal justice system (to include Courts, Police, Youth Justice and the Prison).
3. Better access to information for the community, business and public sector employees
 - a. by 2015 all government data which is of general public interest will be catalogued and routinely disclosed, subject to appropriate privacy and security issues;
 - b. by 2017 years the broader Tasmanian community will have access to appropriate spatially aware information to support business development, service delivery and policy development; and
 - c. by 2015 all government staff will have access to all the information and services that they require in order to perform their role, regardless of their physical location and organisational context within government.
4. Strong leadership, focused investment decisions and effective management of ICT across the public sector
 - a. by 2014 all investment in ICT will be prioritised according to the needs of government as a whole, managed on an ongoing basis as a strategic asset for government, and aligned to the government's overall agreed ICT architecture; and
 - b. by 2015 agencies will have aligned and built the skills and capability of their internal ICT functions to focus on; addressing their agency's specific business needs, the utilisation of common ICT services, and planning for the future.
5. A common approach to the provision of commodity ICT resources
 - a. by 2017 all common commodity ICT services will be consolidated and provided as a service to agencies.

MAJOR ACTIONS

1. Transforming the Tasmanian Government through ICT
 - a. invest in building spatial information foundations;
 - b. establish an integrated approach and common infrastructure to support customer contact across government;
 - c. establish a single view of patient health information, support the delivery of health care services and interactions with external service providers, and the adoption of eHealth services;
 - d. link the school systems through a collaborative data centre (hosting a diverse range of shared educational resources); and
 - e. establish and securely share a view of critical shared information on criminal and related community safety services.

2. Building the capacity of the Tasmanian Government through ICT
 - a. implement a common approach to data centres/storage;
 - b. develop an integrated government identity management platform;
 - c. implement a common approach to the provision of integrated voice services;
 - d. implement a common approach to email;
 - e. implement common business processes and shared ICT services (for HR, finance, information management and web/communications);
 - f. develop an integrated emergency despatch service;
 - g. develop an integrated government radio network; and
 - h. strategically manage the Government's information assets over their lifecycle.

3. Improving the way the Tasmanian Government manages ICT
 - a. re-design agency ICT functions (in response to the ICT Strategy);
 - b. develop consistent agency ICT Strategic Plans;
 - c. develop consistent agency ICT Strategic Asset Management Plans;
 - d. develop a Tasmanian Government ICT Architecture;
 - e. implement ongoing benchmarking of ICT costs and services; and
 - f. develop an ICT Roadmap (for common ICT services).