

# **Business Plan 2007 – 2009**

Inter Agency Policy & Projects Unit

Version 3.1, 13 August 2007

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This document can be found at <http://www.egovernment.tas.gov.au/>

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# 1 Introduction

The Inter Agency Policy and Projects Unit (IAPPU) of the Department of Premier and Cabinet was established in June 2002<sup>1</sup>. This Business Plan has been developed to define the role, organisational structure, programs and major projects to be undertaken by IAPPU within the context of the current and emerging environment.

This is the third version of the IAPPU Business Plan and has been developed to cover the period 2007-2009.

## 2 Organisational Context

The mission of the Department of Premier and Cabinet is to support the Tasmanian Government's policy objectives by leading the public sector; working collaboratively both within government and with the community; and contributing to a prosperous, inclusive and fair Tasmania.

The agency outcome of the Department of Premier and Cabinet is effective support of the Government's policy making and implementation processes by:

- Enabling informed decision making
- Providing whole-of-government leadership
- Setting and maintaining high standards in government administration, policy development and service delivery.

The priorities of the Tasmanian Government to which the Department of Premier and Cabinet contributes are:

- Community development including partnerships and infrastructure
- Major projects
- Tasmania Together
- Social policy development, in particular issues relating to people with disabilities, children and the Stolen Generations
- Participation in Council of Australian Governments (COAG) national reform agenda and Council of the Australian Federation (CAF)
- eGovernment
- Valuing the State Service
- State security.

Through this Business Plan (within the context of the mission, outcomes, and priorities of the Department and Premier and Cabinet) the overall direction and major initiatives of IAPPU are governed by the Inter Agency Steering Committee (IASC).

The Government and Information Services Division within the Department of Premier and Cabinet consists of the following independent organisational units:

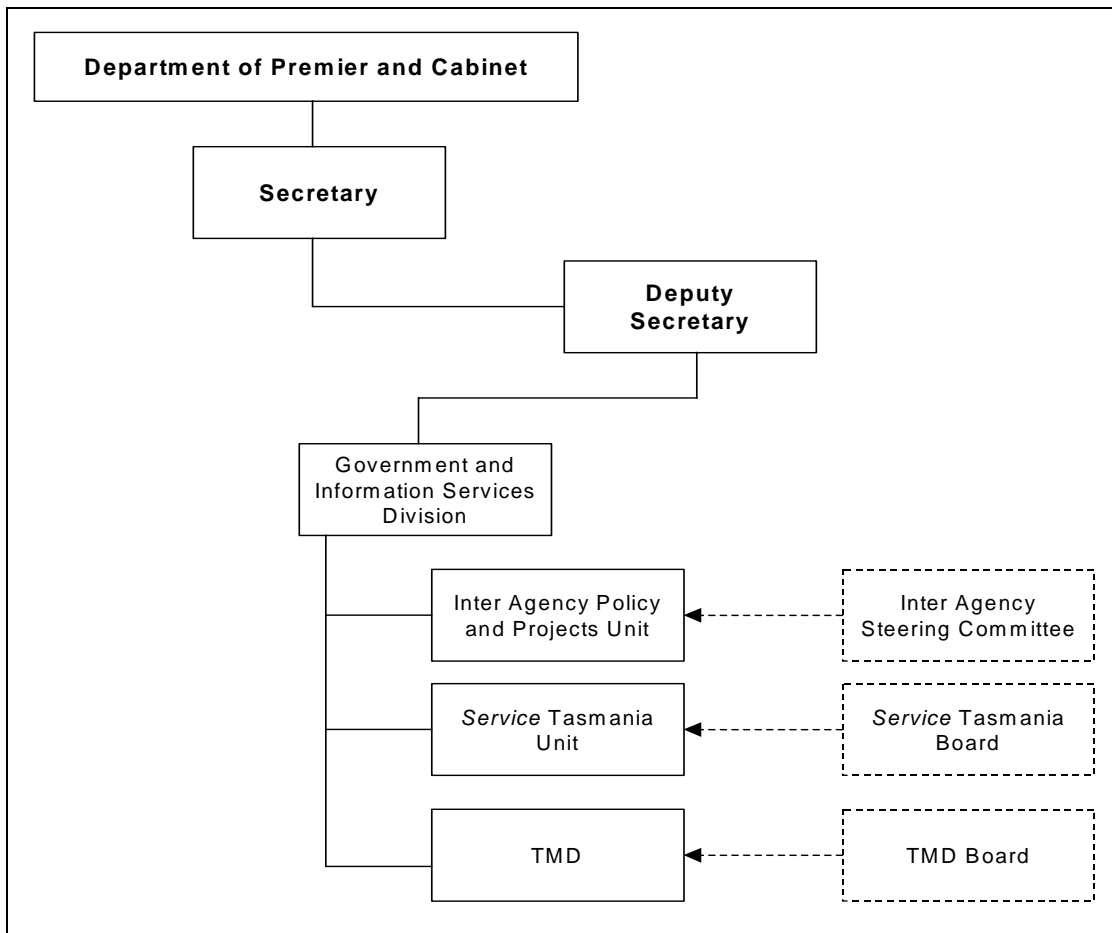
- IAPPU
- TMD
- The *Service* Tasmania Unit

