Australian Government
Department of Finance and Deregulation
Australian Government Information Management Office

Australian Public Service Information and Communications Technology Strategy

2012 - 2015

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Secretary's foreword

As Chair of the Secretaries' ICT Governance Board (SIGB), and as part of SIGB's role to set whole-of-Government strategies on the use of Information and Communications Technology (ICT) across the Australian Public Service (APS), I have pleasure in releasing the Australian Public Service Information and Communications Technology Strategy 2012-2015 (the Strategy).

ICT plays a critical role in delivering and transforming the operations of government. This Strategy outlines the benefits that we expect will arise from a strategic and coordinated approach to developing and using ICT. It positions the APS to respond to rapid technological change.

The priorities and actions identified in the Strategy will position the Australian Government to use ICT in new, creative and innovative ways to deliver better, easier to use services in ways that best meet people's needs and expectations.

The Strategy outlines how APS agencies will continue to use ICT to drive better service delivery, improve government operations, drive productivity, and to engage with people, the community and business. It supports better, more accessible government services for people when, where and how it suits them, so they can be more productive.

In developing and implementing this Strategy it is my intention to maintain and enhance the Australian Government as a world leader in the use of ICT.

The SIGB will review the Strategy on a regular basis to ensure that it remains relevant to Government priorities and to the opportunities provided by advances in ICT.

David Tune PSM
Secretary
Department of Finance and Deregulation

Executive summary

ICT has profoundly changed almost all aspects of society. It is now central to how people communicate, interact, make decisions and do business. This includes the way governments operate and deliver services.

ICT plays a key role in social and economic transformation. It makes possible the transformation of government services, its business operations and enables open engagement with communities. Possibilities created by current and emerging technologies have also influenced and raised our expectations for dealing with government.

The Strategy sets the direction for the use of ICT into the future. It identifies how we will realise the future we aspire to in 2015 – excellent delivery of government services to people and more efficient government operations that will enhance productivity in government and more widely through using the National Broadband Network (NBN) and other information technologies.

The Strategy

The Strategy statement is:

> *"The APS will use ICT to increase public sector and national productivity by enabling the delivery of better government services for the Australian people, communities and business, improving the efficiency of APS operations and supporting open engagement to better inform decisions."*

The Strategy is built on a vision that our interactions with people, businesses and the community will occur seamlessly as part of everyday life. People will easily access and automatically receive a range of services streamlined from across government and tailored to their individual needs and preferences.

Decisions will be better informed through truly open, interactive government to support sustainable, vibrant communities.

Individuals, communities, business, not-for-profits and the APS will collaborate more closely with all actively involved in the conversation and in co-designing innovative and location-aware government policies and services.

Efficient government operations deliver more integrated, responsive and targeted information and services.

Individuals, communities and business spend less time and effort interacting with government, freeing up their time and resources for more productive activities.

Mobile devices and other new technologies offer people new ways to be more productive personally. Equally, through new applications and technology solutions that match their needs, business has opportunities to drive and increase organisational productivity.

Executive summary

The global connectedness arising from technology creates opportunities for Australia's participation in new economies, to be a leader in exploiting technology for national growth through the NBN and to be a preferred destination for new enterprises.

The Strategy identifies actions to be taken between 2012 and 2015 to continue the release of government data for wider use, to share information and knowledge resources and unlock further economic and social value.

