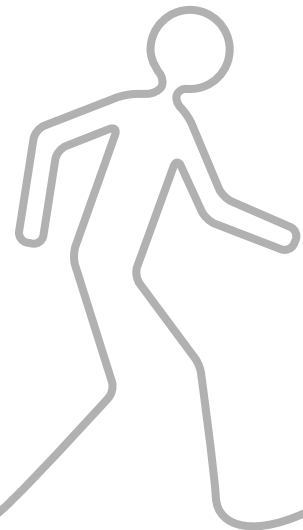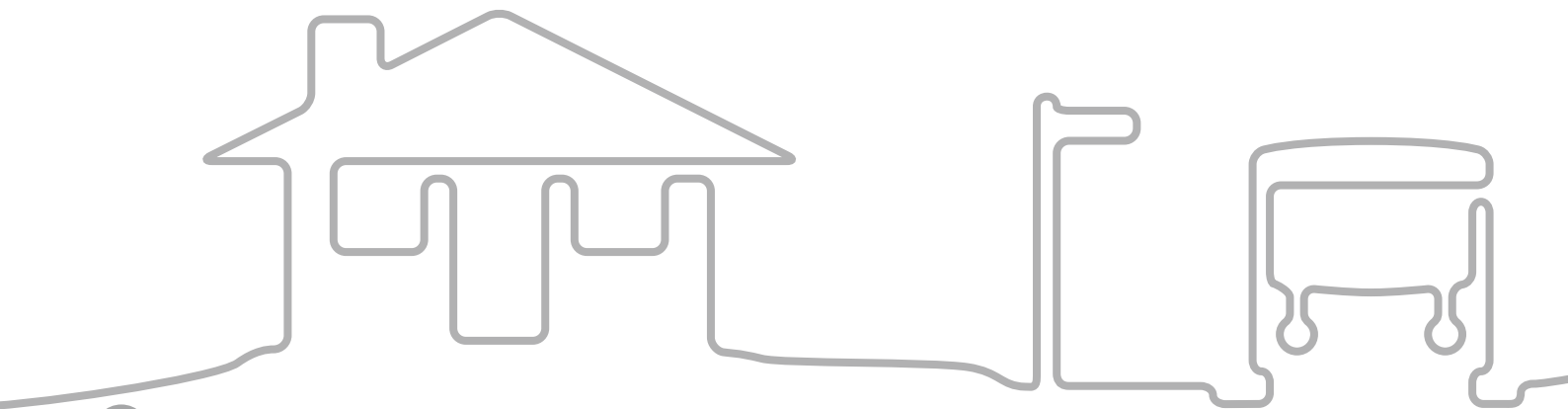ACT
Government

The
Strategic Plan for ICT
2011-15

Foreword from the Chief Minister

Nowadays, information and communications technology (ICT) is interwoven into just about everything we do, whether it be studying at a college, paying our bills or simply catching a bus. ICT has grown in importance in our lives because of its ability to transform the way we do things both at work and at home.

The ACT Government has a good track record of investing in ICT for the benefit of the community. Over the last decade, we have invested in ICT with a wide range of programs ranging from streamlining access to services with Canberra Connect through to support for an online schools community with the Smart Schools/Smart Students program. Alongside the ANU, we have also been a foundation member of the ICT Research Lab at National ICT Australia (NICTA), creating world-class breakthrough ICT technology here in Canberra.

In many ways however, the story has only just begun.

We have the immediate prospect of a new digital world with readily available high-speed broadband and mobile connections, linking individuals, organisations, our homes, workplaces, shops, services and entertainment; together with powerful online social networking and collaboration technology and reliable real-time video communication.

This new world of information and communications holds the promise of tackling some of the most difficult problems facing us today; such as how to reduce our carbon emissions and the need to provide infrastructure to support more and more physical travel. It also offers new ways to participate and collaborate as a community in which the ACT Government will play more of a partnership role.

