Toward Q2 through ICT

2009 – 2014

The Queensland Government’s strategy for government ICT

September 2009
The Queensland Government is committed to its 2020 plan for building a better Queensland, Toward Q2: Tomorrow’s Queensland. This strategy for government ICT directly supports that plan, including the creation of a stronger, greener and smarter Queensland.

There is no doubt the age of the digital economy has well and truly arrived. Information and communication technology (ICT) plays an increasingly important role in assisting the Queensland Government to deliver its services across this vast state.

It is no longer an added extra but a fundamental platform on which we build our service capacity and quality.

As Minister for Public Works and Information and Communication Technology, I am committed to improving our planning, procurement, implementation and management of information and communication technology projects and business as usual, and to working with industry to ensure we are getting the best value for the significant investment being made by the Queensland Government.

I am also committed to ensuring that we as a government and as a state are well placed to take advantage of advances in technology to enhance our quality of life.

The roll out of national broadband offers fabulous opportunities for the Queensland Government, Queensland industries and our citizens and I will continue to work with the Australian Government to ensure we are well placed to take advantage of this roll out to bring benefits for all.

Toward Q2 through ICT sets out our priority areas for the next five years.

The accompanying implementation plan identifies the actions we will be pursuing to achieve our targets.

This strategy will leave the state in a stronger, more consolidated ICT position with improved leadership, governance and delivery.

Robert Schwarten MP
Minister for Public Works and Information and Communication Technology
The Queensland Government has five ambitions for the future of this state:  

**Strong** We want to create a diverse economy powered by bright ideas.  

**Green** We want to protect our lifestyle and environment.  

**Smart** We want to deliver world-class education and training.  

**Healthy** We want to make Queenslanders Australia’s healthiest people.  

**Fair** We want to support a safe and caring community.  

Integral to achieving these ambitions is a government responsive to the changing needs and expectations of its citizens. Our citizens expect services to be delivered in an efficient, effective and consolidated manner that responds to their changing lifestyle and communication methods. The role of ICT in meeting these expectations is critical.  

*Toward Q2 through ICT* acknowledges that we can drive better performance in service delivery, both directly to citizens and internally within government, by improving our management and use of the existing information and communication technology investment and by driving efficiencies through new investment.  

*Toward Q2 through ICT* outlines the Queensland Government’s information and communication technology priorities and targets to help create more accessible, efficient, and effective services for the benefit of all Queenslanders.  

This whole-of-Government strategy focuses on four areas:  

**Accessible government** – delivering easy-to-access, customer-centric services and information for all Queenslanders through ICT innovation, and using ICT to develop new ways for Queenslanders to engage with government  

**Efficient government** – adopting a ‘one government’ ICT approach across government agencies to improve service delivery and information access, and reduce the cost of government operations.  

**Effective government** – supporting front-line service delivery through the provision of leadership in whole-of-Government ICT directions, successful ICT governance and early engagement with industry  

**A strong industry/government partnership** – developing a mature industry/government relationship where ICT is deployed to help solve contemporary challenges facing Queensland and to deliver efficiencies to the Queensland taxpayer.  

This strategy, together with the Queensland Government’s ICT industry development strategy *ICT for Tomorrow’s Queensland*, outlines the government’s integrated approach to ICT within Queensland and provides guidance on the priority areas for action over the next five years.  

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The challenges

Communities' expectations of their government and the services and information it should provide are changing rapidly. The age of the ‘digital native generation’ is well and truly upon us, and with it an ever increasing demand for new and innovative on-demand ways for the community to access information, transact and interact.

Meeting these changing expectations will require technology and information-enabled solutions that empower Queensland citizens and businesses to access the information and services they require, as and when they need it.

Delivering these solutions will not be simple, or inexpensive – but they are needed for the future of Queensland. Continuing to do things the same old way will not work – it’s time for a new approach.

Making services and information more accessible, and providing simpler, streamlined interfaces for the community to engage with government, will require an economically responsible approach – one that:
- focuses on informed and sound investment decisions
- pursues effective ICT-enabled solutions that deliver real and tangible benefits
- supports the delivery of ‘one government’ outcomes
- ultimately delivers better decisions and outcomes for Queensland.

Queensland also faces a number of big challenges including dealing effectively with climate change, moving to healthy lifestyles, addressing entrenched disadvantage, congestion, and Queensland’s population growth and regionalisation. New ways are needed in how we view and solve both traditional and new challenges.

Innovative partnerships with the ICT industry will play an important role in helping the government tackle these issues with new and creative solutions through the power of ICT.