TMD and the *Service* Tasmania Unit have Boards which govern and direct their operations. There is a large degree of common membership across these two governing bodies and the IASC.

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<sup>1</sup> Prior to 2002 there existed comparable organisational units which addressed a range of similar issues.

The relevant components of the organisational chart of the Department of Premier and Cabinet as pertinent to the organisational context of IAPPU are summarised in the following diagram:



### 3 Role of the IASC

The role of the IASC is to provide:

- Corporate leadership on whole-of-government policies and strategies in information management, information systems and project management, and
- High level governance for relevant major projects within the Tasmanian Government, with an emphasis on those projects that involve two or more agencies.

### 4 Role of IAPPU

Under the direction of the IASC, with the aim of improving and modernising the operations of Government in Tasmania, IAPPU is responsible for supporting whole-of-government activity in the **areas** of

- eGovernment<sup>2</sup>
- Interoperability
- Better Practice

through the **activities** of

- Management and conduct of whole-of-government projects
- Development of strategies, policies, frameworks, guidelines and standards
- Support for better practice and the provision of research
- The provision of advisory and review services

IAPPU also provides support to the Department of Premier and Cabinet in the examination of current telecommunications policy issues and the co-ordination of any related activities.

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<sup>2</sup> eGovernment is using Information Communication Technology (ICT) to enable business transformation of government, focussed on customers - *Beyond eGovernment – The world's most successful technology enabled transformations – Booz Allen Hamilton (2005)*

## 5 Current Operating Environment

The continuing growth of online service delivery, with the increasing focus on the reform of “back-office” processes, requires that there be a robust, comprehensive and consistent range of frameworks, policies and practices in place in order to address the complex and significant eGovernment issues being tackled by government.

To improve whole-of-government efficiency, effectiveness and agility, there is need to focus on building the capacity for **interoperability** between agencies and beyond. This will involve the identification and use of common standards to share business processes, information and enable the connection of key technologies.

Given the increased awareness of security and fraud, effective **identity security** policies and practices are integral to the successful delivery of government services. A common approach is required to establishing, recording and authenticating those individuals and organisations that may interact with government. Such an approach needs to be consistent with the Commonwealth Government’s National Identity Security Strategy, as confirmed by the Council of Australian Governments (COAG) in April 2007, and also extend into the online delivery of those services such as those being offered through *Service Tasmania*.

**Information security** remains an important complementary issue to ensure that appropriate policies and practices are in place to secure the government’s diverse information holdings.

Effective **project management** remains a critical aspect to the many complex projects undertaken by government, particularly recognising business-driven change management. Future challenges include:

- Being an advocate for project management and encouraging the adoption of relevant practices by all agencies
- Meeting the needs of new practitioners as well as those that are experienced
- Ongoing maintenance of the Tasmanian Government Project Management Framework
- Establishing mechanisms for comprehensive project and output quality reviews of projects at key decision points

The Internet is now a key communication tool for government and there is a need for policies and guidelines to benefit and assist agencies in the delivery of **web publishing** services.

To ensure that agencies can learn and benefit from each others experiences there is a role for IAPPU to encourage the sharing of **better practice**, particularly through communities-of-practice to pool knowledge, expertise and resources.