The Strategic Plan for ICT 2011-15 sets strategic objectives for the ACT Public Service to begin the journey down this road using all the transformational possibilities that ICT can provide.
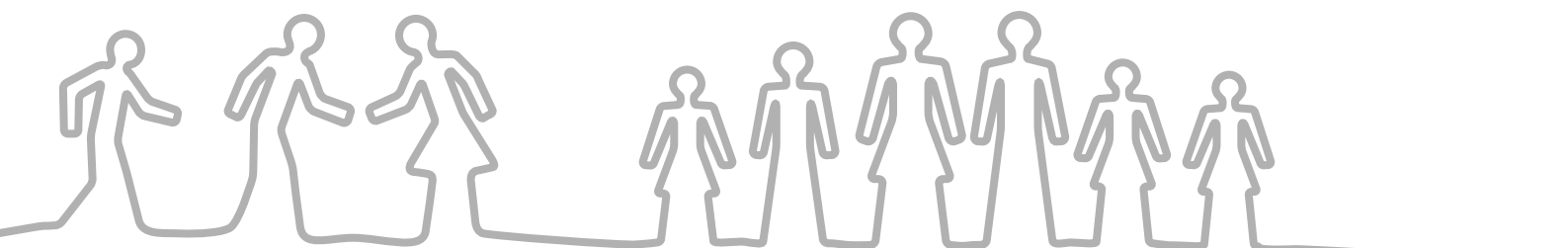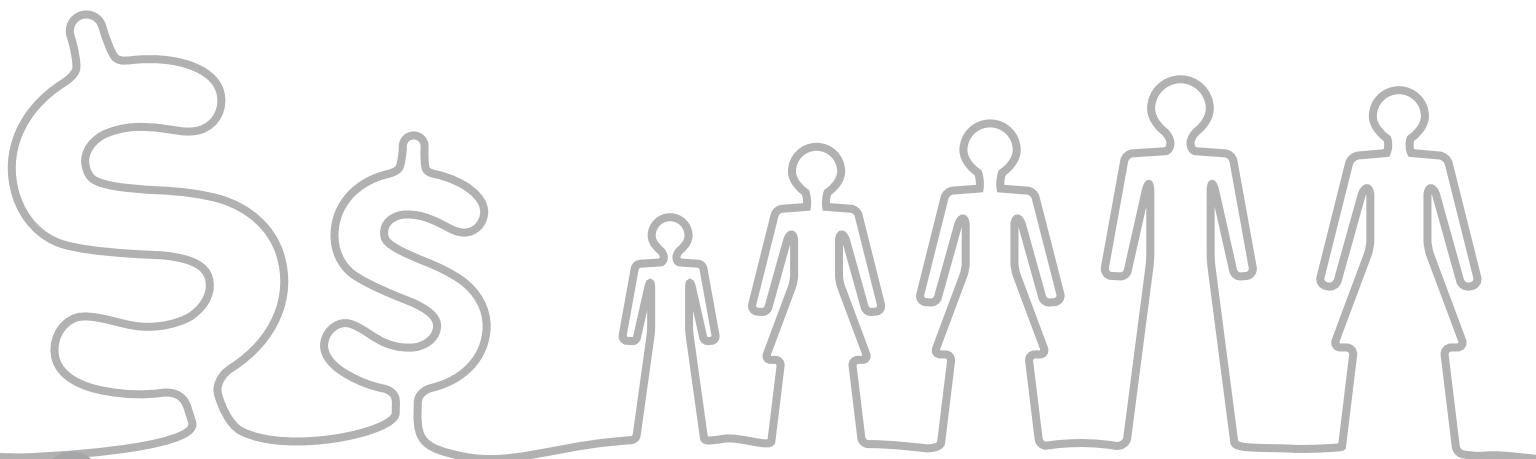
ICT in the ACT Government

The acronym "ICT" (Information Communications Technology) has widespread use far beyond the concept of electronic machines managing digital data across networks. ICT has become inextricably linked with the idea of continuous improvement and business change through its ability to accelerate, amalgamate and replace processes which in the past may have happened separately.

It is critical that the ACT Government keeps pace with the possibilities and community expectations created by the rapid rate of technological change we are experiencing. The ACT Government is committed to improving the economic, social and environmental welfare of the Canberra community through its proactive use of ICT in delivering its services and managing its administration.

The Strategic Plan for ICT 2011–15 sets the ACT Government's direction to focus our ICT investment on five key objectives which aim to make the relationship between the Community and its Government easier and more collaborative, while managing our financial and energy resources even more closely.

Summary of the five key objectives:

The ACT Government will:

1 make living in Canberra easier by developing, with the community, an integrated, comprehensive and affordable range of readily accessible online services.

2 improve return on investment on public expenditure on ICT through implementing and sharing higher quality, more resilient systems.

3 use ICT to promote Open Government and online community engagement.

4 contribute to the achievement of its environmental targets by improving the energy efficiency of its ICT infrastructure and promoting the use of ICT to assist other sustainability initiatives.