Priority areas

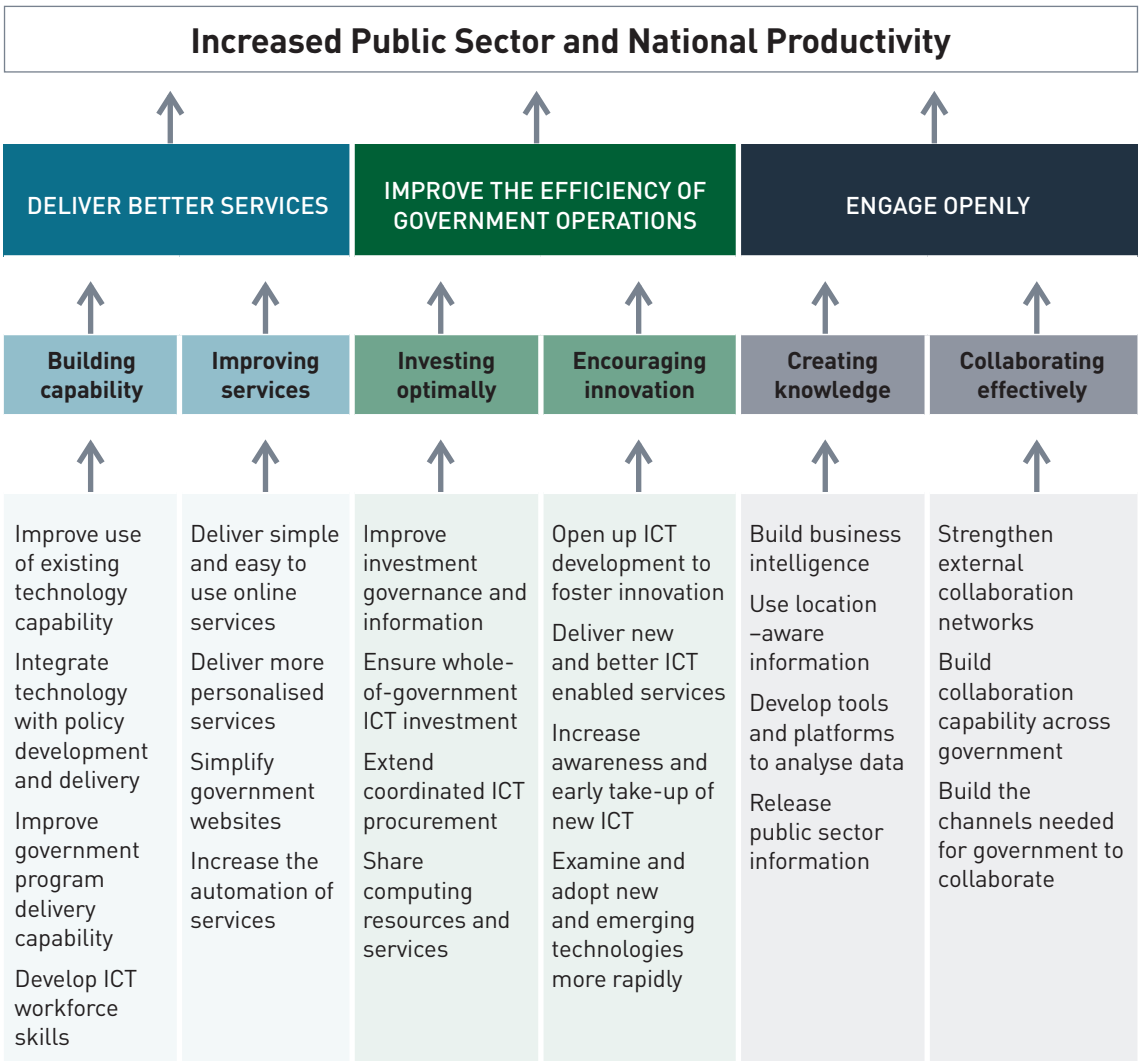
To increase productivity, the Strategy identifies strategic actions in three priority areas. These are:

1. Deliver better services—more effective use of ICT delivers improved productivity and streamlined, high quality government services that are personalised, easy-to-use and can be linked to other services. To realise this outcome we are:
   - building capability—improving ICT knowledge, skills and capacity across the APS to deliver more efficient, effective and improved services
   - improving services—using ICT to simplify and join together services that government provides to individuals and businesses, while ensuring security and privacy.
2. Improve the efficiency of government operations—more innovative and strategic use of ICT ensures greater value and more effective policy delivery that takes advantage of technology-enabled opportunities. To realise this outcome we are:
   - investing optimally—targeting and coordinating ICT investment and sharing resources and services to deliver the greatest value and improve efficiency and effectiveness
   - encouraging innovation—harnessing the full potential of the digital economy and new technologies to promote innovative ideas and take-up of technology-enabled improvements.
3. Engage openly—more active involvement of all stakeholders builds knowledge, sparks ideas and growth, and better informs decisions and solutions that meet local needs. To realise this outcome we are:
   - creating knowledge—generating, sharing, managing and more effectively using information to improve decision-making, drive economic growth and tailor services and policies to local needs
   - collaborating effectively—strengthening networks, creating partnerships and using a variety of technologies to involve the wider community in developing policy and informing service delivery.