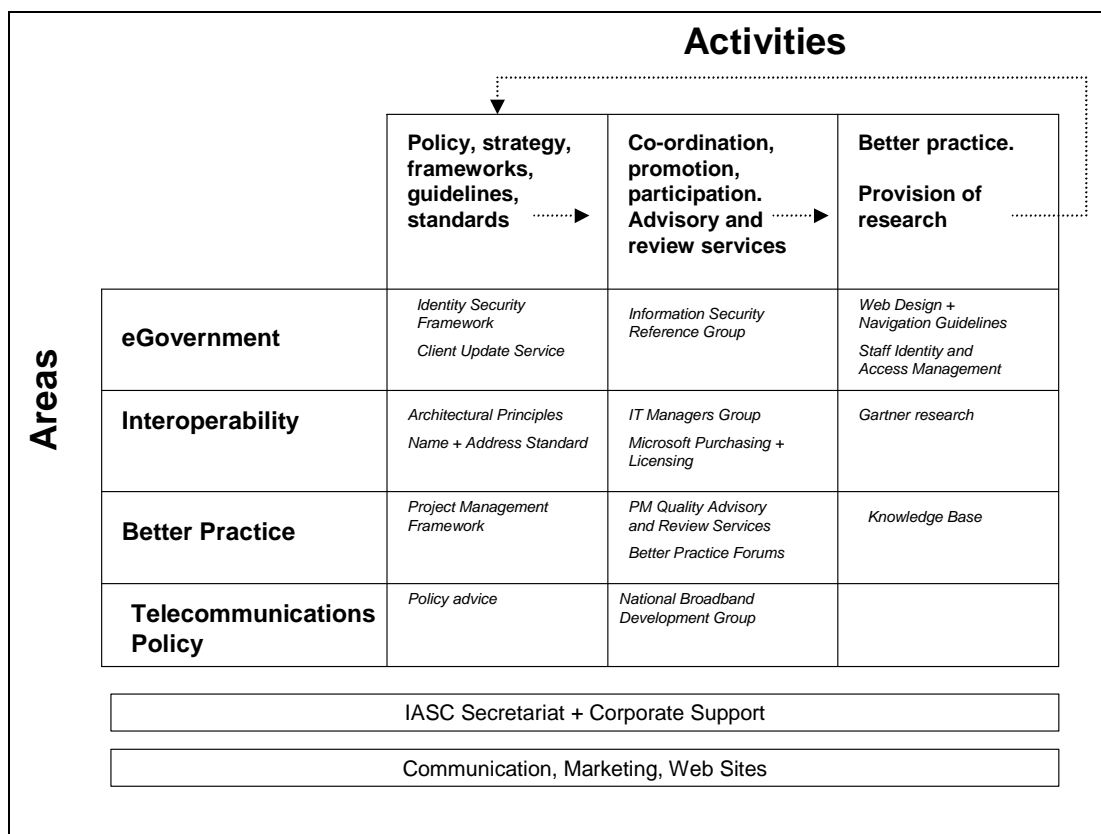
In the **telecommunications** sector new opportunities are being presented through the development of infrastructure. The demand for broadband services is increasing, particularly in education and health. IAPPU will keep a watching brief and respond as required to such issues from a policy perspective, with particular reference to the activities of the Commonwealth Government (eg Australia Connected).

IAPPU needs to continually work with other areas of government, leveraging off developments nationally and internationally, and to bring to such considerations a proactive and responsive whole-of-government perspective.

## 6 Organisational Approach

IAPPU's "activities" are carried out within the context of a unit, working within a central agency of government, supporting the activities of government as a whole.

The overall approach is summarised in the following diagram:



The items in *italics* are some examples of outputs from current IAPPU Ongoing Services and Projects, the position reflecting the current focus of the activity.

The two underpinning components of IAPPU's organisational structure are:

- "IASC Secretariat and Corporate Support" and
- "Communication, Marketing, Web Sites".

The progressive stages of IAPPU's "activities" and the actual role and value-add of IAPPU in each stage are:

1. A concept is formalised and supporting resources (eg policy, frameworks, guidelines, standards) are developed.

Facilitating in-conjunction with agencies and stakeholders, the development of supporting resources, where it is sensible to be done at a whole-of-government level. Leveraging off a current examination of the concept by an area of government in order to ensure a practical and relevant examination of the issues.