5 develop its workforce and partnerships to provide the future capacity and skills to implement its ICT programs and strategies.
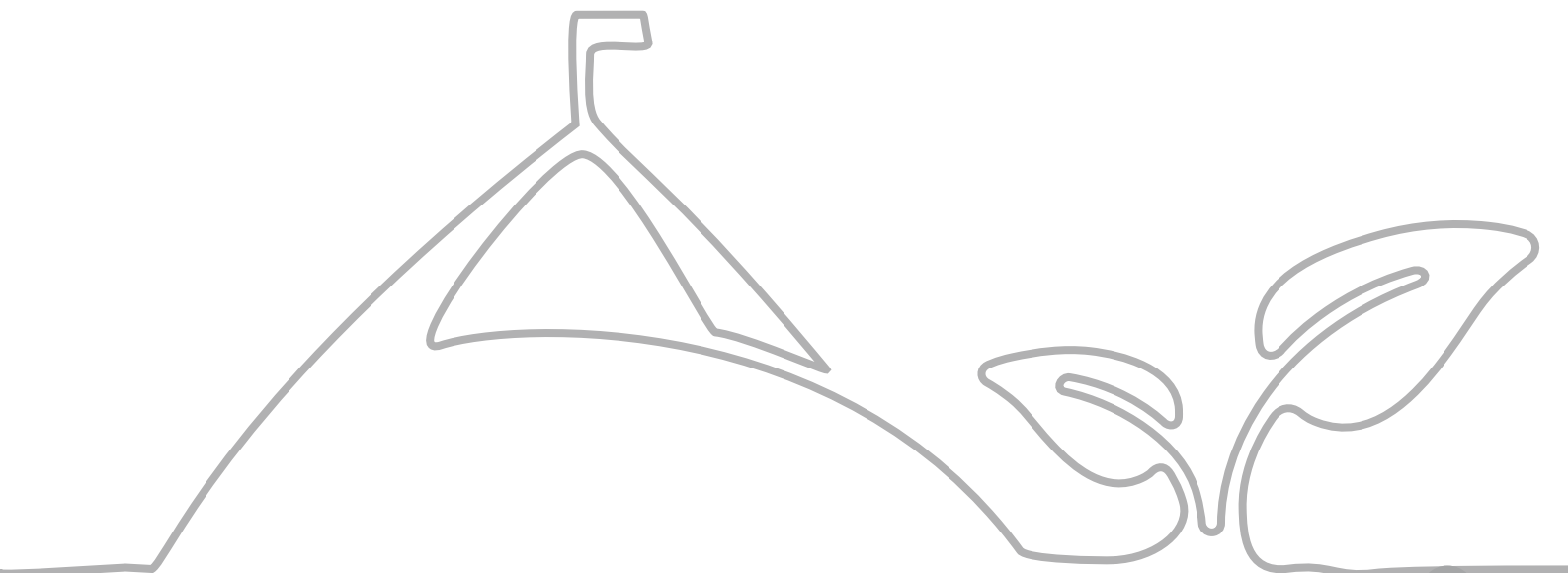
The ICT Strategic Plan

→ applies to all areas of the ACT Government.

→ establishes a vision and clear business objectives for the ACT Government's use of and investment in ICT.

→ establishes principles to guide managers making ICT decisions.

→ points to ways of achieving the objectives through a range of whole of government programs and strategies.

→ serves as an overarching framework for individual agency ICT planning.
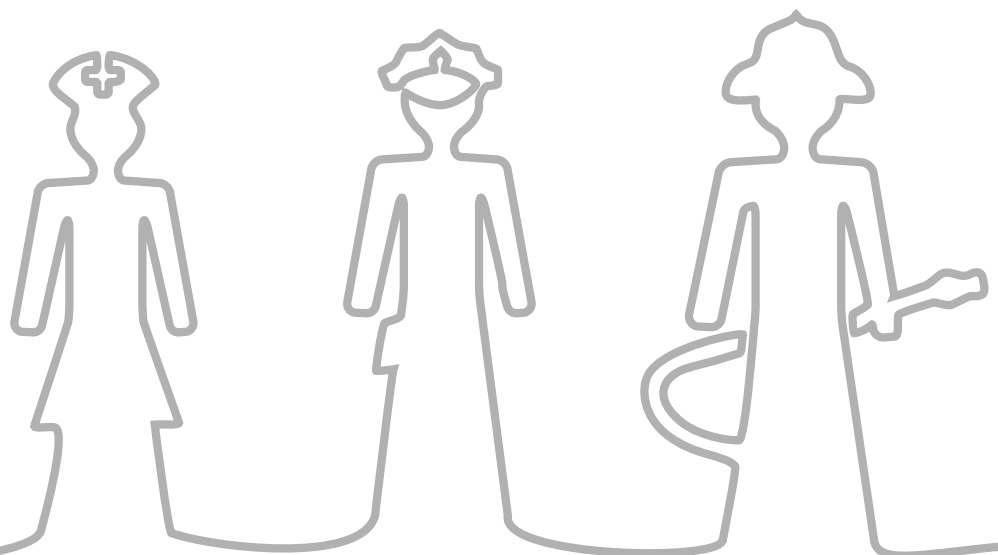
Governing principles

