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What is ICT or information and communications technology?

Information and Communications Technology (ICT) encompasses computing and communications equipment, software and related services, including staff and contracts for services.

The Government is reliant on effective and efficient ICT for the delivery of its core services. This includes telecommunications services, including email, and a range of information technologies and services.

Why does the Government require an ICT strategic plan?

Most state government activity involves the delivery of services to the community. Almost all of these services are underpinned by ICT.

The Tasmanian Government has traditionally employed an agency based model for managing and planning most of its ICT. This model has suited the Government well in the past. However, a range of pressures have 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 policy responses increasingly involve coordinated responses from many agencies;
- national policy responses increasingly involve collaboration by many governments; and
- budget pressures are growing.

What does it mean for the general public?

Over time, the Tasmanian Government ICT Strategy will foster improved:

- access, especially online, to government services;
- access to government information by members of the public; and
- ability of government to provide coordinated service delivery across government agencies.

I am a Tasmanian Government employee, teacher, doctor, nurse or police officer - what does the Tasmanian Government ICT Strategy mean for me?

The ICT Strategy will result in improved ability to work with your colleagues in other agencies. This will be through the improved sharing of information and the use of common services.

The gradual adoption of common business processes across government should also make it easier for you to extend your career beyond your agency.

I am an ICT professional working for government - what does the Tasmanian Government ICT Strategy mean for me?

The ICT Strategy will change the role of agency ICT units and provide improved opportunities for ICT professionals to support the business needs of their agency and broader government requirements. Building the capability of agency ICT units to meet their changed role will require the development of skill sets.

The skill sets requiring development will change over time. Initially it is expected that there will be a focus on project management, planning and business analysis skills.

I work in the ICT industry - what does the Tasmanian Government ICT Strategy mean for me?

The Tasmanian Government, like all large organisations, purchases considerable ICT goods and services. Purchases include hardware, commercial off-the-shelf software, system integration, specialist consultancies such as security testing and software development.

Agencies will move towards common approaches to many ICT services. This will include an agreed ICT architecture and, where appropriate, adopting common technologies. Agencies will also improve their ICT planning capability, including strategic planning and ICT asset management planning.

These changes will enable the ICT industry sector to improve the alignment of its skills and capabilities to the Government's likely ICT procurement requirements.

What does the Tasmanian Government ICT Strategy mean for businesses?

The Tasmanian Government ICT Strategy will foster improved:

- access, especially online, to government business services;
- access to government information by businesses; and
- ability of government to provide coordinated service delivery across government agencies, and so save time for businesses.

What about Government 2.0 and social media?

Government 2.0 and social media are tools for the Government. They assist in service delivery, communicating with clients and provision of information.

As such, the concepts of Government 2.0 and social media tools will be integral to the delivery of the objectives and vision of the ICT Strategy.

How will the initiatives be funded?

The ICT Strategy identifies priority ICT investments for the Government and links such initiatives to the broader government agenda.

Many of the initiatives do not require additional funding.

Where additional funding is required, the lead agency will prepare a business case and submit budget bids. Budget submissions will compete for funds alongside all other budget requests.

What about the National Broadband Network (NBN)?

The ICT Strategy includes improving and transforming online service delivery.

There is an expectation that the Tasmanian community will access government online services through a variety of technologies, including mobile devices such as smartphones, existing broadband services, and the National Broadband Network (NBN).

In the medium term, the NBN, a Commonwealth Government initiative, will enable improved services to be delivered than would be otherwise possible and universal availability of broadband services to the Tasmanian community.

Is the Tasmanian Government implementing shared ICT services?

In the past, many jurisdictions publicly announced large shared ICT service strategies. These strategies were often expected to result in financial savings. However, these savings were not always fully realised.

The ICT Strategy does include a move to consolidation of common commodity ICT services.

There is not an expectation that all common commodity ICT services will be consolidated in the same way. Some, such as email, will result in a single platform for government. In other instances there may be strong business benefits to government with alternate models. In some instances, this may include outsourcing a particular service, or parts of the service.

The ICT strategy also requires ICT investments to be supported by sound business cases.

Is the Tasmanian Government going to outsource its ICT?

The Tasmanian Government has already outsourced elements of its ICT services. Outsourcing has occurred where there have been sound business reasons for agencies, or the Government as a whole, to outsource a particular ICT service.

For example, many agencies routinely outsource application development and support, specialist one-off services such as ICT security testing, or the provision of whole-of-government data network services.

This practice will continue and, as mentioned above in “Is the Tasmanian Government implementing shared ICT services?”, outsourcing may be utilised in the provision of some whole-of-government ICT services.

What is happening in other jurisdictions?

