

2019

LEGISLATIVE ASSEMBLY FOR THE  
AUSTRALIAN CAPITAL TERRITORY

GOVERNMENT RESPONSE TO THE AUDITOR-GENERAL'S REPORT

NO. 6 OF 2019

ICT STRATEGIC PLANNING

Presented by  
Andrew Barr, MLA  
Chief Minister

**Recommendation 1 – ICT Strategic Planning Framework**

The Chief Minister, Treasury and Economic Development Directorate should develop and implement an ICT strategic planning framework for ACT Government, its directorates and agencies. The ICT strategic planning framework should promote consistency and coordination of ICT strategic planning activities by identifying:

- a) Roles, responsibilities and timeframes for ICT strategic planning; and
- b) Minimum requirements for ICT strategic planning outputs and deliverables, including:
  - i. the strategic priorities and objectives of the directorate (including any whole-of-government priorities and objectives) and how the strategies in the ICT strategic plan contribute to these;
  - ii. the 'current state' of ICT in the directorate;
  - iii. future capabilities and requirements for ICT in the directorate; and
  - iv. a detailed program of work, or technology roadmap, to 'close the gap' between the 'current state' and future capabilities and requirements.

**Government Response:**

This recommendation is **Agreed**.

The Chief Minister, Treasury and Economic Development Directorate (CMTEDD) will address this recommendation through the development of an ACT Government Digital Strategy. The Strategy will provide a community centred context and whole of government strategic direction for ICT. This will become the framework for directorates and agencies.

The ACT Government Digital Strategy promotes the need for technology to be considered as early in the change process as possible, preferably in policy formulation or service design phases. This is to ensure technology solutions are designed to best meet community needs and is also efficient and sustainable for government to administer. The roles, responsibilities and timeframes for ICT Strategic Planning align with directorate business planning cycles, and major initiatives capture the technology considerations in the business case phase.

The ACT Government Digital Strategy is planned to be released as a draft for public feedback in September 2019, with the final published early in the 2020 calendar year.

**Recommendation 2 – Whole of Government Strategic Plan**

The Chief Minister, Treasury and Economic Development Directorate should develop a whole-of-government ICT strategic plan that supports the ACT Government Digital Strategy. The whole-of-government ICT strategic plan should identify at a minimum:

- a) the ICT capabilities required to meet the ACT Government's business needs;
- b) the 'current state' of the ACT Government's ICT capabilities; and
- c) how, and by when, gaps between current and required ICT capabilities are to be closed.

**Government Response:**

This recommendation is **Agreed**.

CMTEDD will address this recommendation through the development of a whole of government ICT Strategic Plan to support the emerging ACT Government Digital Strategy. This Strategic Plan will be informed by the capture and analysis of the 'current state' of ICT across ACT government, which CMTEDD is leading and all directorates are contributing to. This will allow identification of system capabilities that are unique to directorates and those that are common, which can inform the development of a future technology roadmap to guide ICT investment decisions and optimise value from technology assets.

The first ICT Strategic Plan will be based on the current state of ICT infrastructure and the application systems that are considered by directorates to perform the most critical government functions. A future technology roadmap based on these system capabilities is also intended to be drafted by early 2020.

The development of the ICT Strategic Plan and accompanying technology roadmap will also address Recommendation 1 as they will be the supporting documents for the Digital Strategy, which will set the framework for whole of government ICT strategic planning.

### **Recommendation 3 – Application Portfolio Management Tool**

In order to support the development of a whole-of-government ICT strategic plan the Chief Minister, Treasury and Economic Development Directorate should develop and implement a whole-of-government application portfolio management approach, including:

- a) identification and implementation of a software tools that assists directorates to identify:
  - i. existing ICT systems, hardware and capabilities;
  - ii. future ICT systems, hardware and capabilities and associated investment needs; and
- b) development and formalisation of governance arrangements, including roles, responsibilities and processes for the implementation and maintenance of the software tools and its data.

### **Government Response:**

This recommendation is **Agreed**.

CMTEDD will implement a whole of government Application Portfolio Management (APM) capability, including the use of a modern state-of-the-art software tool, to support both directorate and whole of government ICT Strategic Planning.

The existing APM tool was a bespoke development under-taken when there were no cost-effective off the shelf solutions available. Over time this solution has not kept pace with modern applications standards and directorate expectations. As a consequence, functional limitations have restricted the ability of directorates to keep their system information up to date, significantly undermining the integrity of the dataset.

It should be recognised that an effective APM solution requires improved business processes as well as a supporting toolset. One without the other will not deliver sustained improvement in data quality required to underpin strategic investment decisions.

With the significant changes in the vendor landscape since the initial development there is an opportunity to leverage standardised, user-friendly solutions without any expensive customisation.

This approach and toolset will assist both whole of government strategic planning, and general operations, capacity planning and systems lifecycle management of directorate business systems portfolios.

The clear governance of roles and responsibilities in the highly complex and interdependent ACT Government ICT environment will be major drivers of APM success.