Within this challenging environment, there is enormous potential for ICT to support key government reforms and initiatives. Toward Q2 through ICT identifies these opportunities and maps out a number of priorities to capitalise on them.

Toward Q2 through ICT is based on a number of operating parameters which must be recognised at the outset. Future ICT investments by the Queensland Government will:
- support improved service delivery and information access
- be competing for limited available funding
- generate savings available for reinvestment in priority projects
- take a whole-of-Government focus
- pursue standardisation and consolidation opportunities as a matter of priority
- exploit and build on established and stable technology
- continue to utilise a ‘share before buy before build’ philosophy
- support local supplier involvement
- be developed with an appropriate and manageable risk profile
- deliver within reasonable time frames.

The opportunities

The economic environment, the streamlining of Queensland Government services into 13 departments, significant whole-of-Government ICT planning and infrastructure capabilities recently completed and/or underway, and the continuing strong relationship between government and the local ICT industry, combine to create a unique set of opportunities.

While the roll out of a national broadband network is still in the planning, this also will provide significant opportunities for the functionality, geographical reach, and timing of service delivery, and for ICT reform within the government service environment and for industry.

This will have particular impact in the service delivery areas of health and education and in the nature and pace of economic development and job creation.

In addition, the recent consolidation of all major whole-of-Government ICT functions within the Department of Public Works provides an ideal mechanism to work with the ICT industry to coordinate, standardise and improve the delivery of ICT within the government.

It will also improve the capability to plan for and deliver whole-of-Government ICT infrastructure elements and policy that underpin a ‘one government’ approach, and enable the provision of effective, efficient and responsive services to Queenslanders.

The Queensland Government is committed to working with the ICT industry in finding new and innovative ways of solving traditional problems, and addressing new challenges facing Queensland.

Innovation and transformation through the strategic use of ICT, including the use and management of information, will be a key enabler to help safeguard the Queensland we enjoy today, and make it an even better place to live in 2020.
Focus area 1 – Accessible government

Outcome: Delivering easy-to-access, customer-centric services and information for all Queenslanders through ICT innovation, and using ICT to develop new ways for Queenslanders to engage with government.

The Queensland Government will continue to implement whole-of-Government approaches to multi-channel service delivery and information access. The Queensland Government is committed to moving to a customer-focussed approach and moving away from an agency-focussed approach, recognising that the customer should not need to know their way around the government entities to access services and information.

The government will strengthen the role of Smart Service Queensland as the primary point of contact for Queenslanders.

Service delivery expectations are changing with each generation, and government must keep pace with an increasingly digital aware population that is tech-savvy and expects the capability to transact and interact on a secure anytime, anywhere basis.

At the heart of improved service delivery and good government is the management and security of information. Government information is a valuable resource that contributes to an open and participatory democracy and improves decision making. Information which is accessible and available to the community contributes to informed debate on key community issues. Access to information enables genuine engagement with government in policy development and service delivery, as well as going some way towards helping the public to better understand how government works. When rolled out, the National Broadband Network will drive an increased desire and capability for two-way engagement with government and further innovations in the provision of front line services to all Queenslanders, including improved health and education services.

Online service delivery and community engagement mechanisms, in part enabled by the roll out of a high speed National Broadband Network, will help provide fair access to government for the majority of Queenslanders, and complement and support other strategic service delivery channels such as phone and counter. This package will provide Queenslanders with a choice of channels, improving convenience and flexibility in how, where and when they interact with government.

Benefits for Queenslanders:
- the ability to transact and interact with the government on a secure anytime, anywhere basis, in less time
- simpler ways to find government information and access services, typically through one phone number, one website, and a common Queensland Government shop front
- increased community engagement and policy debate through new ways to engage with the government.

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<th>Priority</th>
<th>Target</th>
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<td>Improving government service delivery</td>
<td>By 2014, Queenslanders will be able to access government information and services through single entry points across multiple channels.</td>
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<td>By 2012, Queenslanders will be able to conduct 50% of all government service interactions online (excluding services that require face to face delivery).</td>
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<td>By 2010, the government will develop a whole-of-Government broadband development plan by working with the ICT industry to ensure government service delivery is able to maximise the benefits of the National Broadband Network roll out.</td>
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<td>Engaging online with Queenslanders</td>
<td>By 2010, Queenslanders will be able to contribute to contemporary policy debates through the use of new and emerging technologies.</td>
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<td>By 2011, the government will ensure all major community consultation activities are available online.</td>
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<td>Improving information management and access</td>
<td>By 2011, the government will develop an action plan to maximise the use of existing online and ICT infrastructure to support the release of information under the right to information reforms, and where necessary provide investment guidance.</td>
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<td>By 2011, the government will enhance its capabilities in record keeping across the sector through training, further policy development and compliance monitoring.</td>
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<td>By 2010, the government will develop and commence implementation of an information management framework to maximise the use and value of information, and improve business outcomes and services to Queenslanders.</td>
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Focus area 2 – Efficient government

Outcome: Adopting a ‘one government’ ICT approach across government agencies to improve service delivery and information access, and reduce the cost of government operations.

