Office of eGovernment
Business Plan 2013-14

Objective

The key objective of the Office of eGovernment is to enable better decision making, improved service delivery and sound investment by the Tasmanian Government through the effective utilisation and governance of:

- Information and communications technology (ICT);
- Statistical assets and general information management.

Role

The role of the Office of eGovernment is

1. Improve the use of ICT and statistics/information across government through provision of policy advice, demonstrating leadership, and building capability
2. To assist agencies to effectively utilise ICT and statistics/information through a collaborative approach and the identification of common opportunities
3. To support whole-of-government governance arrangements for ICT and statistics/information
4. Supporting whole-of-government intergovernmental relations in the use of ICT and statistics/information

Strategic priorities for 2013-14

The strategic priorities of the Office of eGovernment for 2013-14 are

1. Supporting the establishment of the ICT Project Fund (including assessment methodology, first round of funding allocation, coordination of major ICT initiatives)
2. Leading implementation of the Stats Matter Strategy (including identification of State Significant Statistical Assets; development of a web statistical toolkit; and development of a tool to assess current statistical capability levels)
3. Development of the business case for Data Centres and Managed Services
4. Maintenance and promotion of the Tasmanian Government ICT Strategy[1] and Stats Matter Strategy[2] (including monitoring progress, marketing, and support of key activities)

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[1] http://www.egovernment.tas.gov.au/ict/strategy
[2] http://www.egovernment.tas.gov.au/stats_matter/the_strategy

Key performance indicators

Objective	Indicator	Unit	2012-13 Actual	2013-14 target
To assist agencies to effectively utilise ICT and statistics/information through a collaborative approach and the identification of common opportunities	Satisfaction of key clients with delivery of ICT policy services as measured by survey	%	N/A	80
Improve the use of ICT and statistics/information across government through provision of policy advice, demonstrating leadership, and building capability	Percentage to which selected ICT policy outputs meet agreed quality standards	%	N/A	80
Improve the use of ICT and statistics/information across government through provision of policy advice, demonstrating leadership, and building capability	Number of unique visits to eGovernment website	Number	38 276	40 000

Values

The Office of eGovernment is committed to the DPAC Values and to reflecting these values through our behaviours, policies and procedures.

For 2013-14 our focus is on the "Collaborative" and "Forward Looking" values. These values are important to us because they are reflective of the nature of the work of, and challenges faced by, the Office of eGovernment.

The actions we will undertake to promote these values in our workplace are:

- Working closely with agencies to understand and influence their future direction;

- Developing simple models as a basis for engaging in discussions;

- Regular communication with agencies (through a variety of means);

- Working as a team to test each other's ideas and approaches; and

- Monitoring approaches in other jurisdictions.

Stakeholders/clients

The following table identifies the key clients/stakeholder for the Office of eGovernment and their needs/expectations for this coming year.

Client/stakeholder group	Expectations/needs
ICT Policy Board	Advise the Premier on strategic directions for ICT within government Advise the Treasurer on projects to be funded by the ICT Project Fund, and on their progress
Stats Matter Steering Committee	Lead and support the implementation of the Stats Matter Strategy
Secretaries of DPAC and Treasury, DPAC executives, Agency executives, Agency ICT Reference Group, Statistical Policy Committee	Identifying and promoting the understanding of the strategic issues in the use of ICT and statistics/information
TMD, IT Managers Group, Information Management Group, Tasmanian Statistical Advisory Committee, Tasmanian Heritage and Archives Office	Support the development, delivery, and capability changes, of commodity ICT services and the understanding of statistics and information management
Agency ICT and statistics/information practitioners	Support for the ICT and statistical/information needs in the implementation of policies, major activities and capability change
Specific business areas such as; Treasury, DEDTA, DPAC (Policy, SSMO), LINC Tasmania, Service Tasmania,	Support for leaders in specialised areas of government activity in issues of ICT and statistical practices/capability
Australian Bureau of Statistics	Collaboration in relation to partnership objectives and the implementation of Stats Matter
Other jurisdictions	Cooperation in ICT and statistical/information related policy development and related initiatives

Environmental Scan

The external demands impacting of the Office of eGovernment are:

Environment	Impact on Division/Business Unit	Division/Business Unit response
Political	• Improving public sector productivity and accountability • Demonstrating the value of investment in the infrastructure of government • Possible change Government	• Supporting sound business cases for ICT and statistical asset investment • Ensure communications are framed to meet changing needs
Social	• Support for transparent and engaging government • Use of statistics to support government accountability • Strengthening collaboration opportunities for better utilisation of information	• Monitor requirements for implementing Government 2.0, Right to Information and Open Government initiatives • Implement policies and projects to support more consistent performance reporting • Work with Tasmanian public sector organisations to develop policies and build rapport with targeted forums
Demographic	• Changing nature of State Service work force eg skilled staff departing • Community expectation of online options and integrated services from government	• Supporting ICT and statistical skill development in the workforce • Enabling online service delivery opportunities • Removing barriers to sharing information between agencies
Technology	• Efficient ICT to enable integrated service delivery • Commodity ICT for a mobile workforce • NBN	• Enable the development of robust, consistent and interoperable ICT infrastructure • Work with TMD and agencies to progress ICT commoditisation and mobility • Ensure capacity for telecommunications policy development is available
Economic	• Greater accountability and transparency for expenditure • More effective provision of statistical information to support investment decisions	• Analyse ICT investment and implement sustainable ICT investment policy • Implement actions to improve the governance, quality and availability of statistical information

Risk Management

Business risks

Risk	Impact	Likelihood	Rating	Mitigating strategy
Significant and complex agenda for implementation of ICT and Stats Matter strategies gives rise to issues of scope creep; managing expectations and resourcing across government	M	M	B	• Ensure tight governance and project management processes • Develop simple, but fit-for-purpose, models as a basis for engagement with stakeholders • Work closely with stakeholders to manage implementation and change
External factors (eg changing government/agency priorities) impact on delivery of outputs and outcomes	M	M	B	• Engage stakeholders continually to embed the ICT and Stats Matter strategies into day-to-day business of government • Ongoing communication and consultation with stakeholders re potential external risk factors • Support the development of sound business cases
Varying levels of engagement, capacity, capability and maturity in agencies to implement strategies	M	M	B	• Work closely with stakeholders to understand need and adapt approach as required • Ensure goals and benefits are clearly articulated and understood • Support the development of sound business cases and resource allocation • Encourage agencies to work together for mutual gain
Unclear roles and accountabilities between OeG and agencies	M	M	B	• Establish clear accountability frameworks as part of project governance • Keep stakeholders engaged and involved • Regular review of roles and accountabilities via governance mechanisms

Workforce planning

Issue	Strategy
Lack of specific skills and knowledge	• Develop strategies to supplement (eg through the use of consultants) • Identify and work with relevant experts
Change in focus of OeG and the consequential need to build and adapt internal capability (including bringing two teams together)	• Monitor the nature of the developing agenda
Prioritising the focus of OeG activities (within limited capacity)	• Build team and work closely to shape work program
Clarifying resources with partner agencies	• Work closely with stakeholders to determine where the priorities for action are. • Agree before implementation • Regularly review resource allocation across partners

Supporting Departmental initiatives

This Division/Business Unit is supporting the following departmental initiatives:

Work Health and Safety Plan

<tbc>

Disability Action Plan

<tbc>

Performance Management and Development

PMD Plans for all staff are developed every year and are reviewed every three months.

Carbon Emission Reduction Plan

Travel has been reduced through the active use of video and audio conferencing. OeG staff are involved in the DPAC STAR Team.

DPAC Values Working Group

OeG staff are involved with the DPAC Values Working Group.

Budget allocation

2013-14 the Office of eGovernment was allocated $1,210K from the Consolidated Fund to be expended on the basis of $978K for employee and related costs and $231K for administration costs.

It is envisaged that a proportion of the "employee and related costs" for 2013-14 will be directed to consultants to provide mentoring and support with some of the specialised activities related to the agenda of the ICT Policy Board and the implementation of the ICT Strategy and Stats Matter Strategy.