2. The concept is applied and the supporting resources utilised within government.

Working with agencies to ensure a consistent and effective application of the concept and supporting resources, providing structures to enable those parties within government to communicate and share experiences, "joining-up-the-dots" where agencies have areas of common interest, and the provision (where required) of more structured advisory and review services.

3. "Better Practice", in terms of the application of the concept and the use of such supporting resources is developed.

The identification, value-add and dissemination of "Better Practice" in the application of the concept and supporting resource to ensure that lessons learnt are identified in order to promote re-use and prevent re-invention.

4. The concept and supporting resources are reviewed (back to Stage 1).

The facilitation of review of current practice with the aim of integrating better practice into any revised and improved approach.

## 7 Stakeholders and Clients

IAPPU works with the following primary stakeholder and client groups.

Stakeholder/Client	Relationship
Minister and Government Inter Agency Steering Committee Tasmanian Government Executive Management	Policy advice Strategic development Support and coordination of relevant activities
TMD Department of Economic Development Department of Treasury and Finance <i>Service Tasmania Unit</i>	Telecommunications strategy and policy Cooperation in pursuing related activities
Tasmanian Government agencies <ul style="list-style-type: none"> <li>• Tasmanian Government business units</li> <li>• Tasmanian Government IT units</li> <li>• Tasmanian Government special interest forums</li> <li>• State Library of Tasmania</li> <li>• Archives Office of Tasmania</li> <li>• Department of Premier and Cabinet Policy Division</li> <li>• Key Tasmanian Government projects</li> </ul>	Policy development Facilitation, coordination, establishing linkages Participation in whole-of-government projects Support of relevant activities Access to better practice and research
Local Government	Policy development Coordination of component of Partnerships Access to better practice and research
Commonwealth Government Other State Governments	Policy development Strategic development Access to better practice and research Coordination and participation in intergovernmental relations

## 8 Values and Principles

In its work IAPPU considers and is driven by the following values and principles:

In dealing with stakeholders and clients, IAPPU –

- Provides vision in aspects of whole-of-government activities through the maintenance of a big picture view
- Seeks to include national and international perspectives
- Seeks to guide strategic thinking in combination with a pragmatic and incremental application
- Can bring to a task the perspective of more than one agency
- Seeks to establish linkages between agencies
- Emphasises facilitation and initiation of opportunities
- Seeks to actively involve stakeholders and clients in all aspects
- Is focussed on responding to customers
- Is product neutral

In the manner that IAPPU carries out its work, staff value –

- An ongoing and clear direction
- Work focused on outcomes
- The ability to work cooperatively and in a team environment
- Input and views from clients and agencies
- Opportunities for development
- Opportunities for raising new ideas
- Recognition of achievement
- A fulfilling workplace

## 9 Ongoing Services and Projects

IAPPU over the period of this Business Plan will:

- Deliver the following Ongoing Services
- Undertake the following Projects.

Each of the Ongoing Services / Projects:

- Is aligned to one (or more) of the whole-of-government activity areas (see Section 4 - Role of IAPPU) that IAPPU supports, and
- May include a number of different activities (depending at what stage the particular Ongoing Service / Project is positioned).

Each Project has a more detailed Project Business Plan, with the status of each project regularly reported to the IASC.

The package of Ongoing Services / Projects is designed and structured as a concept to support the overall objectives of the IASC, with the individual priority of each of the Ongoing Service / Project principally reflected in the allocation of IAPPU resources against each item.

