



DIGITAL +

NSW GOVERNMENT ICT STRATEGY

UPDATE 2014-15

MINISTER'S FOREWORD

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The NSW Government launched its ICT Strategy in May 2012. Since then we have established the policy infrastructure to support the most significant program of ICT reform in this country. Open data, cloud and a whole of government approach to investment, among numerous policy achievements, underpin this broad program of work.

And behind it all is service delivery. This government is strongly focused on our citizens. We recognise that everything starts with the customer.

This will mean delivering more transactions through Service NSW digital channels, opening up government and collaborating on policy design, and taking feedback on our performance and acting on it. It will mean releasing more high value datasets for industry to turn into smart, digital products.

This is just the start. The building blocks have been put in place to take the next logical step in whole of sector digital transformation. Government has started to transform service delivery and stimulate the digital economy, but broader thinking is required to prioritise a digital approach to everything we do.

Digital government puts the customer at the centre of service delivery. It is about being smarter about how we use technology to engage more closely with the community and with industry. We will make it easier for industry and agencies to supply and access ICT services directly from the Service Catalogue through the GovDC marketplace.

A digital government recognises the value of information assets. We will develop an approach to information management, sharing and

recordkeeping that doesn't just replace a paper process with an electronic one, but is 'digital by design' and caters for 'born' digital processes.

And we will need the skills to get us there. This includes the ability to design internal processes that maximise the efficiencies and savings from digital approaches, prioritise the customer experience through digital service delivery, and re-imagine the business of government.

We've already reinvented how we invest in, source and procure ICT. We now manage and share the state's information assets through an information management framework of standards, policies and guidance. We also source and co-create new solutions using marketplace mechanisms.

Open government initiatives are embedding government accountability and customer service as business as usual.

These are critical pieces of work that are bringing the NSW Government and the public sector up to speed. Now it's time for the next phase – an holistic approach to digital government. We will collaborate with the best minds from government and industry to develop a road map to get us there.

I look forward to working across the sector, and with industry, on delivering the best possible outcome for the people of NSW.

The Hon. Dominic Perrottet, MP

Minister for Finance and Services



Completed Actions

Service NSW	Expansion of Service NSW service offerings, locations and channels
	Pilot implementation of Tranche 1 services for service centres
	Pilot implementation of Tranche 1 services through Service NSW digital channel
	Pilot implementation of Tranche 1 services for contact centres
	Enhance Tranche 2 business case based on Tranche 1 results
	Commercial launch of Tranche 1 services
Open Government	Publish training and education resources for agencies and staff to implement and use social media
	Open government initiatives to be reported in agency Open Government Plans, supported by a Community of Practice to guide implementation and share best practice
Open Data	Develop a whole of government open data policy
	Develop the trusted Government private cloud
Procurement Reform	Introduce an 'as a service' module under the Procure IT Framework
	Evaluate the cloud pilot projects
	Support the cloud policy by providing comprehensive ICT sourcing guidance
	Provide an industry marketplace in the data centres for SMEs and other suppliers to provide services
	Develop virtualisation guidelines, including meeting NABERS data centre rating goals
	Develop guidance and technical standards to optimise use of data centre network connections
	Identify scope for software rationalisation with relevant technical standards
	Establish a schedule of priority service offerings to be developed to meet agency business needs
	Develop and implement functionality to support the service catalogue in collaboration with industry and agencies
ICT Investment	Review a whole of government ICT survey to provide ICT Strategy metrics
	Report results of the updated ICT Survey
	Review and update of investment processes to include alignment with the ICT investment principles