ACT Government ICT:

→ investment should support Government policy and service delivery priorities.

→ should be of a professional quality, lifecycle managed and supportable.

→ investment should create improved performance, greater efficiency and/or better community services.

→ should be shared wherever possible across Government.

→ should be acquired on a basis of value for money and total cost of ownership and be accessible to the ACT Government as a whole.

→ should be supported by a level of targeted Research and Development investment to help Directorates realise the potential benefits of ICT.

→ enabled business projects will be project managed, steered and governed by ICT trained and experienced staff.

→ principles should be communicated and followed at all levels in a directorate.

→ investment must have measurable outcomes.
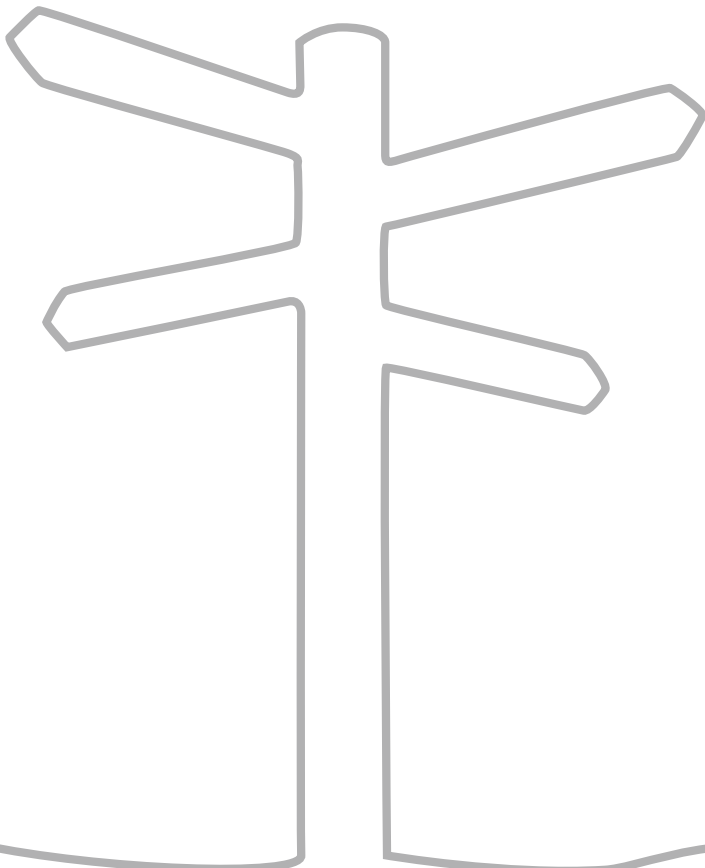
1

Making living in Canberra easier with better, affordable online services

The ACT Government:

→ will develop, in consultation with the community, better and affordable online health, transport, education, community and municipal services.

→ commits to simple, intuitive community access to online information considered most important by citizens.

→ will focus across government on using ICT to reduce its administrative cost and to improve efficiency.

→ will use ICT to provide simpler citizen-centric services, integrated across Directorates.

Imagining the future

Fred's quality of life – patient care in the home

Fred, who lives in Yass, is a long-term patient of The Canberra Hospital (TCH) Renal Unit and a keen gardener. In the old days Fred saw his TCH-based specialist regularly every three months when he and his wife would have to sometimes stay overnight in Canberra. Fred was and still is in the care of his Yass-based GP, but had to travel three days a week to Canberra to the Dialysis Unit run by the community care-based team. The travel was hard on him and his wife and it always seemed that he had to be away just when something important needed doing in his garden.