Executive summary

Implementation

The following diagram depicts the strategic actions and projects within the three priority areas of the Strategy.



Why we need an ICT strategy

ICT has radically changed many aspects of society over the past 40 years. It is now an integral part of everyday life. We are more connected, more often and from more locations. Vast amounts of information and diverse opinions are literally at our fingertips. People rely on a range of technologies to communicate, interact, inform decisions, and to provide and receive services and products.

Technological developments have increased personal, business and national productivity. ICT has also become fundamental to how the government operates. Government use of ICT affects all Australians. People and businesses benefit from simpler, easier-to-use and quicker interactions with government. The use of ICT-related opportunities is integral to developing government policies and services. ICT offers new ways to design, develop and deliver services, automate existing services, and more effectively consult and engage with a broader range of stakeholders.

Ongoing and rapid changes in the technology landscape include increasing business use of technology originally developed for personal use. Other developments include the unparalleled spread and influence of social media and the increased use of mobile services, broadband and cloud computing. Such changes can profoundly influence government and industry choices about investing in ICT and delivering government services.

The Strategy provides an implementation plan for the future to guide service delivery strategies, ICT investment for government and contributes to efficient government operations.

What this strategy addresses

The Strategy outlines how the APS will use ICT to transform their operations and services to achieve policy objectives.

To date, government use of ICT has been largely agency-focused. The recent ICT Reform Program and coordinated ICT procurement arrangements have improved integration, cooperation and transparency. Now it is time to take the next step towards greater productivity and more streamlined interaction within the APS and between government, people and business[1].

More visibility of ICT design and investment intentions between APS agencies is desirable. Decisions to acquire or upgrade ICT systems should consider the broader implications for services to people, business and the APS.

This Strategy supports the Government's broader policy objectives and major programs of work, including focusing on productivity growth, use of the NBN, the National Digital Economy Strategy, Service Delivery Reform, environmental sustainability, health and education reform, and APS Reform.

Why we need an ICT strategy

The Strategy refocuses the Government's ICT priority to improving productivity. Productivity is about achieving outcomes in new or better ways. It is also about simplifying or ceasing processes that are inefficient. Reducing the compliance burden, the time it takes people, communities and business to interact with government, frees up time for us all to contribute to other, more productive activities. This ultimately leads to broader economic growth.

The Strategy outlines a future where interaction with government will occur seamlessly as part of people's everyday lives, where people and communities are connected and engaged to provide input to government policies and services, and where efficient government operations deliver faster and more targeted services.

The APS will deliver this strategy and increase productivity of the public sector and the nation through strategic actions in three priority areas: to deliver better services to people, communities and business; improve the efficiency of government operations; and engage openly.

Delivering on expectations

Australians are highly adept users of ICT. Broadband networks, fixed and mobile, have become critical enablers for our increasing demand for flexible, mobile and online services[2].

We expect government services delivered by ICT to be secure, to protect our privacy and information, but also to be accessible. People and business expect high quality and easily available government services, equivalent to the standard and convenience of common private sector services such as online banking and travel bookings. The APS workforce expects technology at work to be just as capable as home-based options.

These expectations are driving the APS to adopt new tools and are establishing new platforms for innovation.

Driving productivity

The Government's productivity agenda is based on stability and capability to position Australia for the future. This involves increasing the skills and capacity of the Australian people, investing in infrastructure and creating the environment to enable flexible responses to global changes.

Research demonstrates that ICT is an important driver of productivity. Investment in ICT capital improves labour productivity and directly enables innovation[3]. It also drives growth. Between 1985 and 2006, ICT capital investment contributed an estimated 17.5 per cent of total Australian gross domestic product (GDP) growth[4].