Managing Information for Better Services	Define clear information management responsibilities across all levels of agencies for all public sector employees
	Develop guidelines to assist agencies manage / transition legacy information and data (including identifying appropriate material for digitalisation)
	Establish a standard information architecture approach for use across government
	Establish a portal to access 'Sources of Authority' for information management guidance
	Develop metadata frameworks to enable searching across diverse systems
	Review policy and legislation to digital records management and ICT sourcing models
	Develop Smarter Administrative Regulation reporting portal through standardisation, consolidation and impact assessment
	Develop web-based NSW 2021 performance reporting tool automated data collection
	Review policy, practice & legislation preventing cross-government information sharing
	Make aggregated, depersonalised data available for use across government
	Facilitate access to private sector data to improve the delivery of government services
	Agencies will identify information sharing opportunities that will provide service delivery benefits
	Develop guidance material for NSW Government employees to facilitate information sharing
	Convene workshops and seminars with NSW ICT professionals to gauge progress toward implementing the Electronic Information Security policy
	Develop guidance to assist agencies in transitioning to the new information classification system
	Facilitate agencies to spatially enable their data
	Extend the Spatial Information Exchange architecture for use across all agencies
	Integrate the Spatial Information Exchange and data.nsw
	Establish standards for spatially enabling information
	Develop and implement a NSW government location intelligence strategy

INTRODUCTION

In the digital age, the NSW Government is keen to realise the opportunities offered by emerging technologies and innovative thinking.

Our vision is to re-conceive government services and our relationships with the community – as customers, industry and agency partners.

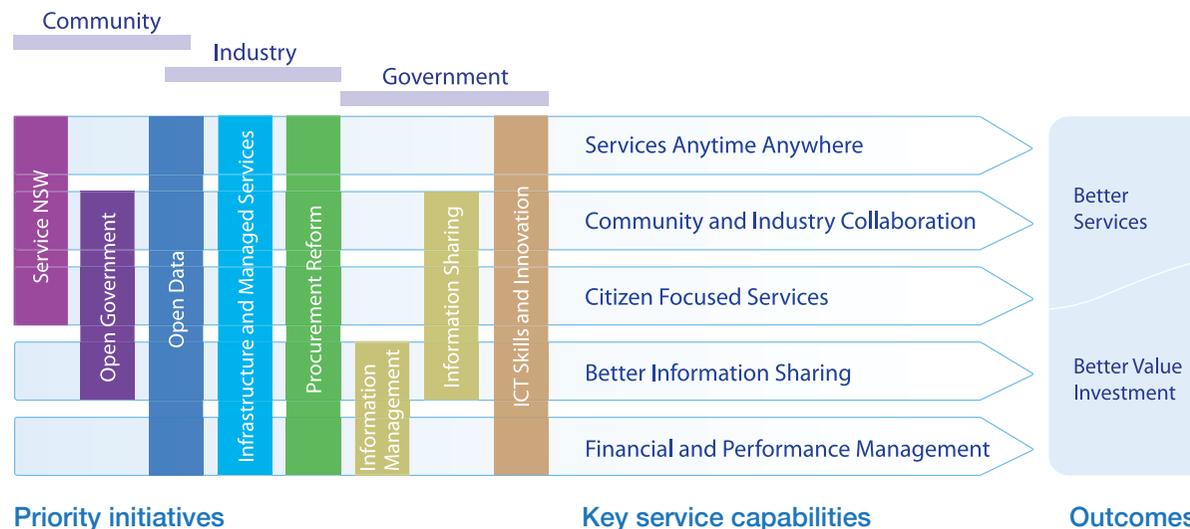
NSW will position itself to become a fully digital government.

In order to begin the change, this third edition of the *NSW Government ICT Strategy* builds on the program of work already delivered. It now has a stronger focus on accelerating to digital government and digital-enabled business transformation.

The ICT Strategy sets out an implementation plan to achieve better services and better value investment across our three key stakeholder groups - the customer, business and government agencies.

- *Digital + Community* – citizen-facing initiatives focused on putting the customer at the centre of service design
- *Digital + Industry* – business facing initiatives to make it easier to supply to government and focusing on contemporary ICT sourcing models
- *Digital + Government* – internal facing initiatives transforming our operations through standards and common processes, and building digital capability in the public sector to deliver modern services.