Queenslanders rightly demand the delivery of government programs and services in a seamless way. They also expect that government resources are used efficiently to deliver value-for-money outcomes in both external customer-facing services, and internal government operations. This reinforces the ongoing need to plan for and roll out standardised, shared and efficient core ICT infrastructure that supports a connected government culture and service delivery across the state.

In enabling a more connected government, the Queensland Government has an ongoing program of ICT infrastructure consolidation and strategic sourcing which will enable the government to do more with less and deliver significant improvements in seamless service delivery, cost effectiveness, business continuity, information security and compliance. The government will also continue to progress a program of business process standardisation, and the consolidation and rationalisation of core business and corporate applications.

Enabling the government to perform successfully as a single enterprise rather than separate departments also requires a portfolio management approach to ICT investments – one that provides the right information to analyse the performance of current and planned ICT investments, and allows key decision makers to make the right decisions in the best interest of the government’s whole ICT investment portfolio.

Benefits for Queenslanders:
- a more cost-efficient government through reduced duplication and complexity
- joined-up information supporting joined-up services
- secure, reliable, accessible and valued services and information.

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| Adopting a ‘one government’ approach to ICT investment and development | By 2010, the government will implement a leadership framework for ICT within the Queensland Government, through the development of an agency Chief Information Officer charter.  
By 2011, the government will require all agencies to work collaboratively to deliver an ICT management framework and to prioritise and implement ‘one government’ ICT outcomes to deliver efficiencies. The ICT management framework will include:
- a process for prioritising and assigning lead agency responsibilities for strategic ‘one government’ ICT-related agendas such as core infrastructure and multi-agency applications, policy development, and research and development
- a ‘share before buy before build’ focus, and the ongoing use of the Queensland Government Enterprise Architecture as a key planning, policy-setting and assessment mechanism
- whole-of-Government infrastructure and service provisioning. |
| Delivering savings | By 2013, the government will reduce the per-unit cost of business-as-usual ICT expenditure by 15%. |
| Building our ICT capability | By 2010, the government will develop and commence implementing an ICT capability framework to improve the capacity, capability and sourcing of the government’s ICT professional resource base. The ICT capability framework will include:
- workforce planning tools (to identify and address gaps between future labour supply and demand)
- development of a Queensland Government ICT skills framework to help ensure the ICT workforce has the capability and leadership skills to meet future demand. |
Focus area 3 – Effective government

Outcome: Supporting front-line service delivery through the provision of leadership in whole-of-Government ICT directions, successful ICT governance and early engagement with industry.

The government is committed to delivering successful outcomes from ICT investments. The ability to support front-line services and better agency outcomes with effective business solutions relies heavily on the professional capability, capacity, and cooperation of the government’s ICT specialists and industry partners. Working within a framework of early industry engagement and effective procurement and project delivery methods, the government will be able to optimise the design, sourcing, delivery, transparency and monitoring of ICT-enabled business outcomes.

The development and implementation of a whole-of-Government portfolio management approach and standard approaches for successful project delivery will help the government focus its finite resources on delivering the right priorities, whilst reducing implementation times, risks and costs.

Robust, open and gated governance mechanisms that provide for joint commitment and responsibility of business owners and agency ICT stakeholders are critical to the efficient and effective utilisation of government resources. While the government has already made significant progress in ICT governance, it is committed to the continual improvement of governance mechanisms which guide ICT development across the sector.

The government will also leverage its world class Queensland Government Enterprise Architecture and annual agency ICT planning cycle to improve the provision and communication of whole-of-Government ICT leadership and policy. Implementation of policy will be supported by the provision of associated tools and resources to help enable the successful delivery of ICT projects and initiatives.

Benefits for Queenslanders:
- leadership in ICT policy and project delivery to deliver the right solutions at the right time to support government operations and service delivery
- using local industry expertise more effectively to improve government ICT investment outcomes.

