



# ICT Strategic Plan V1.0

for years 2006-2010

**Introduction** In February 2006 the Government announced its commitment to a 'statewide ICT plan.' The statewide ICT plan or **NSW Government ICT Strategic Plan** will ensure government priorities are implemented and steer procurement decisions by providing a strategic, consolidated enterprise perspective that allows ICT investment to be leveraged across all agencies.

The goals of the **NSW Government ICT Strategic Plan** are to

- \* increase investment in front-line service technologies
- \* electronically service a greater number and range of customers at their
- \* tailor electronic services to suit the needs of clients with differing expectations
- \* increase the number of government services available electronically
- \* increase the number of electronic service delivery channels employed
- increase coordination of customer service requests and actions between
- \* electronic service delivery channels
- \* reduce the total cost of ICT and enable services to be delivered at lower cost

The Plan comprises of four strategic elements.

- 1 Priority Groups (that direct ICT investment)
- 2 Strategies (that deliver business outcomes)
- 3 Programs of Work (underpinning the strategies)
- 4 Projects (implementation plans and business cases)

**Agency ICT Strategic Plans** Agencies are required to update and review their ICT Strategic Plans on an annual basis. ICT Strategic Plans are developed to support business needs and government service delivery priorities as stated in agency *Results and Services Plans*.

Agency ICT Strategic Plans are also developed to show alignment with the **NSW Government ICT Strategic Plan**.

Agency ICT Strategic Plans will provide the GCIO with information about agencies' future ICT intentions and be used for ICT project planning. This is particularly important during the transition stage of moving to a whole of government ICT Strategy.

**ICT Strategic Plan Template** The template is aligned with the **NSW Government ICT Strategic Plan**. It gives structure to agency ICT strategic planning and is intended to streamline and simplify existing processes. Supplementary documentation can be developed by agencies for their own internal use.

The tool comprises of four sections. The **Executive Summary** records the agency's ICT strategies included in the 4 year agency ICT Strategic Plan. The major ICT programs that support these strategies should be identified to demonstrate how the plan will be achieved. In addition, the linkage between the agency programs/projects and the **NSW Government ICT Strategic Plan** should be summarised. The **Current Position** contains a 'snap-shot' of the agency business and the current ICT environment. The **Governance** section outlines accountability structures within the agency. It demonstrates how the agency ICT Strategic Plan links with Treasury compliance requirements, and describes structures of ICT committees, frameworks, methodologies and tools adopted to facilitate implementation of programs and projects supporting the strategies. ICT Expenditure information is also captured in this section of the report. Current and proposed agency initiative details are recorded in the **Alignment** section.

An online **help** facility indicated by **red tags** in the corner of the worksheet cells provides definitions and explanations of what information is to be recorded in that cell. Agencies are also referred to the GCIO website to access the **NSW Government ICT Strategic Plan** and other ICT strategic planning resources.



**(Agency Name)**

## **ICT Strategic Plan**

for years 2006-2010

Executive Summary

Current Position

Governance

Alignment

How to complete your ICT Strategic Plan

# NSW Government ICT Strategic Plan

The ICT strategies and programs of work are listed below.

ICT Strategy	Programs of Work	
<b>1. Front-line Service Delivery</b> Increase investment in front-line and line of business service technologies by reducing the cost of back office applications through consolidation resulting in increased public and business self-service	1.1 Front Line Services	Improve front-line service delivery through increased investment in front-line systems
	1.2 Line of Business Services	Improve line of business service delivery and customer service including increased self-service
	1.3 Back Office Applications	Remove the technological barriers that inhibit further government reform, and decrease future investment in back office application implementations, upgrades and enhancements
<b>2. Channels and Access (e-government)</b> Improve customer service access, customer satisfaction and increase efficiency to improve the way the public, business and government engage, collaborate and interact	2.1 Customer Interaction Hub	Implement a single government electronic response management system to manage customer service requests and subsequent action by government
	2.2 Customer Services Hub	Coordinate fulfilment of services between government agencies and amalgamate existing agency online service delivery technologies to technically enable and part-fund e-government services
<b>3. Authentication and Security</b> Provide secure public access to government electronic services through a shared and federated authentication environment	3.1 Shared and Federated Client Authentication	Implement a shared and federated NSW Government authentication environment and provide trustworthy and secure access to electronic services
	3.2 Information Security	Protect government information assets from unauthorised access or modification
<b>4. Information Management</b> Make government information easier to access and share in a trustworthy environment	4.1 Information Management	Make information easier to access and share with and across government and improve business intelligence and decision support
	4.2 Emergency Information Management	Improve information sharing and dissemination between emergency sector agencies and stakeholders
<b>5. Telecommunications</b> Rapid and robust transmission of information through an integrated government communications environment, simultaneously reducing the total cost of telecommunications	5.1 Telecommunications Convergence	Improved, rapid and robust transmission of information, including emergency services information, through an integrated government communications environment at reduced cost
	5.2 Broadband Services	Improved delivery, quality and availability of government broadband and improved access for regional communities and business
	5.3 Radio Communications	Deliver high quality voice and data mobile radio communications services and lower cost of ownership
<b>6. ICT Infrastructure</b> Amalgamate ICT infrastructure to increase manageability, reduce complexity and reduce cost	6.1 Agency Infrastructure Consolidation	Implement infrastructure that is shared across agencies, business units and applications and lower cost of ownership
	6.2 Internet Gateway	Reduce duplication and cost through the introduction of a single gateway for government access to Internet and email
	6.3 Standard Operating Environment	Adopt a Standard Operating Environment that can productively aid the government and lower cost of ownership
<b>7. ICT Procurement</b> Ensure that the Government achieves qualitative outcomes at lower cost	7.1 ICT Procurement	<i>NSW Government ICT Strategic Plan</i> steers ICT procurement decisions to support government priorities
<b>8. Strategic Governance Framework</b> Provide a framework to improve accountability and delivery of government ICT services, resources and program implementation	8.1 ICT Governance	Improved consistency and alignment between government service delivery priorities and ICT planning and investment

# NSW Ombudsman

## ICT Strategic Plan for years 2006-2010

### Executive Summary

#### How the Agency ICT Strategic Plan Supports the Agency Results and Services Plan

Our ICT strategic plan 2006 - 2010 outlines how we propose to manage and enhance our information assets to support our current and future business needs. It will assist us ensure that ICT activities and asset purposes are aligned with strategic and corporate objectives. It will also assist in the identification of gaps in our ICT standards and provide a framework for developing new policies. The ICT strategic plan is central to successfully achieving our corporate goals.