> *"By 2016, a newer generation of government leaders will measure their IT leaders by the productivity IT brings to the public sector service delivery rather than just the efficiency of IT."*
> ***Peter Sondergaard, SVP, Research, Gartner (16 November 2010)***

Why we need an ICT strategy

Other research findings about the positive impacts of ICT on productivity include:

- internet-related activities contributed on average 21 per cent of growth of GDP in mature economies between 2004 and 2009[5]
- the internet economy contributed $50 billion, or 3.6 per cent, of Australia's GDP in 2010—roughly equivalent to the value of Australia's iron-ore exports[6]
- the decline in Australian productivity growth between 2000 and 2010 parallels a decline in Australia's relative expenditure on ICT as a proportion of GDP[7]
- evidence that significant productivity improvements are directly attributable to investment in ICT[8].

The Strategy provides opportunities to improve national productivity by increasing efficiency, streamlining processes, being innovative and enhancing interactions with government.

Online reporting easing the burden on business

Standard Business Reporting (SBR) is a key initiative of the Australian Government and is part of the Council of Australian Governments' (COAG) partnership to deliver a seamless national economy.

SBR simplifies the business-to-government reporting burden by providing harmonised reporting definitions and standardised messaging protocols for the exchange of information between business and government. This capability has been available for business use since 1 July 2010. The initial focus of SBR is taxation and company compliance reporting, however it is being expanded into other areas such as employer and government to government reporting.

Through SBR, businesses are able to securely report to multiple agencies directly from their business software using a standard interface and single credential, eliminating the need to rekey data into multiple government portals.

SBR consists of four main capabilities that can be used individually or collectively to exchange information between business and government. These comprise:

- SBR Taxonomy (dictionary of reporting terms)
- SBR Web Services (set of standard web services and message protocols)
- AUSkey (single authentication credential for business); and
- SBR Core Services (standard machine-to-machine gateway).

Led by Treasury, this initiative has been co-designed by Australian, state and territory government agencies in partnership with software providers, business and intermediaries.

Wider adoption of the SBR capabilities and further convergence of system architectures is expected over time. There have been announcements to use SBR standards within the superannuation industry as part of the Stronger Super reforms, and by the Australian Taxation Office as part of its future online service delivery strategy.

Why we need an ICT strategy

Recent developments in the Government's use and management of ICT

Reforming Government ICT

Since 2008, the ICT Reform Program has:

- delivered improved agency capability to manage large ICT-enabled programs
- focused on ICT sustainability and realised $1 billion in efficiencies from agency ICT business-as-usual operations
- accelerated a coordinated, whole-of-government approach to data centres, which will avoid $1 billion in costs over the next 10 to 15 years
- coordinated ICT procurement and associated efficiencies in high volume, high cost areas such as Microsoft licensing, telecommunications, desktops and data centres
- provided better information on agency ICT costs[9].

The 2010 Independent Review of the ICT Reform Program implementation found that the '... very substantial implementation effort has positioned the Government for the next phase in the evolution of ICT policy and practice...The challenge now is to exploit that effort to enable Government to deliver different and better services and to engage more closely with its citizens'[10].

The Global Financial Crisis coincided with the Government's ICT Reform Program. The Government's medium-term fiscal strategy requires continued strong fiscal discipline and the need to maximise the return from existing ICT capability and future investments[11].

Moving to more engaging, open government (Gov 2.0)

The Gov 2.0 agenda, led by the Department of Finance and Deregulation (Finance), champions the value of data, transparency and targeted consultation using web tools to support policy development.

The Australian Government's Declaration of Open Government requires agencies to reduce barriers to online engagement, undertake social networking and online collaboration projects and support online engagement by employees[12].

ICT can provide opportunities to create and support more sustainable and vibrant communities. It offers possibilities for more Australians to access services and participate in the economy, including people with disability or specific needs.

The Government's existing mandate for agencies to comply with the World Wide Web Consortium's Web Content Accessibility Guidelines 2.0 standard will help ensure that agencies continue to deliver highly accessible online services for all Australians.

To promote online engagement with government and provide opportunities for greater public participation in policy development and service delivery, the Government has initiated several blogs for consultation and released an online catalogue of government data at data.gov.au that can be used for wider economic or social purposes.

Why we need an ICT strategy

Teleworking at IP Australia

IP Australia supports and encourages innovation, investment and international competitiveness and administers Australia's intellectual property rights system. The organisation offers a range of flexible employment arrangements to assist employees to balance their work and other commitments.