Governments are actively pursuing the development of a more coordinated and strategic approach to ICT. Four recent examples (Commonwealth Government, Queensland, New Zealand and the United Kingdom) of jurisdictional ICT strategies are summarised below.

Common elements of these approaches include:

- improved service delivery;
- public sector productivity;
- open and accessible government;
- improved ICT governance and capability; and
- whole-of-government approach to ICT investment.

Commonwealth Government

The *Draft 2011 ICT Strategic Vision* was released for comment in April 2011 by the Secretary of the Department of Finance and Deregulation in his role as Chair of the Secretaries' ICT Governance Board. The Draft ICT Strategic Vision is: “ICT will increase public sector productivity by enabling the delivery of world leading government services for Australian people, communities and businesses, supporting open engagement to better inform decisions, and improving the operations of government” through three strategic priorities:

1. delivery better services;
2. engage openly; and
3. improve government operations.

Reference <http://www.finance.gov.au/e-government/strategy-and-governance/index.html>

Queensland Government

Toward Q2 through ICT was released by the Queensland Government in September 2009. The Queensland ICT Strategy directly supports the Queensland Government's strategy for Queensland, *Toward Q2, Tomorrow's Queensland*. The ICT Strategy has four focus areas:

1. accessible government – improved service delivery, online engagement and improved information management and access;
2. efficient government – one government approach to ICT investment, deliver savings, build ICT capability;
3. effective government – whole-of-government leadership in ICT delivery, improved project management, improved industry engagement; and
4. strong industry/government partnership – use partnerships and create and enhance local industry opportunities.

Reference <http://www.qgcio.qld.gov.au/qgcio/strategies/Pages/TowardQ2throughICT.aspx>,
<http://www.towardq2.qld.gov.au/tomorrow/index.aspx>

New Zealand Government

In October 2010, New Zealand released its *Directions and Priorities for Government ICT*. It has five directions:

1. provide clear leadership and direction;
2. support open and transparent government;
3. improve integrated service delivery;
4. strengthen cross-government business capability; and
5. improve operation ICT management.

Reference <http://ict.govt.nz/directions-and-priorities>

United Kingdom Government

In March 2011, the Government of the United Kingdom released its *Government ICT Strategy*. It has four elements:

1. Reducing waste and project failure, and stimulating economic growth – to be achieved through -
 - (a) sharing and reusing solutions
 - (b) spending controls
 - (c) improving the way government sources ICT
 - (d) presumptions against large projects
 - (e) increasing ICT professional capability to deliver successful business change
 - (f) agile project delivery
 - (g) benchmarking and performance measurement
2. Creating a common ICT infrastructure – including -

- (a) interoperability enabled by open standards
 - (b) reduce cost of data centres and networks
 - (c) common desktop/device strategy
 - (d) develop cloud computing strategy
3. Using ICT to enable and deliver change – using standardised processes and transparent models to develop flexible ICT infrastructure to deliver -
- (a) agile, personalised and responsive services
 - (b) democratic power shift using digital channels
 - (c) opening up of public sector provision
 - (d) collaborative and mobile public sector working
 - (e) horizon scanning for future-proofed solutions
4. Strengthening governance – new ICT governance structure -
- (a) Ministerial committee to drive progress
 - (b) CIO delivery board
 - (c) CIO council
 - (d) lead agency responsibility for parts of the model.

In October 2011, the Strategic Implementation Plan was published. It translates the vision into real outcomes and summarises the plans for each delivery area.

Reference <http://www.cabinetoffice.gov.uk/content/government-ict-strategy>

What do the major actions of the Tasmanian Government ICT Strategy actually mean?

Transforming the Tasmanian Government through ICT

Action	Description
a) Invest in building spatial information foundations	Build a range of additional capabilities for Tasmania's spatial information infrastructure, so that the future maintenance of planning scheme maps, exchange of information across government, management of emergencies and access to a broader range of information will be more effective with multiple benefits to user communities.
b) Establish an integrated approach and common infrastructure to support customer contact across government	Integrate phone, shop and online service delivery channels to - <ul style="list-style-type: none"> • Provide customers with a seamless, integrated service delivery channels. • Establish common infrastructure elements (eg web portals, CRMs, contact centres). • Have a common interface for agencies for all channels. • Include Service Tasmania, Business Tasmania and other agency customer service delivery channels (ie contact centres).
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	Provide support for: a single view of patient health information, the delivery of health care services, interactions with external service providers, and consumer adoption of e-health service delivery, including provision of access to integrated patient information and support for care delivery across a network of care providers.