Our plan consolidates and builds on our achievements to date as well as responding to technical challenges that have arisen following the amalgamation of the Community Services Commission with the Office in December 2002. Overall, the plan focuses on improving core business systems, which will improve the quality of our service to the public as outlined in our Results and Services Plan.

## Agency Business Drivers

All of the functions of the Ombudsman are subject to legislative powers and limitations. Our work is in fact governed by a range of legislation including the Ombudsman Act 1974, the Community Services (Complaints, Reviews and Monitoring) Act 1993 and the Police Act 1990. Our legislative obligations drive our business and as such our "business drivers" are the key services provided by us that contribute to the following results outlined in our Results and Services Plan:

1. The investigation and resolution of complaints;
2. Assessing notifications, reviewing how agencies handle complaints and monitoring agencies investigations;
3. Keeping certain complaint handling and other systems under scrutiny;
4. Providing advice and a referral service to the public;
5. Hearing witness protection appeals; and
6. Reviewing the implementation of certain legislation that expands the powers of police as well as certain other agencies.

In addition to the above, the Ombudsman has highlighted a number of issues/challenges facing the Office including:

\*The increasing demand for services – the increase in complaints together with changes in the nature and complexity of issues and heightened public expectations adds continuing pressures on our ability to deal effectively with the volume of work received. We continue to explore proactive strategies to stabilise complaint numbers and to ensure continuous improvement in the delivery of services to the public.

\* Providing a seamless service - there is an increasing tendency for matters coming to the office to fall within the responsibility of two or more of the Ombudsman's program areas.

This, along with the current emphasis on a whole of government or multi-agency approach to delivering services, has required the Office to review how it deals with what is termed 'across office' matters.

The Office aims to have a seamless approach to both the public and those agencies that it deals with – ensuring that there is no duplication or inconsistency in how work is performed.

\* Implementing a flexible structure - the Ombudsman needs to have in place a flexible structure capable of responding to emerging whole of government, multi-agency or across office issues.

\* Improving services to key community groups - there is a growing expectation in the community that the Ombudsman will play a greater role in reviewing how public sector agencies are implementing equity strategies, particularly when concerns are raised through the office's complaint handling and review work. The Ombudsman has initiated a number of projects where the Office is working with key agencies in reviewing the delivery of their services to key community groups.

Our ICT strategies for the coming years will assist the Ombudsman meet the issues/challenges discussed above and therefore deliver the services outlined in the Results and Services Plan.

## Agency ICT Strategies and Business Alignment

Agency ICT Strategies	Alignment with Agency Business Drivers
<b>Strategy 1</b>  <b>Leveraging IT to improve business operations</b>	<ol style="list-style-type: none"><li>1. The investigation and resolution of complaints;</li><li>2. Assessing notifications, reviewing how agencies handle complaints and monitoring agencies investigations;</li><li>3. Keeping certain complaint handling and other systems under scrutiny;</li><li>4. Providing advice and a referral service to the public;</li><li>5. Hearing witness protection appeals; and</li><li>6. Reviewing the implementation of certain legislation that expands the powers of police as well as certain other agencies.</li></ol>
<b>Strategy 2</b>  <b>Secure Network and infrastructure</b>	<ol style="list-style-type: none"><li>1. The investigation and resolution of complaints;</li><li>2. Assessing notifications, reviewing how agencies handle complaints and monitoring agencies investigations;</li><li>3. Keeping certain complaint handling and other systems under scrutiny;</li><li>4. Providing advice and a referral service to the public;</li><li>5. Hearing witness protection appeals; and</li><li>6. Reviewing the implementation of certain legislation that expands the powers of police as well as certain other agencies.</li></ol>
<b>Strategy 3</b>  <b>Ready access to applications and information</b>	<ol style="list-style-type: none"><li>1. The investigation and resolution of complaints;</li><li>2. Assessing notifications, reviewing how agencies handle complaints and monitoring agencies investigations;</li><li>3. Keeping certain complaint handling and other systems under scrutiny;</li><li>4. Providing advice and a referral service to the public;</li><li>5. Hearing witness protection appeals; and</li><li>6. Reviewing the implementation of certain legislation that expands the powers of police as well as certain other agencies.</li></ol>
<b>Strategy 4</b>  <b>Sustaining a trained productive workforce</b>	<ol style="list-style-type: none"><li>1. The investigation and resolution of complaints;</li><li>2. Assessing notifications, reviewing how agencies handle complaints and monitoring agencies investigations;</li><li>3. Keeping certain complaint handling and other systems under scrutiny;</li><li>4. Providing advice and a referral service to the public;</li><li>5. Hearing witness protection appeals; and</li><li>6. Reviewing the implementation of certain legislation that expands the powers of police as well as certain other agencies.</li></ol>