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| Delivering successful projects | By 2011, the government will implement a whole-of-Government best practice delivery framework for the procurement and delivery of successful outcomes through ICT-enabled solutions. The delivery framework will include:  
  • whole-of-Government implementation of standardised Project, Program and Benefits Management Methodologies  
  • integrated and standardised best practice procurement method to enable timely delivery  
  • industry linkages that optimise project resourcing, areas of expertise, and the application of government methodologies  
  • education, training and engagement of project managers and key business stakeholders  
  • effective post-implementation review mechanisms to share lessons learned, and promote successful outcomes. |
| Providing whole-of-Government leadership in ICT delivery | By 2010, the government will review whole-of-Government governance processes and implement enhancements to create a cohesive Chief Information Officers’ Leadership Team responsible for oversight and delivery of the ICT management framework.  
  By 2010, the government will develop and implement a priority setting, assessment and monitoring process for mandated elements of the Queensland Government Enterprise Architecture. |
| Engaging early with industry | By 2010, on all ICT projects worth $2 million or more, or of high complexity, the government will collaborate with industry subject matter experts in concept, feasibility, design and project approach stages.  
  By 2011, the government will present an annual portfolio forward plan and analysis to industry to allow active engagement and consideration of appropriate participation. |
Focus area 4 – A strong industry/government partnership

**Outcome:** Developing a mature industry/government relationship where ICT is deployed to help solve contemporary challenges facing Queensland and to deliver efficiencies to the Queensland taxpayer.

The Queensland ICT industry comprises an estimated 5,700 businesses employing a direct workforce of 70,000, and generating revenues of approximately $29 billion and exports of $1.15 billion.

The Queensland Government is committed to ensuring that its ICT expenditure obtains value for money, and supports the state’s ICT industry and harnesses its transformational and enabling capabilities to deliver job creation, productivity improvements and wider economic, environmental and social benefits to Queensland industries and to Queenslanders.

The Queensland Government’s ICT industry development strategy *ICT for Tomorrow’s Queensland*, complements this strategy (for ICT within the Queensland Government), and together they provide a cohesive approach to ICT.

The government is one of the largest consumers of ICT in Queensland, spending an estimated $1.3 billion annually on ICT personnel, products and services. Strategic and mature partnerships with industry that deliver on the ‘one government’ approach will remain an important plank in the transformation, enablement and support of government services.

The government will continue to work with industry to develop effective partnerships to ensure the successful delivery not only of ICT investment but also service delivery outcomes.

### Priority Target

#### Creating effective industry/government partnerships

By 2010, the Queensland Government will work with industry to develop a shared code of practice and an industry engagement framework which includes:

- a review of procurement processes and practices to streamline them
- mechanisms to improve the engagement of, and collaboration with industry in research and development, and strategic opportunities
- a centralised register of industry expertise and government partnerships/experience.

#### Creating opportunities to solve contemporary problems

By 2010, the Queensland Government will develop, jointly with industry, strategies to engage industry in discussions concerning significant community issues, for example, the National Broadband Network, e-health and e-learning.

By 2010, the Queensland Government will deliver its Green ICT Strategy to reduce the environmental footprint of ICT equipment within the government, and help ‘green’ government operations through the innovative use of ICT.

By 2012, the Queensland Government will be utilising ICT to support alternative work locations for 10% of the core public service workforce – contributing to improved government performance, and reduced travel and congestion.

#### Creating enhanced business opportunities for local industry

By 2010, the government will implement a simplified procurement process for low risk projects under $2 million.

By 2009, the government will implement its ‘share before buy before build’ direction.

By 2010, the government will undertake a targeted review of business-as-usual ICT and examine delivery options (including local industry options) as part of this review.

### Benefits for Queenslanders:

- more effective industry/government partnerships, leading to better value procurement outcomes and enhanced opportunities for business
- innovative ICT solutions being deployed to solve the big challenges facing Queensland.

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2 Based on the 2006-07 Annual Survey of the Queensland ICT Industry
How the strategy will be delivered

*Toward Q2 through ICT* is a five-year plan that supports the Queensland Government’s 2020 vision for the state, *Toward Q2: Tomorrow’s Queensland*. The strategy identifies priorities for action within four key focus areas, and sets targets to be met in delivering the strategy.

To underpin the strategy and progress the priorities for action, an implementation plan has been developed.

Annual progress reports on the status of the strategy will be delivered by the Queensland Government Chief Information Officer.

Information security, value for money, probity and ethics, good governance and minimising environmental impacts are all core pre-conditions within which the strategy will be implemented.