Action Plan / Operational Plan

Core activities

DPAC Strategic Plan	Activities	Key tasks	Dates	Who	Progress report
1.5	**ICT Strategy Implementation** - ICT Benchmarking - Agency ICT Strategic and ICT Asset Management Plans - ICT Strategy progress reporting	Complete 2nd round of ICT Benchmarking Assist agencies with 2nd round of two major agency ICT plans Complete 2nd ICT Strategy progress report	Oct 2013 Oct 2013 Dec 2013		
1.7	**Stats Matter Strategy Implementation** - Ongoing leadership and support	Support and marketing of initial underpinning activities	Ongoing		
1.0	**Inter-governmental relations** - Cross Jurisdictional Chief Information Officers Committee (CJCIOC) - National Identity Security Strategy (NISS) - Australian and New Zealand Counter Terror Coordination (ANZCTC) - Council for the Australian Federation (CAF), open data principles - Tas Gov – ABS Partnership Agreement	- Participate in ICT and statistics/information inter-jurisdictional initiatives - Respond to issues - Support agency executives	Ongoing		

1.1	Telecommunications policy and support - respond to Ministerials - coordinate submissions	- Respond to issues - In particular those related to NBN activities - Support agency executives	Ongoing
1.5 1.7	Support for ICT and Stats Matter governance and advisory groups - ICT Policy Board - Statts Matter Steering Committee - Agency ICT Reference Group - IT Managers Group - Information Management Group - Statistical Policy Committee - Tasmanian Statistical Advisory Committee - other various ad-hoc groups and activities	- Provide secretariat function - Lead and influence operations of groups	Ongoing
1.1	Support and maintenance for existing policy frameworks, standards, and guidelines - Information Security Policy Manual - Project Management Guidelines	- Maintenance of existing components - Marketing - Assistance with utilisation - Review future intentions	Ongoing
1.1	Promote the understanding and awareness of strategic ICT and statistics/information issues - Forums on eGovernment issues	- Conduct forums as required	Ongoing

1.5	ICT and statistics/information policy and support - Government 2.0 - Radio communications and spectrum - State Statistical Coordinator - Document Verification Service (DVS)	- Respond and work with stakeholders in relation to various emerging ICT and statistical/informationpolicy issues - Support agency executives	Ongoing
1.7	Support for major Tasmanian Government ICT and statistical/information initiatives - support for the development of business cases by agencies - working with agencies to ensure alignment of initiatives with the Tasmanian Government ICT Strategy and Stats Matter - participation in Tasmanian Spatial Information Council and leadership of Tasmanian Government Spatial Committee	- Identify areas of priority and focus - Development of business cases	Ongoing
	Management Activities	PMD, website maintenance, Ministerial correspondence, information management, TRIM, corporate support	Ongoing
	Values	Participation in DPAC Values Group	Ongoing

Projects/initiatives

DPAC Strategic Plan	Project	Milestone	Dates	Who	Progress report
1.8	ICT Project Fund	- Develop assessment methodology - First round funding allocation - Support major ICT projects	July 2013 Oct 2013 Ongoing		
1.5	Implement ICT Roadmap – phase 1 – ICT Infrastructure	- Develop roadmaps for each of the ICT infrastructure layers - Work with agencies to ensure effective utilisation of ICT roadmaps	Nov 2013 May 2014		
3.4	Data Centres and Managed Services (Options and strategy development)	- Develop Business Case (through consultancy services) - Confirmation of strategy and associated transition plan by Cabinet - Support TMD in the RFI/RFT	Aug 2013 Feb 2013 Ongoing		
1.7	State Significant Statistical Assets (SSSA)	- Develop and consult on content and criteria for SSSAs	July 2014		
1.7	Statistical Resource Toolkit	- Identify content - Establish process for endorsement	April 2014		
1.7	Statistical Capability Plan	- Scope project - Develop agency capability assessment mechanism	July 2014		

1.7	Statistical Collaboration	- Support for Stats Link Network (SLN)	Ongoing
		- Development of Data Integration Framework	Nov 2013
1.5	Future direction for Project Management	- Map out a plan for future direction of Tasmanian Government Project Management methodology	Feb 2014
1.5	Whole-of-government HR System Review and Roadmap Development (working with TMD)	- Socialise outcomes of review and develop discussion paper	Dec 2013
		- Initiate phase 0 activities	March 2014
1.5	Integrated Identity Management	- Map progress of related and supporting projects	Dec 2013
		- Develop policy framework	June 2014
1.5	ePresentment (assisting Service Tasmania Unit)	- Develop report that considers electronic communications options for agencies to use to distribute information and invoices to customers	Dec 2013
3.3	NT3 Policy and Direction (working with TMD)	- Develop discussion paper to clarify policy directions and broad functional needs	Oct 2013
		- Support TMD in subsequent procurement processes	Ongoing
1.5	ICT Procurement (working with IT Managers and Treasury)	- Develop discussion paper on future objectives and options	Dec 2013

Tasmanian Government
ICT Strategy

Planning and investing in ICT as one government

Strategy 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.