Digital +



The ICT Strategy has laid a solid foundation for this transformation. A great deal has been achieved in making it easier to procure ICT services, adopt cloud technologies, leverage location intelligence and identify and manage our information assets. These achievements will enable the next phase of transition to digital government – to modernise customer-centric services and make NSW Government more agile and efficient.

Putting the customer at the centre of service design

Better customer services and community outcomes will drive government thinking in leveraging technology and digital channels. From simpler transactions and faster response in case of emergency, to greater interconnectedness with regional communities, digital government has the capacity to positively affect every citizen.

The ICT Strategy will position government to quickly take advantage of new technologies, and leverage them for better services.

Implementation of this vision will see NSW Government:

- offer simpler and more intuitive government interactions, designed to continually improve. These will build on the existing service capacity and customer relationships of Service NSW
- engage in innovative, responsible and accountable decision making that is based on accurate and up-to-date information
- collaborate, between agencies and with the private sector, to design service solutions that are tailored and comprehensive
- make better value investments and reduce duplication of effort.

This **Digital +** edition of the ICT Strategy reflects this vision and a renewed commitment to the priority initiatives and the service outcomes that drive it.

Governance

Implementation governance will continue at the highest level of government through the ICT Board, supported by the ICT Leadership Group and issue-specific working groups. The ICT Advisory Panel provides expert industry advice to government on its work program and ICT matters of local and international significance.

Performance measures and reporting

ICT Strategy performance will be measured by the target delivery of 90% of actions listed in the implementation plan.

ICT Strategy delivery is reported in a number of ways. Progress against implementation is reported at each meeting of the ICT Board, ICT Leadership Group and ICT Advisory Panel.

Lists of completed actions for each implementation plan are published on the ICT Strategy website. The ICT Strategy website also showcases studies of best practice relating to Strategy implementation across the public sector.

ACCELERATING DIGITAL GOVERNMENT

Accelerating Digital Government Taskforce

In addition to ongoing implementation of the ICT Strategy, and at the request of the ICT Board, NSW Government has established the Accelerating Digital Government Taskforce. The Taskforce has a focus on a 'born digital' approach to service transformation, maximising opportunities from 'big data' and information sharing, and embedding this transformation through cultural change and operational processes.

Public sector executives at the highest level will join senior industry and research leaders with a track record in delivering digital business transformation.

The taskforce will develop a roadmap for the acceleration of digital government.

The work of the taskforce will build on whole of government initiatives such as Service NSW, the ICT Strategy and the reforms led by the Public Service Commission.

Better digital communications will improve the customer experience, citizen engagement, and access to government information by streamlining government digital channels and increasing the capability of the public sector to use digital engagement platforms.

Digital State Archive

The Digital State Archive project has delivered a state-of-the-art storage facility and suite of digital preservation tools and processes to enable any NSW public office to migrate valuable digital records to the State archive.

This new service addresses the serious risks to government accountability and corporate memory posed by technology obsolescence. It protects vital business information which could become inaccessible over time.

Options will be explored to extend the Digital State Archive capability to capture digital assets and ensure access to a wide range of digital services including state archives, cultural assets, research data and government records.

DIGITAL + COMMUNITY

800+
transaction types
at Service NSW

Service NSW

Government transaction services have been traditionally delivered in a fragmented way, which negatively impacts efficiency, productivity and customer satisfaction with government services.

The NSW Government has recognised the need to reform its services to focus on the customer.

Before the establishment of Service NSW, transactional services were provided through over 380 service centres, 30 contact centres, 900 websites and 8,000 phone numbers. Service NSW now provides a one-stop service across digital, phone and service centres, for customers to access multiple government transaction services.

The first Service NSW service centre was launched in July 2013 as a proof of concept. In the year since that launch, over three million customers have been served with a customer satisfaction rating of 98 per cent, at 18 service centres and through a single phone line and website.

The next phase for Service NSW is to accelerate access to government transaction services through digital channels from the current 25 per cent to 70 per cent, improving customer service, and reducing costs.