## Agency ICT Strategies and NSW Government ICT Strategic Plan Alignment

NSW Government Strategy	How Agency ICT Strategic Plan supports NSW Government Strategy		Agency ICT Strategy
	Objectives	Scope of Work	
<p><b>1. Front-line and Line of Business Service Delivery</b></p> <ul style="list-style-type: none"> <li>- Back Office Applications Consolidation</li> <li>- Front-line Service Delivery</li> <li>- Line of Business Service Delivery</li> </ul>	<p>Improving the collection and analysis of information to better inform decision making.</p> <p>Improve case management and workload management.</p>	<p>Improve Child Death Review system.</p> <p>Improve Child Protection Team case management.</p> <p>Develop a management reporting tool.</p> <p>Upgrade key business applications.</p>	1,2,3
<p><b>2. Channels and Access (e-government)</b></p> <ul style="list-style-type: none"> <li>- Customer Interaction Hub</li> <li>- Customer Services Hub</li> </ul>	<p>Improve access to general information about the office.</p> <p>Provide easy access to members of the public wishing to lodge complaints.</p>	<p>Progressively make all relevant publications available on the web.</p> <p>Review and if necessary modify online complaint form.</p>	1,3
<p><b>3. Authentication and Security</b></p> <ul style="list-style-type: none"> <li>- Shared and Federated Client Authentication</li> <li>- Information Security</li> </ul>	<p>Provide confidence in Ombudsman information management security.</p> <p>To retain certification under AS7799.</p>	<p>Upgrade security systems.</p> <p>Review security related policies.</p> <p>Security audit program under AS7799.</p>	1,2,3,4
<p><b>4. Information Management</b></p> <ul style="list-style-type: none"> <li>- Information Management</li> <li>- Emergency Information Management</li> </ul>	<p>Promote where possible consistency in the collection, classification, retrieval and use of information.</p> <p>Promote electronic information systems.</p> <p>Reduce reliance on manual systems.</p>	<p>Review and update information policies and procedures.</p> <p>Implement the recommendations of the review of child protection information needs.</p>	1,2,3,4
<p><b>5. Telecommunications</b></p> <ul style="list-style-type: none"> <li>- Telecommunications convergence</li> <li>- Broadband Services</li> <li>- Radio Communications</li> </ul>	n/a	n/a	n/a

<p><b>6. ICT Infrastructure</b></p> <ul style="list-style-type: none"> <li>- Internet Gateway</li> <li>- Agency Infrastructure Consolidation</li> <li>- Standard Operating Environment</li> </ul>	<p>To have where possible common platforms / hardware / software.</p> <p>Standardise operating systems.</p>	<p>Upgrading hardware and software.</p> <p>Updating our desktop SOE.</p>	<p>1,2</p>
<p><b>7. ICT Procurement</b></p>	<p>Ensure value for money with ICT procurement.</p>	<p>Our strategies are to promote smartbuy and promote the use of preferred suppliers.</p>	<p>1,2</p>
<p><b>8. Strategic Governance Framework</b></p> <ul style="list-style-type: none"> <li>- ICT Governance</li> </ul>	<p>ICT activities are effectively managed with key deliverables being achieved.</p> <p>ICT activities are consistent with and support business activities.</p>	<p>Implementing restructure of IT.</p> <p>Developing strategies to improve communication with the business.</p> <p>Maintaining existing accountability structures, that is, IMSC and IT team meetings.</p>	<p>1,2,3,4</p>

# Current Position

## Current Business Environment

### Agency mission and objectives

The NSW Ombudsman is an independent and impartial watchdog body. Our job is to make sure that the public and private sector agencies and employees we watch over fulfil their functions properly. We help agencies to be aware of their responsibilities to the public, to act reasonably and to comply with the law and best practice in administration. We are independent of the government of the day and accountable to the public through the NSW Parliament.

Our goals are to:

- Help organisations meet their obligations and responsibilities and promote and assist the improvement of their service delivery
- Deal effectively and fairly with complaints and work with organisations to improve their complaint handling systems
- Be a leading watchdog agency
- Be an effective organisation

In early 2005 we reviewed and updated our corporate plan. Our vision is to 'see fair, accountable and responsive administrative practice and service delivery in NSW'. We work to promote good conduct, fair decision making, protection of rights and the provision of quality services. Our corporate goals and our Results and Services Plan reflect these objectives.

We work with both private and public sector agencies to achieve a number of results for the community including:

- fair, reasonable and transparent decision making
- improved provision of community services and protection of children
- improved public administration.

To achieve these results, our office helps agencies in the public sector, and some in the private sector, to address any problems that arise in the exercise of their functions and discharge of their responsibilities. We use our experience and knowledge to help agencies and individuals become aware of their responsibilities to the public, to act reasonably as well as lawfully. We do this by assisting them to identify problems in their systems and operations, solve those problems and improve the way they function.

**Core business**

Our work is governed by a range of legislation including the Ombudsman Act 1974, the Community Services (Complaints, Reviews and Monitoring) Act 1993 and the Police Act 1990.

Our mandate is to improve the conduct and decision-making of agencies within our jurisdiction. Traditionally, we fulfilled this mandate by responding to complaints and overseeing investigations - recommending improvements to the way agencies perform in relation to individual matters and broader issues.

Over the years our functions have become much wider. We now oversee the investigation of complaints about police, the handling of child abuse allegations and convictions by persons and agencies within jurisdiction, and the use of powers to conduct controlled operations.

We review the delivery of community services, the causes and patterns of deaths of certain children and people with a disability in care, the determination of FOI applications and the operation of a number of new pieces of legislation conferring additional powers on police and correctional officers.

We audit complaint handling systems of NSW agencies and community service providers, and telephone interception records held by agencies who are authorised to intercept telephonic communications.

Our office is divided into five teams – the general, police and child protection team, each headed by an Assistant Ombudsman, the community services division headed by a Deputy Ombudsman, and the corporate team, led by the Manager Corporate.

The police team has responsibility for work relating to NSW Police, and for reviewing certain legislation giving powers to police officers. The community services division is responsible for work relating to the delivery of services by the Department of Community Services and the Department of Ageing, Disability and Home Care and non-government agencies providing community services. The child protection team handles notifications from agencies providing services to children of allegations of conduct by employees that could be abusive to children. The general team and the executive are responsible for performing our other legislative functions.

Our corporate team includes personnel, financial services, public relations and publications, information and records management, library services and information technology (IT).

**Range of products and services**

We investigate and resolve complaints from members of the public and people who work for the agencies we scrutinise. We assess notifications, review the handling of complaints and monitor investigations. We keep systems under scrutiny, advise or refer, hear appeals against certain decisions and review the implementation of certain legislation.

Our work is aimed at exposing and eliminating conduct that is illegal, unreasonable, unjust or oppressive, improperly discriminatory, based on improper or irrelevant grounds, based on a mistake of law or fact or otherwise wrong.

**Key stakeholders and customers**

We are the State's Parliamentary Ombudsman and are accountable to the Parliament itself, not the government of the day.