Keeping things in sync between his GP, the specialist and the community team was no easy matter either. Pathology results and medications were late sometimes and occasionally only arrived after his visit to the clinic or the hospital. Everyone tried their best though and he was thankful for their troubles.

Nowadays things are a whole lot simpler. He gets most of his treatment at home in Yass and is under close remote supervision of his medical carers in Canberra. He does his own dialysis at home now and the machine automatically tells his carers how he is doing. The hospital, the Renal Unit and his GP all have access to the same up-to-date records.

Last month the clinical nurse specialist in Canberra was a little worried about some of the readings and called a remote telepresence meeting, with the specialist at TCH, Fred and his GP in Yass. They managed to sort it out and he was back in the garden in an hour.

2

Improving return on investment by sharing higher quality, more resilient ICT

The ACT Government:

➔ commits to ensuring that all our ICT is robust and supportable in case of failure. This includes proactive lifecycle management of all legacy systems.

➔ commits to the creation of governance and processes to ensure that ICT is shared across Government wherever possible.

➔ will actively seek efficiencies through shared ICT infrastructure that enables cooperation and coordination of work across Directorates.

➔ acknowledges that a highly shared technical environment leads to complexity and system interdependence requiring collaborative prioritisation.

➔ commits to introducing annual capacity planning and prioritisation through governance at a whole of government level.

➔ commits to the need for technical risk management and an ongoing program of simplification and risk reduction.

➔ will improve program and project delivery outcomes by requiring staff working as project managers and on governing committees to have training and experience with ICT enabled projects.

➔ will continue to promote a *value for money* approach to ICT procurement where cost will be measured as *total cost of ownership* and Free and Open Source Software (FOSS) solutions will be actively considered alongside proprietary solutions.

Imagining the future

Jordan the handyman – ACT geospatial data at work

Jordan's kitchen door has jammed. It's Saturday and he wants to fix it. If he is like most of us, he will get in his car, drive to the DIY store, look for something useful, talk to a more or less helpful employee, spend too much, drive home and try and repair it.

Consider another possible scenario in the not too distant future. Jordan accesses the DIY store online using his mobile tablet. As the familiar store branding appears on the screen he is offered some specials. He says the word "assistance" to the tablet and instantly the face of a DIY store employee appears. Jordan explains his problem. He shows the employee the door using the tablet's camera. Success! The door is a standard fitting and simply needs a replacement runner. The employee checks to see whether the part is in stock at the closest warehouse to Jordan. Yes it is. Jordan is a regular customer of the DIY store and his debit card details and home address are on the DIY store system. The employee double checks the address and the order is placed. "You should have it in 45mins" says the employee, "see you later!"

A local transport company provides an electric vehicle which carries both people and packages, called a Transporter, travelling around Jordan's suburb. It's an "on demand" service and connects to interchange routes across Canberra.

The delivery note on the DIY parcel is electronic and through its wireless connection, accesses the ACT Government's geospatial information service to locate itself. Once the parcel is despatched it organises the connecting Transporter service and sends an SMS message to Jordan as it comes down his street.

Jordan has not had to use his car; a win for the environment. Only the package travelled, and then on a shared vehicle. The DIY store can optimise its logistics and Jordan has more time to play with his kids.

3

Promoting Open Government and online community engagement

The ACT Government:

→ will use ICT to support it moving further towards the Open Government goals of transparency, community participation and collaboration.

→ will introduce incremental and ongoing programs to map, link and make data available in usable form on a DATA.ACT.GOV portal website, consistent with the global trend towards viewing Government data as a public asset. As with other jurisdictions, the provision of access to datasets online must conform to prevailing privacy and security requirements.

→ will support the development of Government and community collaboration through programs that promote the use of Web2.0 and social networking ICT tools.

→ acknowledges that Open Government includes collaboration between public and private entities within industry sectors, especially in the areas of education and health.