The number of online transactions is expected to increase by about 75 per cent over the next decade. That is why new initiatives such as LiveChat, mobile apps, and more self-serve kiosks will be introduced to save customers time and allow them to use their mobile devices to access services.

Open Government

The NSW Public Sector Open Government Community of Practice provides a forum for communications, service delivery and policy design staff to come together to share best practice on customer engagement. The Community explores mechanisms for improving internal and external government business.

The Community of Practice, launched by the Minister for Finance and Services in June 2014, is managed by a whole of government steering committee which drives implementation of current and future open government actions.

The ICT Board *Report on Open Government in NSW* provides the policy context for the NSW Government's direction to be more transparent, collaborative, participatory and innovative. It also showcases a summary of current and planned open government initiatives across the NSW public sector.

In the Report, the ICT Board tasked the Community of Practice Steering Committee to identify key agency case studies for analysis of the costs and benefits of open government initiatives in NSW.

Open Data

The NSW Government has continued its commitment to releasing more government data for innovative use by industry and other non-government entities.

Open data should be both technically and legally open – in the sense that it is technically available and usable, and appropriate licensing frameworks are in place to facilitate its release and use.

The *NSW Government Open Data Policy*, developed in consultation with industry, agencies and the NSW community, is a principles-based approach to simplify and facilitate the release of appropriate data by NSW Government agencies. Open access licensing was formally endorsed through the policy, and the *NSW Government Open Data Implementation Plan* assists agencies with implementation.

The apps4nsw program will continue through collaboration with agencies to promote the use of open NSW Government data.



New actions for Digital + Community

Initiative	New Actions	Delivery
Digital Government	Establish an 'accelerating digital government taskforce' to report to the ICT Board	Q4 2014
	Develop the Accelerating Digital Government Roadmap	Q2 2015
	Scope the options to expand capability of the Digital State Archive to ensure long term preservation of digital objects	Q4 2015
Service NSW	Expand the Service NSW digital channels	Q1 2015
Open Government	Publish procurement-related expenditure data	Q4 2014
	Identify key agency case studies for analysis of the costs and benefits of open government initiatives in NSW	Q2 2015
	Publish the NSW Parliament Hansard as an XML feed	Q4 2015
Open Data	Develop a model website copyright statement supporting the use of Creative Commons (CC) licensing across the NSW Government	Q4 2014
	Develop guidelines and provide online tools to assist agencies apply Creative Commons licensing to all appropriate publications	Q1 2015
	Create a framework and support kit for agencies to enable greater participation	Q2 2015

DIGITAL + INDUSTRY

Cloud Based Services

The *NSW Government Cloud Services Policy and Guidelines* provides agencies with an overview of the underlying principles, potential benefits and risks of sourcing from the cloud. Guidance on as a service sourcing will assist agencies transition to the cloud. Additional practical tools will assist agencies with procurement of cloud based services. A standardised service framework, service offerings (including for cloud storage) and a common taxonomy will help agencies to confidently source as a service.

Building a library of case studies that showcase successful examples of cloud initiatives will also assist agencies in their own cloud service adoptions.

ICT Service Catalogue

The ICT Service Catalogue informs government buyers about the essential characteristics of ICT products and services. The catalogue has been enhanced to allow searching across commercial terms, service delivery options, and technical and quality frameworks.

The catalogue will be further enhanced to link to agency back-end systems through an application programming interface (API).

It provides suppliers with a showcase for their products and services, and how they meet or exceed standard government requirements. It reduces red tape and duplication of effort by allowing suppliers to submit service details only once. The offerings are then available to all potential government buyers.

While agencies will continue to procure the ICT services and products that best meet their own service delivery and business objectives, the catalogue will give agencies greater confidence that ICT services will meet government requirements, and move agencies toward more common approaches, technologies and systems.

Enterprise Architecture

Enterprise Architecture has been identified as a key enabling capability for a sector-wide approach to ICT. Government will develop a framework for enterprise architecture to reduce duplication, facilitate information sharing, and improve interoperability across agencies.