Our other stakeholders include;

- NSW agencies: state public sector agencies, including departments, statutory authorities, boards, area health services, NSW police and local Councils
- Various private sector organisations and individuals such as the operators of Junee Correctional Centre, private certifiers and accreditation bodies for those private certifiers
- Children's Services: non-government schools, childcare centres, agencies providing substitute residential care and people who work for private organisations providing children's services
- Community service providers
- Community services provided by the Department of Community Services and the Department of Ageing Disability and Home Care
- Non-government service providers, who are funded, licensed or authorised by the Minister for Community Services, or the Minister for Ageing Disability Services, including licensed boarding houses and fee for service agencies.
- Community groups
- Unions
- Peak bodies
- The general public

**Number and location of staff**

Location: Level 24, 580 George Street, Sydney.

Total number of staff: 198

Full time equivalent: 172.2

## Current ICT Environment

<b>Agency Infrastructure</b>	
* PCs	204
* Laptops	30
* Servers	26
* Printers	20
* Data centres	0
* Storage	288 GB San
* Call centre telephony	
<b>Frontline Service Systems</b>	NSW Ombudsman Website Police Complaints Management: C@tsi WAN (ie the Ombudsman has direct access to complaints information held by the NSW Police. NSW Police does not have direct access to information held by the Ombudsman).
<b>Line of Business Service Systems</b>	Complaints Management system: RESOLVE Document management: TRIM/Context Police Complaints Management: C@tsi accessed through the NSW PoliceWAN Child Death Review System Disability Death Review System* Official Community Visitors System* CSD Complaint Investigation and Review System* - currently being replaced by RESOLVE Contact Management System* - currently being replaced Police Oversight Data Store (PODS) accessed through Police Integrity Commission SPSS data analysis tools Crystal Report infomaker MS Visual Studio (Dot Net) Powerbuilder SQL Server NSW Ombudsman's Intranet *systems from the previous community services commission (CSC) that the Ombudsman inherited when the CSC amalgamated with the Office in December 2002
<b>Back End Systems</b>	MS Project Personnel & Payroll: CHRIS Accounts: Accpac Helpdesk: track-it IBM MQ Series
<b>Telecommunications</b>	Internal data: 100mb cat5 network, linked with 1000gb fibre backbones
* data	
* voice	Internet connection: 6mb ADSL Ericsson MD110 PABX, CVT CorriDOR Voice Mail, Periscope Call Accounting

<b>* radio</b>	
<b>Standard Operating Environment</b>	Servers: Microsoft windows 2000 server, Microsoft windows 2003 server, MS SQL server 2005, IIS Server, SQL 2000, Desktops: windows 2000
<b>Channels and Access</b>	Email: Microsoft Exchange 2003
<b>Authentication and Security</b>	Active directory, SQL and solar security.  Although we are accredited under the Australian Standard AS7799.2:2003, our secrecy provisions would prohibit us from sharing most - if not all - of the information that we collect. We have however, worked with some agencies that are required to supply us with information to improve the information transfer.
<b>Other</b>	

# Governance

## Support for Total Asset Management Plan

We have a relatively new asset base with most of our critical assets being under warranty or included in our program of preventative maintenance.

The government recently changed its policy on leasing equipment and we are now required to purchase equipment such as computers, printers etc. This policy change also requires us to retain equipment for at least four years rather than the previous three year replacement cycle.

We expect that this change in policy will have a direct impact on the performance of our equipment, requiring us to assess how best to maintain the reliability of our equipment over a four year cycle. Appropriate strategies could include a preventative maintenance program or extended warranty. The Total Asset Management Plan provides guidance on the strategic purchase, maintenance and disposal of ICT equipment.

## Committees and Accountability Structures

Committee Name	Responsibilities and Members
Senior Officers Meeting	This is an information sharing meeting of the Ombudsman, other statutory officers, Manager Corporate and Manager Legal.
Information Management Steering Committee (IMSC)	This committee meets to discuss across office information technology and information management issues and projects. If need be, it assigns priorities and resources. The committee is chaired by the Assistant Ombudsman (General) and has senior representatives from the each business unit ie the Police Team, the Child Protection Team, the Community Services Division. The Manager Corporate and the Project Officer (IT) represents the IT Team. Specific IT staff attend as required.
IT Team structure	<p>The Manager Corporate manages the IT Team. Fortnightly meetings of the team are held to discuss issues and set priorities. Formal channels have been established to communicate with the business.</p> <p>As a consequence of staff changes, we have trialed a new IT structure. After consultation within the team and with business, the Ombudsman has approved the adoption of this new structure. The new structure will remove unnecessary management layers, improve individual accountability and responsibility and provide better opportunities for skills development.</p>

## Methodologies

<b>Project Management</b>	Currently there is no formal project management methodology in place. Senior management has endorsed the adoption of formal project methodology for our IT projects. We are currently assessing our requirement and will implement a formal strategy.
<b>Risk Management</b>	The Ombudsman has a Risk Management Policy to support ICT activities. This policy is consistent with the Australian Standard on Risk Management. ICT and business staff have been trained in Risk Management.
<b>Change Management</b>	Currently there is no formal change management methodology in place. Individual strategies are developed in consultation with the business. We are currently reviewing our project management methodology.
<b>Benefits Management</b>	Currently there is no formal benefits management methodology. We are currently reviewing our project management methodology.
<b>Information Security</b>	The NSW Ombudsman was the first NSW public sector agency accredited under the Australian Information Security standard. We were recertified in December 2005.  We are currently assessing our program against the requirements of the international standard.