→ acknowledges that while, community refers to citizens of the ACT, the Government does provide regional services and that CIT as a modern tertiary education provider increasingly services a national and international virtual student community.
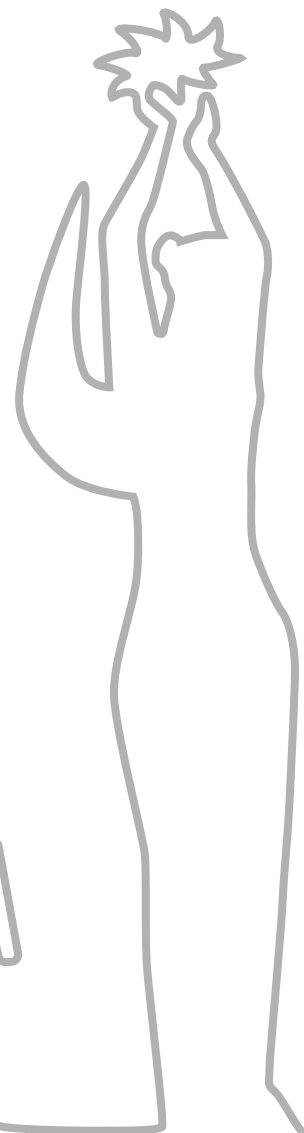
Imagining the future

Danni goes to work – a telecommuting Government employee

Danni works in marketing and communications for the ACT Government. She spends most of her working day developing ideas, writing, talking and going to meetings in a busy, collaborative environment with lots of deadlines. Danni has two children, one boy at a local school and a girl, in a childcare centre in the suburb where she lives.

Danni travels physically to meet her co-workers on average about once a fortnight at the department's hub in Civic. The visit usually includes a social event, such as a lunch when new members join her work team. The rest of the time she uses her tablet from home.

Her working day usually starts at 9.00am when each team member and her manager hold a teleconference to discuss the issues of the day. Often non-government people working in the community are also logged in to the meeting. Throughout the day, her colleagues, sometimes in groups, will teleconference her and she them. The conversations are not just about work but also catching up with everyday things just as colleagues located in an office would. All her records and "paperwork" are held online and can be shared with her fellow workers.

She works with a wide group of people and is currently doing a project with one person from the Commonwealth Government and another from overseas in Canberra's sister city in Nara, Japan.

One of the things Danni likes most about working this way is the fact that she can also keep an occasional eye on her daughter at childcare through the online CCTV system. With her son and daughter close by in the suburb she can be with either of them in minutes if one of them gets sick and not having a car has saved her a great deal of money.

At lunch time she ordered shopping from the online market that arrived in the transporter later that afternoon.

4

Improving the energy efficiency of ACT Government ICT infrastructure and using ICT in other sustainability initiatives

The ACT Government:

→ will build on current ICT initiatives to reduce the carbon footprint of ACT Government ICT, which include the use of energy efficient hardware at the desktop and server levels, virtualisation and thin-client technology. It will continue to support the move to more energy efficient data centres and uphold its rigorous standards for the disposal of obsolete equipment.

→ is committed to ICT innovation in energy efficiency and in particular to finding ways to more accurately measure its ICT carbon footprint. This will assist in achieving measurable reduction targets which contribute to overall Government sustainability commitments.

→ is committed to raising awareness of the environmental implications of ICT choices and usage. It understands that by changing traditional attitudes to individual "ownership" of office based ICT equipment and sharing, significant energy reductions can be achieved.