As of mid 2012, over fourteen per cent of IP Australia's workforce telecommutes for some or all of their working week. In addition to these formal arrangements, around half of IP Australia's employees have remote access to the network away from the office, allowing them to telework on an ad-hoc basis, such as to address short-term requirements or during travel.

IP Australia has found that teleworking has provided improved employee retention and engagement, additional individual productivity and reduced impact on the environment.

A goal of the National Digital Economy Strategy is that by 2020 Australia will have doubled the level of teleworking so that at least 12 per cent of Australian employees report teleworking arrangements with their employers.

Emerging opportunities—a platform for transformation

National Broadband Network

The NBN will significantly enhance the communications capabilities currently available to most Australians. This is a critical enabling platform for further improving the delivery of current and future government services. For example, high-speed broadband can improve delivery of education and health services, and offers the potential for substantial productivity improvement for businesses, job creation and improved services and competition[13].

National Digital Economy Strategy

On 31 May 2011, the Government released the National Digital Economy Strategy that sets out a vision for Australia to realise the benefits of the NBN and position Australia as a leading digital economy by 2020[14].

The National Digital Economy Strategy notes that effective government participation in the digital economy can reduce costs, increase customer satisfaction and promote innovation.

Encouraging people to access government services online, and making it easier for them to do so, increases people's digital confidence and digital literacy. This makes it easier for the Government to facilitate online engagement and collaboration with people, communities and business, to improve service delivery and contribute to policy and regulatory matters.

Work is underway for the optic fibre rollout to provide access to high-speed optic fibre services to more than 3.5 million homes, schools, hospitals and businesses, and the fixed wireless rollout to give regional and rural Australians access to better broadband through high-speed fixed wireless networks. An Interim Satellite Service has also been provided, with more than 5,800 services connected to provide eligible rural and regional Australians with immediate access to faster, more reliable broadband.

Why we need an ICT strategy

ICT and innovation

International and local research demonstrates that ICT has a significant impact on both product and process innovation[15]. The 2009 publication *Powering Ideas: An Innovation Agenda for the 21st Century* (published by the department formally known as the Department of Innovation, Industry, Science and Research) sets out a 10-year vision to strengthen Australia's innovation capability and increase productivity[16]. It identifies the importance of ICT and business management to innovation. The Management Advisory Committee's 2010 report *Empowering Change* suggests how the APS can use innovation to improve the quality of policy and service delivery[17].

Use of government data

Government generates large volumes of information including spatial and location data. Better use of this data through the use of ICT has the potential to improve public sector and national productivity. Improved use and analysis of government data, within privacy, security and legislative constraints, will improve policy development and better targeted services.

The Office of Spatial Policy (OSP), within the Department of Resources, Energy and Tourism was established to strengthen whole-of-government spatial data policy leadership. OSP will be working with the jurisdictions through the Australia New Zealand Land Information Council (ANZLIC): the Spatial Information Council, which is the peak intergovernmental organisation providing leadership in the collection, management and use of spatial information in Australia and New Zealand.

ICT and sustainability

Effective purchasing, use and disposal of ICT can improve sustainability and reduce carbon emissions through managing energy cost and use, reducing the environmental impact of communities and improving infrastructure management[18]. In July 2010, the Government released the *Australian Government ICT Sustainability Plan 2010–2015*[19]. The plan identifies standards in government purchasing of ICT products and services and introduces measures to improve environmental performance of ICT, particularly in terms of energy efficiency.

Cloud computing

Cloud computing offers the potential for flexible and cost-efficient computing solutions by using the internet to access software, hardware and storage solutions conveniently and as required. In April 2011, the Government released the *Cloud Computing Strategic Direction Paper: Opportunities and Applicability for use by the Australian Government*[20]. The paper describes the whole-of-government policy position on cloud computing. APS agencies will make greater use of cloud computing where it provides better value for money than the alternatives and is appropriately secure. Additional guidance documents have also been developed and procurement models are underway.