Principles

How we need to operate:

Align all future investment with the ICT Strategy

Use a mixture of whole-of-government and agency ICT services

Follow best practice in the planning, development and operation of ICT

Objectives

To deliver the vision, we need to:

Show strong leadership
Strong leadership, focused investment decisions and effective management of ICT across the public sector

Use ICT to be more efficient and effective
Improved productivity in the public sector through investment in ICT

Work together to serve our shared clients
Improved and transformed service delivery, that is more client centric and more integrated across government, through ICT

Share our information
Better access to information for the community, business and public sector employees

Provide common services
A common approach to the provision of commodity ICT resources

What success will look like – KPIs

2014
All ICT investment based on WOG needs and aligned to an agreed ICT strategy

2015
Agencies using common services and internal staff capabilities to meet with ICT needs

2017
Common commodity business processes

2015
One-stop customer service for all of government; connection of all schools, students and teachers

2017
Integrated patient health information service for all providers; integrated dispatch and communications network for emergency services; integrated criminal justice system database

2015
Government data publicly available; all government staff connected to information and services

2017
Spatial information available publicly for business and policy development and service delivery

2017
All common commodity ICT services consolidated and provided as a service to agencies

Actions

The actions we take will:

Improve management

Redesign agency ICT functions

Develop consistent agency ICT strategic plans and asset management plans

Develop an architecture for Tasmanian Government ICT component needs and a roadmap for its implementation

Implement ongoing benchmarking of ICT costs and services

Build capacity

Common voice and email services; data centres/storage; business processes and services for HR, finance, information management and web/communications

Integrated emergency dispatch service; radio network; and identity management platform

Strategically manage government information assets

Transform service delivery

Invest in spatial information

Integrated approach and common infrastructure to support customer contact across government

Single view of patient health information and adoption of eHealth services

Link school systems and share educational resources

Secure sharing of information on criminal and community safety services

Tasmanian Government

Stats Matter Strategy

Building Tasmanian Government
Statistical Assets and Capability

VISION

Better Government decisions informed by quality data and sound statistical practice for the benefit of all Tasmanians.

VALUES

Collaboration to realise the value of data and statistics in government.

Integrity, accuracy and credibility of our statistical assets through sound, transparent and accountable practises.

Statistical assets that are **relevant** to our user's needs.

Easy **access** to statistical information for staff.

Confidentiality of statistical assets to protect privacy.

OBJECTIVES

Build a culture that values and requires quality data
Government will value and use data confidently, competently and collaboratively to routinely evaluate, inform decisions and drive ongoing improvement.

Ensure quality data is easy to find and use
Accessible, high quality and relevant statistical and spatial data is available in government for the benefit of all Tasmanians.

Implement robust governance of our significant statistical data
Active and sustained governance of statistical assets will support government accountability and ensure strategic investment in statistical assets and capability development

INDICATORS OF SUCCESS

Dec 2014

State Significant Statistical Assets are identified; custodians agreed; progress towards management and access plans for these Assets.

A framework for integrating data for research purposes is endorsed and actively used by agencies.

A web-based toolkit is live with a process for adding components, standards and guidelines in place via the Statistical Policy Committee.

Statistical Policy Committee endorses a Tasmanian Government Statistical capability Plan; and pilot assessment tool is in place in one or more agencies.

Dec 2016

Agency enduring outcomes are aligned with budget and annual report key performance indicator processes.

Agencies have effective management plans in place for significant statistical assets linked to agency ICT Strategic Plans.

Statistical capability assessment is complete for all agencies and there is progress towards addressing the need.

A framework for integrating data for both research and service delivery purposes is active.

Policies for publication of statistical data are agreed.

A business case is developed for a robust, reliable data directory for State Significant Statistical Assets.

Dec 2018

Integration of data is a routine process in driving ongoing improvements.

Effective evaluation of programs is utilised in future decisions and supports a culture of achievement.

State Significant Assets are used by Heads of Agency to monitor performance against enduring government outcomes.

Data is published according to agreed policies.

MAJOR ACTIONS

Identify and manage statistical assets to strengthen government accountability.