## ICT Expenditure

### Total ICT Expenditure

	2006/07	2007/08	2008/09	2009-10
<b>ICT Capital Budget</b>	\$95,000 (ICT budget)  In addition the Ombudsman receives a minor works allocation, some of which is used on ICT expenditure	\$0 (specific ICT budget)  In addition, the Ombudsman receives a minor works allocation, some of which is used on ICT expenditure	\$0 (specific ICT budget)  In addition, the Ombudsman receives a minor works allocation, some of which is used on ICT expenditure	\$0 (specific ICT budget)  In addition, the Ombudsman receives a minor works allocation, some of which is used on ICT expenditure
<b>ICT Recurrent Budget</b>	We have no agreed recurrent ICT budget with Treasury	We have no agreed recurrent ICT budget with Treasury	We have no agreed recurrent ICT budget with Treasury	We have no agreed recurrent ICT budget with Treasury
<b>TOTAL ICT Expenditure</b>				

## Breakdown of ICT Expenditure

	2006/07	2007/08	2008/09	2009-10
<b>Front-line and Line of Business Service Delivery</b>				
<b>Capital</b>				
- Hardware				
- Software				
- Other				
<b>Recurrent</b>				
- Labour Related	\$ 217,000.00	\$ 229,000.00	\$ 231,000.00	\$ 232,000.00
- Hardware				
- Software				
- Other				
- Depreciation				
<b>Total Front-line &amp; Line of Business</b>	\$ 217,000.00	\$ 229,000.00	\$ 231,000.00	\$ 232,000.00
<b>Channels and Access (e-government)</b>				
<b>Capital</b>				
- Hardware				
- Software				
- Other				
<b>Recurrent</b>				
- Labour Related	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
- Hardware				
- Software				
- Other				
- Depreciation				
<b>Total Channels and Access</b>	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00

**Authentication and Security**

<b>Capital</b>					
- Hardware					
- Software					
- Other					
<b>Recurrent</b>					
- Labour Related	\$ 40,000.00	\$ 41,000.00	\$ 43,000.00	\$ 43,000.00	
- Hardware					
- Software					
- Other					
- Depreciation					
<b>Total Authentication and Security</b>	\$ 40,000.00	\$ 41,000.00	\$ 43,000.00	\$ 43,000.00	

**Information Management**

<b>Capital</b>					
- Hardware					
- Software					
- Other					
<b>Recurrent</b>					
- Labour Related	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	
- Hardware					
- Software					
- Other					
- Depreciation					
<b>Total Information Management</b>	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	

Telecommunications						
<b>Capital</b>						
- Hardware						
- Software						
- Other						
<b>Recurrent</b>						
- Labour Related	\$	12,000.00	\$	13,000.00	\$	13,000.00
- Hardware						
- Software						
- Other						
- Depreciation						
<b>Total Telecommunications</b>	\$	12,000.00	\$	13,000.00	\$	13,000.00
ICT Infrastructure						
<b>Capital</b>						
- Hardware						
- Software						
- Other						
<b>Recurrent</b>						
- Labour Related	\$	143,000.00	\$	151,000.00	\$	153,000.00
- Hardware						
- Software						
- Other						
- Depreciation						
<b>Total ICT Infrastructure</b>	\$	143,000.00	\$	151,000.00	\$	153,000.00

**ICT Procurement**

<b>Capital</b>					
- Hardware					
- Software					
- Other					
<b>Recurrent</b>					
- Labour Related	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	
- Hardware					
- Software					
- Other					
- Depreciation					
<b>Total ICT Procurement</b>	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	

**Strategic Governance Framework**

<b>Capital</b>					
- Hardware					
- Software					
- Other					
<b>Recurrent</b>					
- Labour Related	\$ 10,000.00	\$ 11,000.00	\$ 11,000.00	\$ 11,000.00	
- Hardware					
- Software					
- Other					
- Depreciation					
<b>Total Strategic Governance Framework</b>	\$ 10,000.00	\$ 11,000.00	\$ 11,000.00	\$ 11,000.00	

**ICT Management and Training**

<b>Capital</b>					
- Hardware					
- Software					
- Other					
<b>Recurrent</b>					
- Labour Related					
- Hardware					
- Software					
- Other	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00	
- Depreciation					
<b>Total ICT Management and Training</b>	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00	

**Other**

<b>Capital</b>					
- Hardware					
- Software					
- Other					
<b>Recurrent</b>					
- Labour Related					
- Hardware	\$ 60,000.00	\$ 43,000.00	\$ 43,000.00	\$ 43,000.00	
- Software	\$ 111,000.00	\$ 111,000.00	\$ 111,000.00	\$ 111,000.00	
- Other					
- Depreciation	\$ 436,000.00	\$ 481,000.00	\$ 281,000.00	\$ 92,000.00	
<b>Total Other</b>	\$ 607,000.00	\$ 635,000.00	\$ 435,000.00	\$ 246,000.00	

TOTAL ICT EXPENDITURE					
<b>Capital</b>					
- Hardware	\$	-	\$	-	\$
- Software	\$	-	\$	-	\$
- Other	\$	-	\$	-	\$
<b>Total Capital</b>	\$	-	\$	-	\$
<b>Recurrent</b>					
- Labour Related	\$	433,000.00	\$	456,000.00	\$
- Hardware	\$	60,000.00	\$	43,000.00	\$
- Software	\$	111,000.00	\$	111,000.00	\$
- Other	\$	16,000.00	\$	16,000.00	\$
- Depreciation	\$	436,000.00	\$	481,000.00	\$
<b>Total Recurrent</b>	\$	1,056,000.00	\$	1,107,000.00	\$
<b>TOTAL</b>	\$	1,056,000.00	\$	1,107,000.00	\$
				913,000.00	\$
					725,000.00



## 1.2 Front-line Service Delivery

### Program Objective Highlights

1.2.1	Increased ICT investment to improve front-line service delivery
1.2.2	Increased ICT investment in appropriate self service systems, including public self service
1.2.3	Implement new front-line service systems as required
1.2.4	Modernise existing front line service systems
1.2.5	Amalgamation and sharing of existing front-line business system technologies to improve customer facing services and better coordinate service delivery