→ understands that the contribution ICT can make in providing and linking the environmental information to enable better management of energy usage is as important as the energy efficiency of the Government's ICT itself. Whether by mashing real-time meteorological information with watering rosters or using smart-meters to optimise power usage, ICT will play an important part.
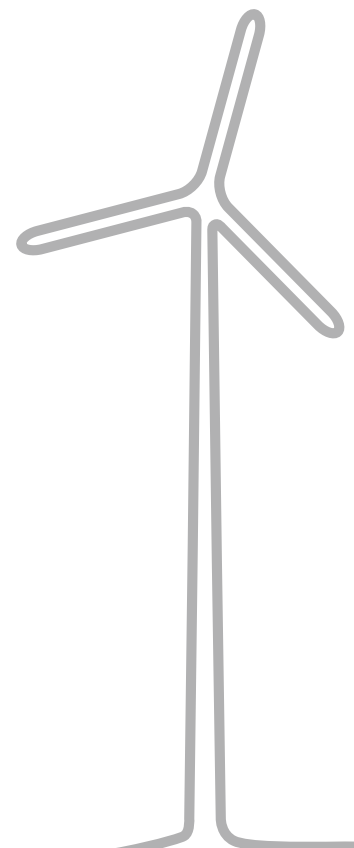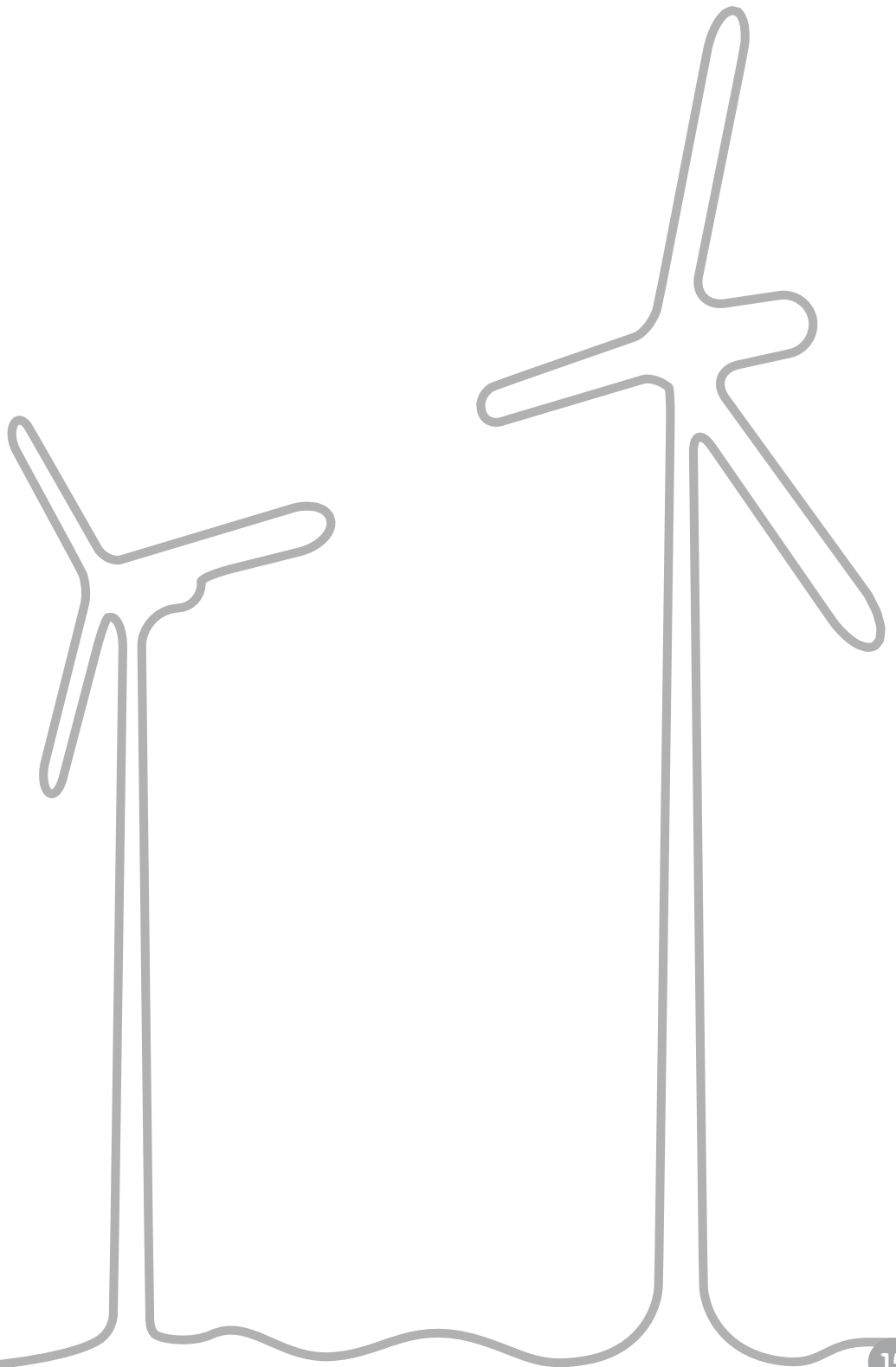
5

Develop the ACT Government workforce and partnerships to provide the future capacity and skills to implement its ICT programs and strategies

The ACT Government:

→ acknowledges that provision of the necessary capacity to undertake ICT support and development requires a wide range of ICT skills and competencies both inside and external to Government and that agility and understanding of the ICT industry in all human resource matters is critical.

→ acknowledges that, in a rapidly changing technology environment, ICT workforce planning requires a balance between permanent employees and contract staff and active management of which ICT functions are best undertaken "in house" and which are best accomplished through partners.

→ acknowledges that the ICT people needed to be recruited and retained to implement the Plan are part of a highly mobile ICT workforce and that there remains an underlying ICT skills shortage in Australia.

→ acknowledges that ICT has become a major part of the working lives of our staff and commits to the innovative use of ICT to improve the workplace and the training of all our staff to optimise their use of ICT.