The framework will bring together practical guidance and standards to support agency level enterprise architecture.

Telecommunications

Consistent with Audit Office recommendations, the NSW Government will strengthen the role of the ICT Procurement and Technical Standards Working Group. This will assist agencies in accessing telecommunications services that match business needs, and have the flexibility to accommodate changes in technology or the marketplace.

ICT Solution Rationalisation

Across government, and within clusters, there is a variety of ICT solutions that achieve similar outcomes. Solutions including applications and software can be streamlined through the ICT Service Catalogue to provide fewer, standardised options.

Solution rationalisation will be supported by agency migration to the data centres and strategic sourcing guided by the *NSW Government ICT Investment Policy*. Examples of potential common solutions include web content management, email and messaging, and payroll.

Data Centre Reform

Agencies from all clusters have started to migrate to the data centres. The data centre *Accelerate* project has established shared infrastructure and services and has assisted agencies to migrate more quickly.

Using the Government Employee Number, the Identity Hub will be a significant enabler to provide identity management for key government applications. The Identity Hub will be used by various whole of government applications and individual agencies.

Procurement Reform

As part of the government's wider procurement reform program, agencies are buying smarter, competition amongst ICT suppliers has increased, and red tape for suppliers has been cut. Agencies are taking a best practice, broader approach to procurement, and publishing their major planned procurements well in advance of engaging suppliers.

While great progress has been made, further reforms will accelerate the drive for better value for money in ICT procurement. The ICT Board is leading the optimisation of government ICT procurement to the contemporary as a service model.

There will be expanded industry engagement, and stronger commitments to developing ICT category management and engaging with innovative suppliers.



New actions for Digital + Industry

Initiative	New Actions	Delivery
Cloud	Review the <i>NSW Government Cloud Services Policy and Guidelines</i>	Q1 2015
	Develop a software asset management standard	Q2 2015
	Develop a messaging, collaboration and unified communications standard	Q2 2015
	Develop an end-user computing standard	Q2 2015
ICT Service Catalogue	Trial service offerings for the ICT Service Catalogue against whole of Government standards	Q4 2014
	Provide a service focused rating system aligned to the Supplier Performance Management Framework	Q1 2015
	Agencies increase their use of the ICT Service Catalogue to find and procure services	Q4 2016
Enterprise Architecture	Develop the NSW Government Enterprise Architecture Framework	Q4 2015
Telecommunications	Strengthen the role of the ICT Procurement and Technical Standards Working Group	Q2 2015
	Publish the outcomes and lessons learned from the Procurement and Technical Standards Working Group assessment of telecommunications contracts	Q2 2015
ICT Solution Rationalisation	Foster a collaborative approach to Software Asset Management leveraging resources across whole of government	Q3 2015
	Agree a set of consolidated, standardised applications for common functions across government	Q4 2015
	Develop supplier arrangements with identified software suppliers to help facilitate software rationalisation and moving to as a service	Q4 2016
Data Centre Reform	Obtain NABERS 5 star certification for the government data centres at Silverwater and Unanderra	Q3 2015
	Expand upon the current Data Centre Marketplace including services such as ERP as a Service and Human Capital Management as a Service	Q4 2015
	Expand the Identity Hub to provide access to a wide range of applications	Q4 2015
Procurement Reform	Make the online portal NSWBuy easier for suppliers to upload their information	Q4 2014
	Develop and publish category-level industry engagement strategies, including ICT	Q4 2014
	Create a procurement innovation stream for agencies to engage SME firms on higher risk, short term contracts valued up to \$250,000	Q4 2014

DIGITAL + GOVERNMENT

Managing Information for Better Services

Information Management Framework

The Information Management Framework incorporates a range of resources to assist agencies to govern, collect, organise, secure, use, share and maintain their information. Further standards and guidance within the Framework will be developed including for information risk assessment, data retention and disposal, data quality standards and data-centric system design.