Agency Initiative	Deliverable	Estimated Capital Costs	Recurrent Costs	Recurrent Annual Benefits	Start Date	End Date	Agency Priority	Current/Proposed	Program Objectives	Agency ICT Strategy
Initiative 1. Management reporting and trend analysis	Enhanced decision making through improved accessibility to information	Nil - all costs are recurrent	no specific costings undertaken - mainly employee related costs	no costing undertaken	1/11/2006	30/06/2008	6	P	1.2	1,3
Initiative 2. EDMS (Context) upgrade	Greater use of electronic system, reduction of manual process and enhanced functionality	Nil - all costs are recurrent	no specific costings undertaken - mainly employee related costs	no costing undertaken	1/08/2006	31/12/2006	5	C	1.2	1,3
Initiative 5. Case Management System (Resolve) upgrade	Greater use of electronic system, reduction of manual process, enhanced functionality, consistency of case management systems across business units, improved case management, monitoring and reporting	\$10,000 (2006/07 costs)	no specific costings undertaken - mainly employee related costs	no costing undertaken	1/04/2006	30/09/2006	1	C	1.2	1,3

## 1.3 Line of Business Service Delivery

### Program Objective Highlights

1.3.1	Increased ICT investment to improve line of business service delivery
1.3.2	Increased ICT investment in appropriate self service systems, including public self service
1.3.3	Implement new line of business systems as required
1.3.4	Modernise existing line of business systems
1.3.5	Remove technological barriers and processes that inhibit structural reform and e-government initiatives
1.3.6	Amalgamate existing line of business systems to improve customer facing services and better coordinate service delivery

Agency Initiative	Deliverable	Estimated Capital Costs	Recurrent Costs	Recurrent Annual Benefits	Start Date	End Date	Agency Priority	Current/ Proposed	Program Objectives	Agency ICT Strategy
Also Initiative 1	see details above									
Also Initiative 2	see details above									
Initiative 3. Child death workload and reporting	Reduction of manual process, improved access to reviewable death data, availability of appropriate reporting functionality	Nil - all costs are recurrent	no specific costings undertaken - mainly employee related costs	no costing undertaken	1/08/2006	30/06/2007	3	C	1.3	1,3
Initiative 4. CSD Server and Database Upgrade	hardware and software are updated to current office standards, maintenance and support of hardware and software is continued	Nil capital costs 2006/07	no specific costings undertaken - mainly employee related costs	no costing undertaken	15/08/2006	30/06/2007	2	C	1.3	1,2,3
Also Initiative 5	see details above									
Initiative 6. Child Protection Resolve Improvements	Improved system performance, reduction of manual processes/ centralised data store	Nil - all costs are recurrent	no specific costings undertaken - mainly employee related costs	no costing undertaken	1/06/2006	30/06/2008	4	C	1.3	1,3

Initiative 7. Contacts Database	More strategic collection and use of information. Consistent and up to date information being used	Nil - all costs are recurrent	no specific costings undertaken - mainly employee related costs	no costing undertaken	1/08/2006	31/12/2006	7	C	1.3	1,3
Initiative10. Windows XP	Standardised operating environment. Improved stability of system and security features. Operating system updated to industry standards	Nil - came bundled with new PC's purchased	no specific costings undertaken - mainly employee related costs	no costing undertaken	1/12/2006	30/06/2007	9	P	1.3	1,2



## 2.2 Customer Services Hub

### Program Objective Highlights

2.2.1 Amalgamation of existing agency online service delivery technologies to technically enable and part fund the Channels and Access Strategy

2.2.2 Secure communications gateway between Government and external parties

2.2.3 Single government portal including personalisation and content management

2.2.4 Secure government intranet

2.2.5 Common billing, payment and agency disbursement model

2.2.6 Government contact centre integration

2.2.7 Interoperability and collaboration of government information, back-office, front-line and line of business systems

2.2.8 Reduce total cost of ownership of online service delivery technologies

Agency Initiative	Deliverable	Estimated Capital Costs	Recurrent Costs	Recurrent Annual Benefits	Start Date	End Date	Agency Priority	Current/ Proposed	Program Objectives	Agency ICT Strategy
Initiative 11. On-line complaint form	This is an existing initiative and is included here for informational purposes. No other details except for linkages to State and Agency ICT plan will be provided							C	2.2	1,3
Initiative 12. On-line publications ordering form	This is an existing initiative and is included here for informational purposes. No other details except for linkages to State and Agency ICT plan will be provided							C	2.2	1,3
Initiative 13. Free publications on-line	This is an existing initiative and is included here for informational purposes. No other details except for linkages to State and Agency ICT plan will be provided							C	2.2	1,3

# Alignment with NSW Government ICT Strategic Plan

## Strategy 3. Authentication and Security

*Provide secure public access to government electronic services through a shared and federated authentication environment*

### 3.1 Shared and Federated Client Authentication

*Program Objective Highlights*

3.1.1	Shared and federated NSW Government authentication environment
3.1.2	Authentication of employees, the public, business, intermediaries and other third parties
3.1.3	Authentication of relationships (individual to individual, individual/business to agency)
3.1.4	Authentication of level of access to government information
3.1.5	Agency user credential sharing
3.1.6	Use of intermediaries for authentication and credential sharing
3.1.7	Avoidance of agency-by-agency authentication costs

Agency Initiative	Deliverable	Estimated Capital Costs	Recurrent Costs	Recurrent Annual Benefits	Start Date	End Date	Agency Priority	Current/ Proposed	Program Objectives	Agency ICT Strategy
Initiative 14. PCCM - sharing of police complaint data between agencies	This is an existing initiative and is included here for informational purposes. No other details except for linkages to State and Agency ICT plan will be provided							C	3.1	3

### 3.2 Information Security

#### Program Objective Highlights

3.2.1 Government information assets are protected from unauthorised access or modification

3.2.2 Government information assets are always available to authorised employees, the public, business intermediaries and other parties

3.2.3 Security measures are commensurate with the value and significance of the information assets

3.2.4 Government and public have assurance that information is securely held

Agency Initiative	Deliverable	Estimated Capital Costs	Recurrent Costs	Recurrent Annual Benefits	Start Date	End Date	Agency Priority	Current/ Proposed	Program Objectives	Agency ICT Strategy
Initiative 15. Accreditation to AS7799	This is an existing initiative and is included here for informational purposes. No other details except for linkages to State and Agency ICT plan will be provided							C	3.2	1,2,3,4
Initiative 16. Upgrade of outer firewall/intrusion detection and vulnerability software	This is an existing initiative and is included here for informational purposes. No other details except for linkages to State and Agency ICT plan will be provided							C	3.2	2
Initiative 17. Upgrade of inner firewall	Improved security of data stored in office system. Improved protection of the network	Not yet costed	Not yet costed - will be employee costs to implement strategy	NA	1/07/2007	31/07/2008	12	P	3.2	2