Action	Description
d) Link the school systems through a collaborative data centre (hosting a diverse range of shared educational resources)	<p>Link schools from across Tasmania's three major school systems through a collaborative data centre to -</p> <ul style="list-style-type: none"> • Allow any student, teacher or parent in any of the participating school systems to have access to a wide range of teaching, collaborative and learning resources. • Enable sharing of expertise and resources in different subjects and help level the playing field across regional, rural and remote areas in Tasmania.
e) Establish and securely share a view of critical shared information on criminal and related community safety services	<p>Establish a secure view of critical shared information of criminal and related community safety services and make this securely available to all relevant participants in the criminal justice and related community safety service providers, by-</p> <ul style="list-style-type: none"> • Establishing a single accessible point of truth for critical shared information. • Refining the criminal justice processes and the expectations of participants in the criminal justice system. • Implementing modern, flexible information systems which effectively exchange information and support the justice process. • Establishing a statistical repository which allows re-offending to be monitored and analysed across the justice system.

Building the capacity of the Tasmanian Government through ICT

Action	Description
a) Implement a common approach to data centres/storage	<p>Implement a common approach to data centres/storage by -</p> <ul style="list-style-type: none"> • Moving to common data centre and storage providers with ability to support appropriate levels of security and disaster protection. • Migrating away from agency 'in-house' solutions.
b) Develop an integrated government identity management platform	<p>Provide a secure whole-of-government staff user account management service that facilitates secure access by staff to government information and services they require to perform their role.</p>
c) Implement a common approach to the provision of integrated voice services	<p>The telecommunications industry is moving from public switched telephone network (PSTN) voice services to voice over internet protocol (VOIP) based internet protocol (IP) telephony and unified communications services</p> <p>The project is to build a range of integrated, managed services to meet the current and future telephone and related services of government.</p>
d) Implement a common approach to email	<p>Build a single email and calendaring service for government agencies. Benefits include support for improved cross-agency collaboration and new voice and unified communications services.</p>
e) Implement common business processes and shared ICT services (for HR, finance, information management and web/communications)	<p>Identify and, where appropriate, adopt common business processes and shared ICT services for common business functions for HR, finance, information management and web/communications.</p> <p>This may include clusters of agencies, shared business operations, shared ICT services, or community of practice.</p> <p>Implement strategic approach for information management.</p>

Action	Description
f) Develop an integrated emergency despatch service	Implement integrated and resilient despatch service supporting business requirements of all emergency services, eg Police, State Emergency Service (SES), Ambulance and Fire.
g) Develop an integrated government radio network	Implement single whole-of-government radio network that supports normal business operations and emergency requirements (including cross-organisation communication) for use by Government services including Police, SES, Ambulance, Fire Service, and Parks and Wildlife.
h) Strategically manage the Government's information assets over their lifecycle	Undertake a strategic assessment of the current and future risks and business issues of the Government's information assets, including regulatory requirements, business needs, long-term historical records of the State and the implications of the <i>Right to Information Act 2009</i> on the Government's overall information holdings.

Improving the way the Tasmanian Government manages ICT

Action	Description
a) Redesign agency ICT functions (in response to the ICT Strategy)	Develop capability of agency ICT capability to - <ul style="list-style-type: none"> Align their capability and skills away from ICT infrastructure management to include business analysis, contract/service management, project management. Build their ability to meet their agency specific requirements.
b) Develop consistent agency ICT strategic plans	Application of a consistent approach for agency ICT strategic plans to - <ul style="list-style-type: none"> Assist the Agency ICT Reference Group, the ICT Policy Board and Government to identify and assess agency ICT strategic capability. Assist agencies to build their internal ICT capability.
c) Develop consistent agency ICT Strategic Asset Management Plans	Application of consistent agency ICT asset management plans to - <ul style="list-style-type: none"> Assist the Agency ICT Reference Group, the ICT Policy Board and Government to manage agency ICT assets and likely future investment requirements. Assist agencies to build their internal ICT capability.
d) Develop a Tasmanian Government ICT Architecture	Document ICT standards for government, to be used by agencies, vendors and service providers to guide the planning, procurement, building, integration and deployment of ICT services in government. The ICT architecture will assist in reducing support costs and planning migration to new technologies.
e) Implement ongoing benchmarking of ICT costs and services	On an annual basis, collect relevant data from agencies to - <ul style="list-style-type: none"> Enable comparisons with other jurisdictions. Assess progress of the ICT Strategy. Assist in identifying potential initiatives to progress the ICT Strategy.

Action	Description
f) Develop an ICT Roadmap (for common ICT services)	Project to develop - <ul style="list-style-type: none"> • An ICT Roadmap Guide to provide direction to agencies in their ICT investments / initiatives. • A whole-of-government process in Tasmania for determining and prioritising the ICT initiatives and components that are key to implementing the ICT Strategy. • An ICT component (building blocks) inventory incorporating infrastructure, core services, line of business systems, standards and contracts.