Information Sharing

Service delivery is enhanced when data is exchanged between agency systems. This has been demonstrated in case studies in areas as diverse as health, early childhood development, change of address, managing impacts of natural disasters, and supporting victims of crime.

Government will work with non-government organisations to ensure the necessary information sharing mechanisms are in place and supported by technology.

Data Linkage

Data linkage refers to joining together two or more datasets to produce one single dataset. The benefits of using data linkage include exploring longitudinal changes, or providing additional data items for analysis.

We need to bridge the gap in technology to provide robust, end-to-end services for research, and service delivery. Solutions to address both low risk data linkage (such as procurement data) and highly sensitive linkage (such as human services case management) will be provided through an independent service for longitudinal and de-identified data linkage.

Information Security

The *NSW Government Digital Information Security Policy* will be reviewed in 2015. The review will focus on ensuring NSW information security keeps pace with best practice developments internationally. The review will also consider opportunities to strengthen disaster recovery preparedness in NSW Government agencies.

Location Enabled Data

Location-based data sits at the core of many of our important datasets. It is used in everything from agriculture and livestock to the Seniors Card app.

Location intelligence is another area where government can bring its skills and expertise to the community to deliver specific services. Spatially enabling data lets government make smarter, more informed decisions about where to better target service delivery to benefit communities and the local industry.

Public Sector Skills and Innovation

Public Sector Skills and Capabilities

Changes to public sector legislation came into force in early 2014. The *Government Service Employment Act 2013* (GSE Act) aims to provide a foundation for an innovative, professional and accountable public sector and is designed to promote mobility and responsiveness across the workforce.

In addition, in August 2013, the NSW Public Service Commission released the NSW Public Sector Capability Framework, which describes the knowledge, skills and abilities required by all public sector employees, across all levels and occupations. The Capability Framework is complemented by occupation-specific capability sets. One of these is the Skills Framework for the Information Age (SFIA), which was adopted by NSW Government in 2013. All ICT Role Descriptions will include capabilities from both the core framework and SFIA.



new ICT investment principles for government

Finance, Human Resources, and Procurement and Contract Management occupation-specific capability sets are in the process of being developed by the PSC in partnership with the sector. Evaluation of the workforce management strategy will continue into 2015.

Innovation

Innovation has the potential to not only deliver value through procurement of goods and services but also to identify transformation projects that can fundamentally change the way that the NSW Government does business. This includes new products, processes and services, and delivering services in new ways.

The next important step for industry engagement is to trial new ways of attracting feedback from industry, which are not usually captured. Social media holds the key to giving these suppliers a way to engage with government.

Innovation initiatives, such as hackathons and other crowdsourcing activities have demonstrated great value for government and will be a focus going forward as government works more closely with industry and the community.

Businesses with innovative ideas will be encouraged to bid for short term contracts up to \$250,000. These types of contracts will encourage the public sector to embrace more innovative solutions and make it easier for small or medium enterprises to demonstrate potential value for money on ideas in the proof of concept phase of development.

ICT Investment

ICT Investment Policy and Guidelines

With the approval of the *NSW Government ICT Investment Policy and Guidelines* in December 2013, the ICT Board is now empowered to drive more coordinated and efficient ICT investment through:

- a collaborative approach enabling clusters and agencies to leverage existing solutions, consolidate investments, and identify enablers that could be leveraged for whole of government solutions
- identifying opportunities to deliver more efficient and effective ICT investment through early consideration of different sourcing strategies
- driving the transition to a more consistent, shared and standardised approach to ICT investment.

This approach is underpinned by the NSW Government ICT Investment Principles, which agencies must consider when developing investment proposals:

- comply with relevant whole of government ICT policies and standards, including Information Management, Data Centre Reform, Corporate and Shared Services Reform and Information Security
- consider a service orientation, including as a service sourcing models
- consider online access and support the sharing of data, as appropriate
- focus on collaboration and re-use by demonstrating that there are no existing ICT solutions that can be leveraged
- demonstrate standardisation and interoperability of technologies and solutions
- demonstrate better value to government and/or citizens over the life of the investment.