Initiative 8. Software database	Software is being used according to licensing arrangement	Nil	no specific costings undertaken - mainly employee related costs	no costing undertaken	1/08/2006	30/11/2006	10	C	4.1	1,2,3
Also Initiative 10	see details above									
Initiative 18. ICT related policy and procedures update	This is an existing initiative and is included here for informational purposes. No other details except for linkages to State and Agency ICT plan will be provided							C	4.1	2,3
Initiative 19. ICT related training	This is an existing initiative and is included here for informational purposes. No other details except for linkages to State and Agency ICT plan will be provided							C	4.1	1,2,3,4









## 6.2 Agency Infrastructure Consolidation

### Program Objective Highlights

6.2.1	Lower the total cost of ownership
6.2.2	Remove barriers to government wide initiatives
6.2.3	Amalgamate ICT infrastructure to improve manageability and reduce complexity
6.2.4	Best practice infrastructure management through standards and accreditation
6.2.5	Implement infrastructure that is shared across agencies, business units and applications
6.2.6	Improve information flow and security
6.2.7	Business and service needs drive infrastructure use and investment

Agency Initiative	Deliverable	Estimated Capital Costs	Recurrent Costs	Recurrent Annual Benefits	Start Date	End Date	Agency Priority	Current/ Proposed	Program Objectives	Agency ICT Strategy
See Initiative 4	See above									
See Initiative 8	See above									
Initiative 9. Server Upgrade	Standardised operating environment. Improved stability of system. Improved security features. Operating system updated to industry standards	Nil capital costs 2006/07	no specific costings undertaken - mainly employee related costs	no costing undertaken	1/07/2006	30/06/2007	8	C	6.2	1,2
See Initiative 10	See above									
See Initiative 18	See above									
Initiative 20. Standardising Desktop SOE	This is an existing initiative and is included here for informational purposes. No other details except for linkages to State and Agency ICT plan will be provided							C	6.2	1,2

### Program Objective Highlights

6.3.1	Adopt a Standard Operating Environment (SOE) that can productively aid the NSW Government
6.3.2	Reduce SOE procurement costs



# Alignment with NSW Government ICT Strategic Plan

## Strategy 7. ICT Procurement

*Ensure that the Government achieves qualitative outcomes at lower cost*

### 7.1 ICT Procurement

#### Program Objective Highlights

7.1.1 NSW Government ICT Strategic Executive Plan steers ICT procurement to support government priorities

7.1.2 Government achieves qualitative outcomes at least cost

7.1.3 Procurement models are practicable and appropriate for agencies and vendors

7.1.4 Implement electronic procurement in all major agencies by June 2007

7.1.5 Reduce the overheads and transaction costs of ICT procurement

Agency Initiative	Deliverable	Estimated Capital Costs	Recurrent Costs	Recurrent Annual Benefits	Start Date	End Date	Agency Priority	Current/ Proposed	Program Objectives	Agency ICT Strategy
Initiative 21. Hardware replacement	Hardware and software is updated to current industry standard. Maintenance and support of hardware and software is continued	Not yet costed	Not yet costed - will be employee costs to roll out any new equipment		1/12/2006	30/06/2010	11	P	7.1	1,2
Initiative 22. Electronic Procurement/Smartbuy & use of preferred suppliers	This is an existing initiative and is included here for informational purposes. No other details except for linkages to State and Agency ICT plan will be provided							C	7.1	1,2

# Alignment with NSW Government ICT Strategic Plan

## Strategy 8. Strategic Governance Framework

Provide a framework to improve management, delivery and accountability of government ICT services, resources and program implementation

### 8.1 ICT Governance

#### Program Objective Highlights

8.1.1 A NSW Government ICT Strategic Executive Plan will be developed, implemented and maintained to ensure Government priorities are implemented

8.1.2 CIO Executive Council provides executive level leadership and decision making for government-wide ICT strategies

8.1.3 Responsibilities and accountabilities for ICT planning and delivery are clearly defined

8.1.4 Ensure decisions and actions are managed and implemented

8.1.5 ICT Expenditure is determined by government service delivery priorities

8.1.6 ICT workforce planning supports implementation of the NSW Government ICT Strategic Executive Plan

Agency Initiative	Deliverable	Estimated Capital Costs	Recurrent Costs	Recurrent Annual Benefits	Start Date	End Date	Agency Priority	Current/Proposed	Program Objectives	Agency ICT Strategy
Initiative 23. The Information Management Steering Committee	This is an existing initiative and is included here for informational purposes. No other details except for linkages to State and Agency ICT plan will be provided							C	8.1	1,2,3,4
Initiative 24. IT Meetings	This is an existing initiative and is included here for informational purposes. No other details except for linkages to State and Agency ICT plan will be provided							C	8.1	1,2,3,4
Initiative 25. Restructure of IT unit	This is an existing initiative and is included here for informational purposes. No other details except for linkages to State and Agency ICT plan will be provided							C	8.1	1,2,3,4
Initiative 26. Improved communication channels with business	This is an existing initiative and is included here for informational purposes. No other details except for linkages to State and Agency ICT plan will be provided							C	8.1	1,2,3,4

# ICT Strategic Plan

## How to Complete your ICT Strategic Plan

### Executive Summary

The Executive Summary should provide the list of strategies included in the 4 year agency ICT Strategic Plan. The major ICT programs, current and proposed, that support these strategies should be identified to demonstrate how the plan will be achieved. In addition, the linkage between the agency programs/projects and the **NSW Government ICT Strategic Plan** should be summarised. It may be prudent to complete this table after completing the 'Alignment' section of this report as the summary should be developed from this detail.