### 9.1 Ongoing Services

No	Ongoing Service	Description
1	Inter Agency Steering Committee (IASC) Secretariat	Provision of a Secretariat to the IASC The capability to respond to issues as raised
2	eGovernment policy and strategy advice	Ongoing development of policy advice and strategy formulation with the capability to respond to new and emerging issues
3	Whole-of-government information management	Analysis and co-ordination of identified priority issues
4	Whole-of-government use of ICT	Analysis and co-ordination of identified priority issues Support the operations of the IT Managers Group (ITMG), a sub-committee of the IASC
5	eGovernment inter-governmental relations	Management of inter-governmental relations with other jurisdictions and the participation in relevant working groups, in particular those activities related to the Commonwealth/State Online and Communications Council

6	Telecommunications Policy	<p>Support to the Department of Premier and Cabinet in the examination of current telecommunications policy issues and the co-ordination of any related activities including:</p> <ul style="list-style-type: none"> <li>• Development of policy advice and responding to relevant ad-hoc issues</li> <li>• Support participation in the Tasmanian Government's Telecommunications Infrastructure Steering Committee (TISC) and the National Broadband Development Group (NBDG)</li> <li>• Liaison with the Commonwealth and the co-ordination of the development of submissions to Commonwealth programs</li> </ul>
7	Better Practice	<p>The identification and the support for whole-of-government better practice business activities and the sharing of learnings in areas related to the agenda of the Inter Agency Steering Committee, with a focus on:</p> <ul style="list-style-type: none"> <li>• An ongoing program of seminars on current issues</li> <li>• General communication, marketing and awareness raising</li> <li>• A repository of information and better practice resources to be shared across agencies through a Community of Practice approach</li> <li>• Structures and processes for ongoing management of the better practice information resources</li> </ul>
8	Tasmanian Government Project Management Framework	<p>Promotion, continued development and support for the utilisation of the Tasmanian Government Project Management Framework and associated project management tools</p> <p>Support the operations of the Project Management Advisory Committee (PMAC), a sub-committee of the IASC</p>
9	Project and Quality Management Advisory and Review services	<p>Provision of fee-based advisory and review services for project management within the Tasmanian Government, including aspects such as assisting with the establishment of an appropriate project and quality management framework and the provision of independent reports to the Project Sponsor/Steering Committee</p>
10	Resource Centre and Best Practice Business and ICT Consultancy Service (Gartner)	<p>Provision of a resource centre, including access to Australian Standards Online services</p> <p>Management of the better practice Business and ICT consultancy service (currently Gartner) in business improvement, information management and information systems to the Tasmanian public sector</p>
11	Information Security	<p>Support the implementation by agencies of the Tasmanian Government Information Security Framework through:</p> <ul style="list-style-type: none"> <li>• Highlighting examples of better practice by agencies in information security management</li> <li>• Facilitating communication between agencies on information security issues</li> <li>• Updating the Information Security Guidelines</li> <li>• Reviewing agency implementation progress</li> </ul>
12	Tasmanian Government Web Publishing Framework	<p>Promotion, continued development and support for the use of the Tasmanian Government Web Publishing Framework – as a collaborative model for whole-of-government web publishing better practice</p>

13	Interoperability Program	<p>Improve whole-of-government efficiency, effectiveness and agility through business, information, and ICT Interoperability by implementing and maintaining the Interoperability Program across Tasmanian Government.</p> <p>Through:</p> <ul style="list-style-type: none"> <li>• Development and implementation of a governance structure</li> <li>• Templates for submitting proposals and standards and related guidelines for approval</li> <li>• A marketing and communications strategy and tools to support the implementation</li> <li>• Developing standards and related guidelines</li> <li>• Develop and implement a strategy and consultation process for cross jurisdictional liaison</li> <li>• Investigate model and value of “mapping key systems”</li> <li>• A strategy for an ongoing management processes</li> </ul>
14	Support for major Tasmanian Government projects	<p>Support for major Tasmanian Government projects (as overseen by the IASC) and the identification of the linkages between them.</p> <p>Identification of opportunities for a whole-of-government approach and the sharing of learnings</p>
15	Local Government Partnerships	<p>Support for the implementation of ICT issues arising from Local Government Partnerships and the provision of access to better practice information and resources</p>
16	IAPPU Corporate Support	<p>Provision of corporate support for IAPPU ongoing services and projects, including the IAPPU business support procedures manual</p>
17	IAPPU Communications	<p>Implement a coordinated strategy for IAPPU’s communications with its stakeholders</p>