The ICT Board has visibility of major ICT investment at the strategic planning stage. The ICT Leadership Group reviews project proposals and business cases to ensure alignment with government priorities under the ICT Strategy.

ICT Survey

The *NSW Government ICT Survey* captures ICT expenditure data and measures the development of the service capabilities set out in the ICT Strategy. The annual survey has been progressively recast to focus on outcomes indicators as well as expenditure measures.

New actions for Digital + Government

Initiative	New Actions	Delivery
Information Management	Implementation of Phase 1 recommendations made in the review of the legislative and policy framework for records and information management in the digital environment	Q2 2015
	Continue to develop policies, standards and guidance for the Information Management Framework. Promote further awareness and adoption of the Framework and IM principles	Q4 2015
Information Sharing	Establish standard processes to allow data to be extracted from agency systems through the development of application programming interfaces (APIs) that provide access data through a simple API call	Q2 2015
	Pilot implementation of NGO / agency data sharing to support better service delivery (for example limited service providers, or program area) as an evidence base to develop tools to support wider adoption	Q3 2015
	Evaluate options for data linkage services including where longitudinal and de-identified data sharing is required	Q4 2015
Information Security	Review the <i>NSW Government Digital Information Security Policy</i>	Q2 2015
Location Enabled Data	Implement the <i>NSW Government Location Intelligence Strategy</i>	Q4 2015
ICT Skills and Innovation	Evaluate the ICT workforce management strategy	Q4 2015
	Describe core capabilities required to equip the public sector with the skills to manage the move to digital government	Q4 2015
ICT Investment	Treasury to provide advice and practical support to agencies on transition from capex to opex in funding ICT transformation	Q1 2015
	ICT Board to advise ERC on the application of the ICT investment principles in business cases for the 2015-16 budget	Q1 2015
	Review agency business cases for phase 3 of the ICT investment process	Q1 2015

IMPLEMENTATION PLAN

Initiative		Action	Delivery	2014	2015					2016			
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Digital Government	New	Establish an 'accelerating digital government taskforce' to report to the ICT Board	Q4 2014										
	New	Develop the Accelerating Digital Government Roadmap	Q2 2015										
	New	Scope the options to expand capability of the Digital State Archive to ensure long term preservation of digital objects	Q4 2015										
Service NSW	New	Expand the Service NSW digital channels	Q1 2015										
Open Government	New	Publish procurement-related expenditure data	Q4 2014										
	New	Identify key agency case studies for analysis of the costs and benefits of open government initiatives in NSW	Q2 2015										
	New	Publish the NSW Parliament Hansard as an XML feed	Q4 2015										
Open Data		Define and agree on common data standards across NSW Government	Q4 2014										
	New	Develop a model website copyright statement supporting the use of Creative Commons (CC) licensing across the NSW Government	Q4 2014										
	New	Develop guidelines and provide online tools to assist agencies apply Creative Commons licensing to all appropriate publications	Q1 2015										
		Implement the open access licensing framework across government	Q2 2015										
		Drive implementation of the open data policy across NSW Government	Q3 2015										

Initiative	Action	Delivery	2014	2015				2016				
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
	Prioritise key government datasets for standardisation in consultation with government, industry and the research community	Q4 2015										
	Facilitate greater collaboration between agencies, industry and the citizen-developers, including through the apps4nsw program	Q4 2015										
Cloud	New Review the <i>NSW Government Cloud Services Policy and Guidelines</i>	Q1 2015										
	New Develop a software asset management standard	Q2 2015										
	New Develop a messaging, collaboration and unified communications standard	Q2 2015										
	New Develop an end-user computing standard	Q2 2015										
	Migrate agency environments to trusted government private cloud	Ongoing										
ICT Service Catalogue	New Design and pilot new approaches for suppliers to submit innovative offerings to meet NSW Government business outcomes	Q4 2014										
	New Provide a service focused rating system aligned to the Supplier Performance Management Framework	Q1 2015										
	New Agencies increase their use of the ICT Service Catalogue to find and procure services	Q4 2016										
Enterprise Architecture	New Develop the NSW Government Enterprise Architecture Framework	Q4 2015										