How the Agency ICT Plan Supports the Agency Results and Services Plan	Describe how ICT is being used to support the business by achieve the results specified in Table B, Result Indicators of your agency Results and Services Plan.
Agency Business Drivers	Provide a list of the Agency business drivers.
Agency ICT Strategies	List agency ICT strategies, providing description if applicable.
Alignment with Agency Business Drivers	Identify linkage with agency business drivers as defined above.
Alignment with NSW Government ICT Strategic Plan - Objectives	For each NSW Government Strategy/Program, summarise objectives of agency initiatives as detailed in the 'Alignment' section of the Agency ICT Strategic Plan.
Alignment with NSW Government ICT Strategic Plan - Scope of Work	For each NSW Government Strategy/Program listed, summarise the scope of agency initiatives as detailed in the Alignment section of the Agency ICT Strategic Plan to demonstrate how the agency is supporting the NSW Government ICT Strategic Executive Plan.
Alignment with Agency ICT Strategy	Identify the agency ICT strategy that supports the work defined for each Priority Group using the number allocated in the 'Agency ICT Strategies and Business Alignment' section.

### Current Position

This section of the template should contain a 'snap-shot' of the current agency business environment according to the categories provided. In addition, details of the current ICT environment should be defined in terms of the categories provided.

#### Current Business Environment

Agency mission and objectives	Provide a brief description of the agency vision/mission and corporate objectives as defined in the agency Corporate Plan.
Description of core business	Provide a brief description of the agency's core business as defined in the agency Corporate Plan.
Range of products and services	Provide a brief description of the range of products and services provided by the agency.
Key stakeholders and customers	Provide a list of key stakeholders and customers in receipt of services provided by the agency.
Number and location of staff	Provide summary details of number of staff, and office locations.

#### Current ICT Environment

Agency Infrastructure	List details of hardware components (PCs, laptops, printers, servers, data centres etc)
Front Line Service Systems	List details on ICT systems that provide direct and indirect access to individuals, businesses, government, intermediaries and other third parties.
Line of Business Service Systems	List details on ICT systems that support an agency in the direct and indirect delivery of services
Back End Systems	List details of systems used for financial management, HR, Payroll, project management, asset management, fleet management, facilities and equipment management etc
Telecommunications	List details of communications configurations including voice, radio and data.
Standard Operating Environment	List details of operating systems and their business use (eg the Unix environment provides the platform for corporate applications etc), content management systems, records and document management etc
Channels and Access	Provide details of agency email and messaging, billing and payment systems, portal technologies, knowledge bases etc
Authentication and Security	Provide details of security programs including compliance with National Code, and authentication frameworks and systems that enable sharing of information
Other	Provide any other ICT environment details not already covered above.

### Governance

The purpose of this section of the template is to outline the governance and accountability structures within the agency. It should demonstrate how the agency ICT Strategic Plan links with Treasury compliance requirements. It should also describe the structures of ICT committees developed to implement the strategic plan as well as the frameworks, methodologies and tools adopted to facilitate implementation of programs and projects supporting the strategies. ICT Expenditure information is also captured in this section of the template.

#### Relationships with Corporate Requirements

Support for Total Asset Management Plan	Briefly describe how the upgrade and maintenance program aligns with the agency's Total Asset Management Plan.
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#### Committees and Accountability Structures

Committee Name	Insert name of ICT Committee established to support implementation of Agency ICT Strategic Plan
Responsibilities and Members	Insert details of committee members, and responsibilities of committee including purpose and authority.

#### Methodologies

Project Management	Provide brief details of project management methodology and tools used by agency.
Risk Management	Provide brief details of risk management framework used by agency.
Change Management	Provide brief details of change management framework used by agency.
Benefits Management	Provide brief details of benefits management methodologies and tools used by agency.
Information Security	Provide brief details of information security program regarding achievements to date and additional activities.

#### ICT Expenditure

This section captures the following cost components for each of the categories described in the 'Current ICT Environment' section. Please note any capital and/or recurrent costs associated with hardware for Front Line Service Systems, Line of Business Service Systems and Back End Systems should be captured in Agency Infrastructure.

Total ICT Capital budget	Insert total annual ICT capital budget allocation as agreed with Treasury in agency forward estimates.
Total ICT Recurrent budget	Insert total annual ICT recurrent budget allocation as agreed with Treasury in agency forward estimates.
Capital costs - hardware	Insert costs for all hardware acquired to facilitate service delivery and/or administration.
Capital costs - software	Insert costs of software purchases, development and implementation including configuration and training.
Recurrent costs - labour related	Insert staff costs where applicable.
Recurrent costs - hardware	Insert costs associated with hardware leasing, maintenance, support, hosting, etc
Recurrent costs - software	Insert costs associated with application support, planned upgrades, software assurance.
Recurrent costs - other	Insert costs for advertising, accommodation, printing, postage and office supplies if applicable.
Depreciation	Insert the allowance made for reduction in value of any assets acquired.

### Alignment with NSW Government ICT Strategic Plan

Current and proposed agency initiative details are required in this section for the purpose of demonstrating how the agency ICT Strategic Plan is aligned with the **NSW Government ICT Strategic Plan**. Initiatives should be categorised according to the strategies contained in the **NSW Government ICT Strategic Plan**, and may fit in multiple categories. Where this is the case, it is only necessary to enter details once, and cross reference by program objective.

Agency Initiative	Briefly describe projects/programs being undertaken or planned by the agency that support the nominated NSW Government ICT strategy/program.
Deliverable	List deliverable/s provided by agency initiative.
Estimated Capital Costs	Provide details on capital cost of agency initiative.
Recurrent Costs	Provide details on recurrent costs of agency initiative.
Recurrent Annual Benefits	Provide quantitative details of benefits to be derived as a result of this initiative being implemented. The GCIO Service Costing Methodology can be applied to calculate this figure.
Start Date	Provide actual or estimated program/project start date.
End Date	Provide estimated program/project end date.
Agency Priority	For every initiative listed in the Alignment with ICT Strategies section, allocate a unique number with 1 being the highest priority.
Current/Proposed	Enter C or P to indicate if program/project is current or proposed.
Program Objectives	Identify NSW Government program objective/s with which this agency initiative has linkages. Insert reference eg 2.1.3
Agency ICT Strategy	Identify agency ICT strategy/ies which this initiative supports. Insert strategy number from Exec Summary.