## 9.2 Projects

No	Project	Scope
1	Identity Security Program	<p>Progress the Council of Australian Governments (COAG) agreement to implement the National Identity Security Strategy (NISS), aimed at reducing identity theft and other identity crimes, by the Tasmanian Government</p> <p>Increased community access to government services online through improved uniformity and security of management practices involving employee and client identity across the Tasmanian Government</p> <p>Increased cross agency service delivery incorporating consistent and secure processes for the collection, use and transfer of electronic and non-electronic information by the Tasmanian Government</p> <p>The initial steps will be taken through:</p> <ol style="list-style-type: none"> <li>1. Representing the Tasmanian Government on the NISS Coordination Group and addressing arising issues associated with the implementation of the Strategy;</li> <li>2. Addressing Tasmanian Government issues associated with the policy framework for the proposed Health and Social Services Access Card;</li> <li>3. The Establishing Identity Project which will develop an implementation strategy and maintenance process for a Tasmanian Government Identity Security Framework, encompassing policy, practices, standards and guidelines (By July 2008);</li> <li>4. The Authenticating Identity Project which will develop a Tasmanian Government authentication framework, encompassing staff identity and access management policy, practices, standards and guidelines for incorporation within the Tasmanian Government Information Security Framework (By December 2008);</li> <li>5. Examining the need for client authentication policy, practices, standards and guidelines as part of the Tasmanian Government Identity Security Framework. (By December 2007);</li> <li>6. The Document Verification Project which will: <ul style="list-style-type: none"> <li>- Develop of a project business case and project proposal for the Department of Justice to participate in the Certificate Validation Service (by October 2007); and</li> <li>- Progress Tasmanian Government agencies' participation in the national Document Verification Service (DVS) (By October 2008).</li> </ul> </li> </ol>
2	Review of the Tasmanian Government Project Management Framework and "Realising Project Benefits" Project	<p>Promotion, continued development and support for the utilisation of the Tasmanian Government Project Management Framework and associated project management tools</p> <p>Conduct a project to improve understanding and practice, across the Tasmanian Government, in planning for project outcome/benefits realisation and associated organisational change management initiatives (By June 2008)</p>

3	Client Update Service	<p>Improved process to enable Tasmanian citizens to notify Tasmanian Government bodies government of changes in their contact details</p> <p>Increased access by agencies to address validation processes</p> <p>Improved integrity of client contact information held by Tasmanian Government bodies</p> <p>Through:</p> <ul style="list-style-type: none"> <li>• Development of the Client Update Service to provide a single application to facilitate client notification change of address (By December 2008); and</li> <li>• Agency access to a Tasmanian Government address validation service as part of the Client Update Service (By December 2008).</li> </ul>
4	ICT Procurement Strategy	<p>Investigate issues surrounding the computer servers and related issues, including storage and management solutions, and development of staff skills and support services (By December 2007).</p> <p>Investigate trends, issues and costings surrounding office document production (By December 2007).</p>
5	Aggregating Microsoft Licences	<p>Simplified licensing arrangements between government and Microsoft</p> <p>Greater uniformity within the Government Standard Operating Environment for Microsoft products</p> <p>Easier access to a greater range of Microsoft products and services</p> <p>Through:</p> <ul style="list-style-type: none"> <li>• Documented management and transition arrangements to establish and maintain a whole-of-government arrangement for Microsoft licensing (By December 2007); and</li> <li>• Financial models that illustrate the advantages and disadvantages of aggregating Microsoft licences as a whole-of-government arrangements (By December 2007).</li> </ul>
6	Review of IAPPU Web Sites	<p>Examine the purpose of IAPPU's website including, a review of the information architecture to better reflect the whole of government eGovernment focus (By June 2008).</p>
7	Framework for the Preservation and Management of Electronic Documents Project	<p>Support agencies seeking to improve the management of documents and records in an electronic environment through the provision of information on to support practical change management and capture and sharing of learnings (By December 2007).</p>

### 9.3 Projects (Internal)

No	Project Name	Project Scope
1	Records Management	Implement new records management procedures as part of DPAC's progressive implementation of TRIM, with a focus on electronic records

## 10 Performance Measures

Performance Measure	2004-05 (Target) Actual	2005-06 (Target) Actual	2006-07 (Target) Actual	2007-08 (Target) Actual
Number of unique visits to eGovernment website <sup>3</sup>				(180,000)
Average number of attendees per information seminar	(70) 80	(70) 74	(85)	(85)

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<sup>3</sup> New performance measure for 2007-08