→ commits to the development of formal programs to develop skills in ICT project governance for Directorate staff tasked with commissioning ICT enabled projects.
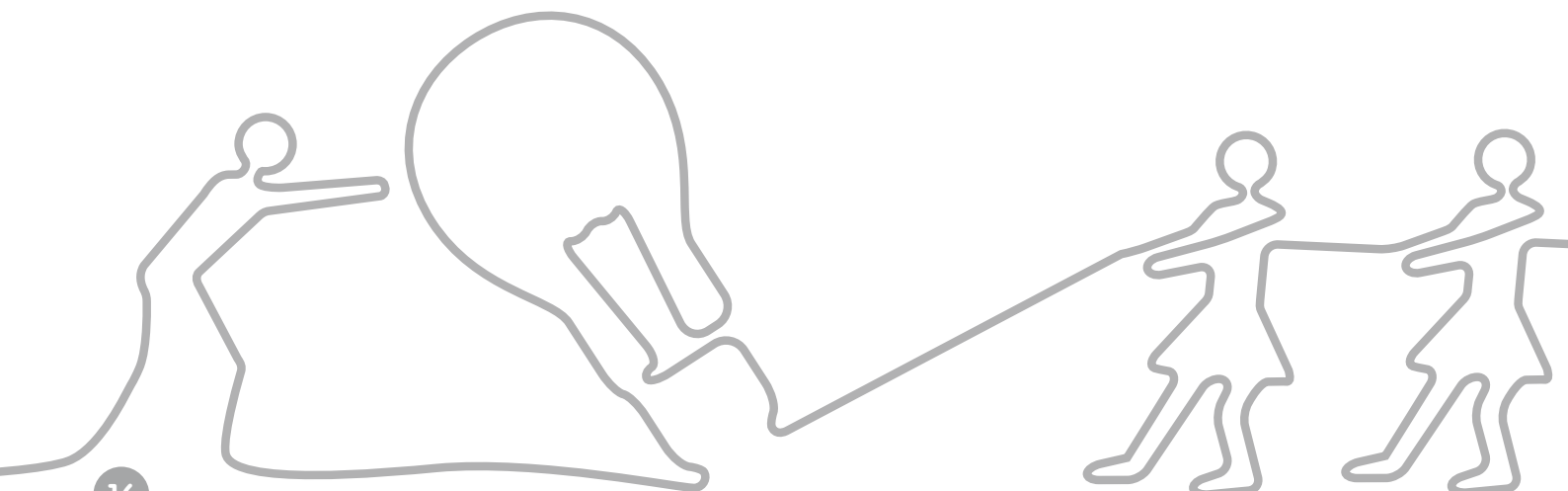
Imagining the future

Alicia finds a way –
great community ideas for Government data

Alicia was in year 12 at an ACT college, doing well and hoping to get to university to study her favourite subject, information science. Alicia is particularly fond of her grandmother, Elizabeth, now confined to a wheelchair, though she has lost none of her zest for life.

Up until a few years ago, Alicia and her grandmother loved to go on walks together. The few occasions they had tried to go to some of the old places with the wheelchair it had proven almost impossible with steps and other obstacles to the point where they had given it up.

One evening while working on an IT assignment Alicia had an idea. If she could get the right data it might be possible to create a mash-up to show where walks with a wheelchair might be possible. Throw in places of interest information, facilities, botanic registers and weather information and things could get really interesting. She discovered the DATA.ACT.GOV portal and a few others and began to mash.

Alicia now maintains the "Canberra Wheelchair Walks" website which links into local, national and international tourism networks and is used by thousands of residents, tourists and aged care centres every year to design outings. She is even getting income from the site as advertisers place product information in this specialised marketplace.

Imagination and energy, skills and access to data can lead to new businesses, great social outcomes as well as better outings.

ACT Government ICT Strategic Framework

→ *The Strategic Plan for ICT 2011-15* is a high-level strategic plan supported by other planning and policy documents:

→ Each directorate is responsible for the creation of a business-focussed plan detailing programs and projects to support its particular business plans.

→ This plan has been created on behalf of the ACT Treasury Directorate and the ACT Chief Minister and Cabinet Directorate through workshops and consultation with representatives from all ACT Directorates.

WhoG
Policies &
Governance

WhoG ICT
Strategic
Plan

Directorate
ICT Strategic
Plans

WhoG
Programs &
Strategies