Initiative		Action	Delivery	2014	2015					2016			
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Telecommunications	New	Strengthen the role of the ICT Procurement and Technical Standards Working Group	Q2 2015										
	New	Publish the outcomes and lessons learned from the Procurement and Technical Standards Working Group assessment of telecommunications contracts	Q2 2015										
ICT Solution Rationalisation	New	Foster a collaborative approach to Software Asset Management leveraging resources across whole of government	Q4 2015										
	New	Agree a set of consolidated, standardised applications for common functions across government	Q4 2015										
	New	Develop supplier arrangements with identified software suppliers to facilitate software rationalisation and moving to as a service	Q4 2016										
		Identify opportunities for software rationalisation at the whole of government level	Q4 2015										
Data Centre Reform	New	Obtain NABERS 5 star certification for the government data centres at Silverwater and Unanderra	Q3 2015										
		Expand upon the current Data Centre Marketplace including services such as ERP as a Service and Human Capital Management as a Service	Q4 2015										
		Expand the Identity Hub to provide access to a wide range of applications	Q4 2015										

Initiative		Action	Delivery	2014	2015					2016			
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Procurement Reform	<i>New</i>	Make the online portal NSWBuy easier for suppliers to upload their information	Q4 2014										
	<i>New</i>	Develop and publish category-level industry engagement strategies, including ICT	Q4 2014										
	<i>New</i>	Create a procurement innovation stream for agencies to engage SME firms on higher risk, short term contracts valued up to \$250,000	Q4 2014										
Information Management	<i>New</i>	Implementation of Phase 1 recommendations made in the review of the legislative and policy framework for records and information management in the digital environment	Q2 2015										
		Identify and promote Centres of Excellence across NSW Government agencies to act as custodians of strategic information assets	Q4 2015										
	<i>New</i>	Continue to develop policies, standards and guidance for the Information Management Framework. Promote further awareness and adoption of the Framework and IM principles	Q4 2015										

Initiative	Action	Delivery	2014	2015					2016				
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Information Sharing		Develop a directory of key information assets that can be shared across agencies	Q4 2014										
	New	Establish standard processes to allow data to be extracted from agency systems through the development of application programming interfaces (APIs) that provide access data through a simple API call	Q2 2015										
	New	Pilot implementation of NGO / agency data sharing to support better service delivery (for example limited service providers, or program area) as an evidence base to develop tools to support wider adoption	Q3 2015										
	New	Evaluate options for data linkage services including where longitudinal and de-identified data sharing is required	Q4 2015										
		Seek community and business views on information that can be shared across agencies to improve services	Q4 2015										
Location Enabled Data	New	Implement the <i>NSW Government Location Intelligence Strategy</i>	Q4 2015										
ICT Skills and Capability		Partner with industry associations on ICT events and skills programs	Ongoing										
	New	Evaluate the ICT workforce management strategy	Q4 2015										
	New	Describe core ICT capabilities required to manage the move to digital government	Q4 2015										

Initiative	Action	Delivery	2014	2015				2016				
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Innovation	Deliver workshops / events that identify best practice ICT delivery across government	Q4 2015										
	Collaborate with peak research bodies including NICTA, CSIRO, universities and through the Australian eGov cluster	Ongoing										
ICT Investment	<i>New</i> Treasury to provide advice and practical support to agencies on transition from capex to opex in funding ICT transformation	Q1 2015										
	<i>New</i> ICT Board to advise ERC on the application of the ICT investment principles in business cases for the 2015-16 budget	Q1 2015										
	<i>New</i> Review agency business cases for phase 3 of the ICT investment process	Q1 2015										

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