Establish a toolkit of resources to build data quality and support capability.

Build mechanisms to make sharing and publication of statistical information easier.

Strengthen collaboration across government to make the best use of statistical information.

Develop and implement a plan to improve Tasmanian Government statistical capability.

Tasmanian Government

Appendix 3 – Tasmanian Government ICT Strategy - Governance
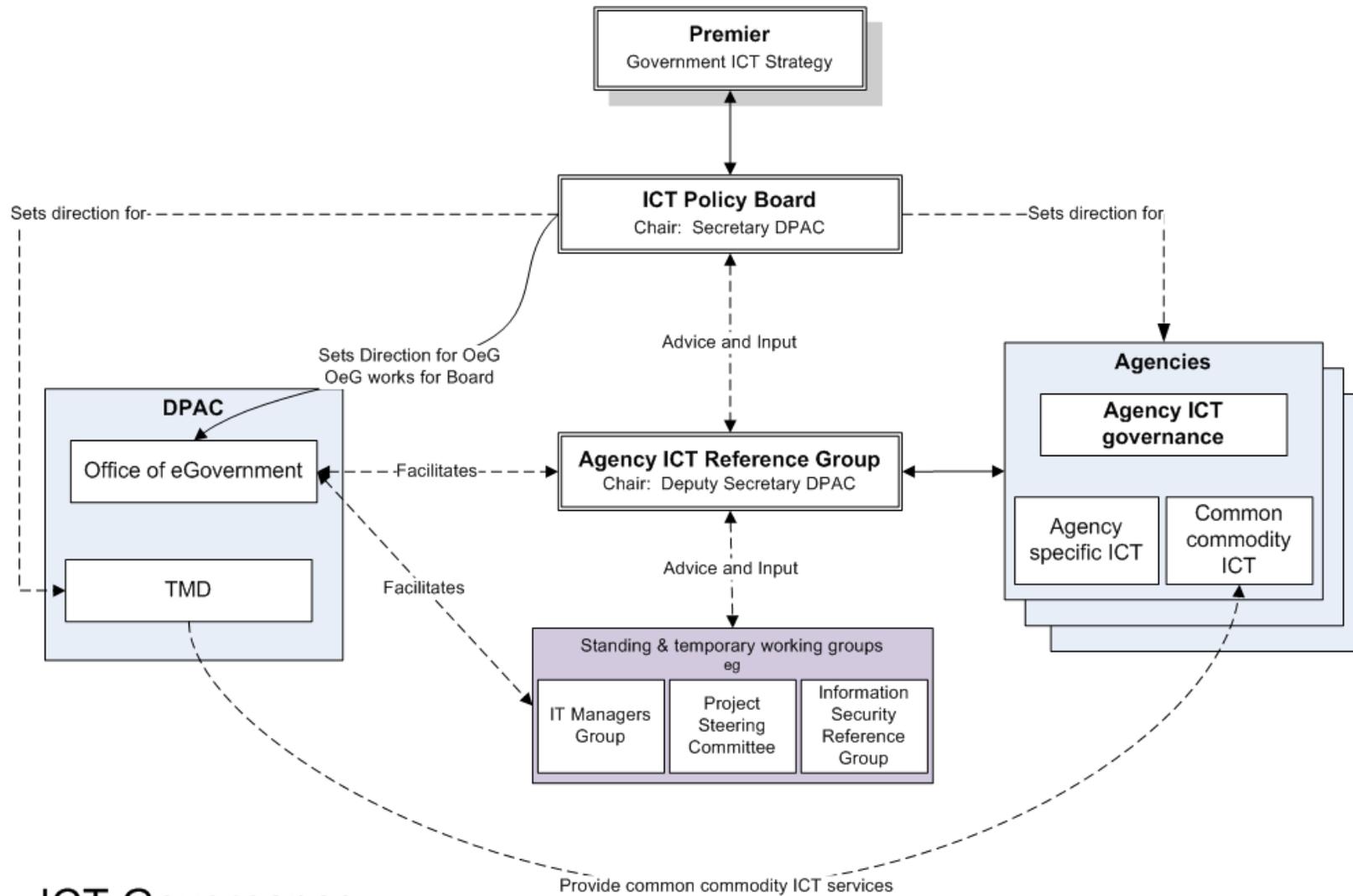
ICT Governance

Appendix 4 – Stats Matter Strategy - Governance