The Strategy

The Strategy statement is:

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Achieving this strategy

Priority areas

To increase productivity, strategic actions in three priority areas have been identified. These are:

1. Deliver better services—more effective use of ICT delivers improved productivity and streamlined, high quality government services that are personalised, easy-to-use and can be linked to other services. To realise this outcome we are:
   - building capability—improving ICT knowledge, skills and capacity across the APS to deliver more efficient, effective and improved services
   - improving services—using ICT to simplify and join together services that government provides to individuals and businesses, while ensuring security and privacy.
2. Improve the efficiency of government operations—more innovative and strategic use of ICT ensures greater value and more effective policy delivery that takes advantage of technology-enabled opportunities. To realise this outcome we are:
   - investing optimally—targeting and coordinating ICT investment and sharing resources and services to deliver the greatest value and improve efficiency and effectiveness
   - encouraging innovation—harnessing the full potential of the digital economy and new technologies to promote innovative ideas and take-up of technology-enabled improvements.
3. Engage openly—more active involvement of all stakeholders builds knowledge, sparks ideas and growth, and better informs decisions and solutions that meet local needs. To realise this outcome we are:
   - creating knowledge—generating, sharing, managing and more effectively using information to improve decision-making, drive economic growth and tailor services and policies to local needs
   - collaborating effectively—strengthening networks, creating partnerships and using a variety of technologies to involve the wider community in developing policy and informing service delivery.

1. Deliver better services

"People easily access and automatically receive a range of services streamlined from across government, tailored to their individual needs, location and preferences."

What the future looks like

More effective use of ICT delivers improved productivity and streamlined, high quality government services that are personalised, easy-to-use and can be linked to other services.

It is simpler and easier to access and use government services, where and when we want them, as part of our everyday activities.

For many services, we do not need to take any action at all—the service is delivered to us, based on our circumstances or location.

Government services are joined up with other services that we receive from the private or community sectors. Many government services are provided seamlessly through third party agents and community organisations.

Services are localised and personalised, reflecting individual and community needs and interests.

It is simple and easy to prove who we are to access services.

Better use of ICT investments, more effectively meets the expectations and needs of people, communities and business as well as those working in government agencies.

Policy makers understand and take advantage of technology to improve policy and service delivery.

The public sector offers exciting careers for ICT professionals.

How we know we have succeeded

- People access government services the way they access other private sector or community services.
- Four out of five Australians will choose to engage with the government through the internet or other online service[21].
- Government services are grouped together and accessed based on people's preferences, location and needs.
- People receive the government service they need or are entitled to, with minimal or no need to interact with government.
- Government policies make best use of the opportunities technology provides.
- The APS is an attractive employer of ICT professionals.

1. Deliver better services

Strategic action one: Building capability

Improving ICT knowledge, skills and capacity across the APS to deliver more efficient, effective and improved services.

The ICT capability of the APS is critical to the successful delivery of government services and achieving improvements in productivity. At present, too much of this ICT capability is either duplicated or underused. The Strategy increases use and effectiveness of this capability, to free up resources and better meet the expectations and needs of people, communities and business.

Sustained and strong governance will drive the strategic direction and more coordinated use of APS ICT assets, reducing fragmentation and duplication. The Secretaries' ICT Governance Board (SIGB) continues to support the Government and agencies on whole-of-government ICT priorities, investments and arrangements.

Finance through the Australian Government Information Management Office (AGIMO) continues to play a leadership role in identifying and building whole-of-government ICT capability.

Where the APS invests in an ICT capability, this capability will be available to other agencies to avoid duplication and rework. Cloud computing will be used where appropriate, consistent with privacy and security considerations, to add new capability and capacity as well as drive down costs.

Demographic and social trends point to future technology skills shortages. Since 2007, the Government has had an extensive program in place to address ICT skills shortages. Further actions to address ICT skills shortages will include examining how to best use the existing APS ICT skill base and make the APS an attractive workplace for ICT professionals.

The APS will also improve the digital literacy of the broader APS workforce to ensure it takes advantage of the benefits offered by technology, both to personal productivity and to policy development and implementation.

1. Deliver better services

Action program to build capability

1.1	Improve use of existing technology capability	Use lead agency model to develop new shared capabilities and re-use existing capabilities. Simplify and make consistent business processes for common activities across agencies to enable improved and more standardised approaches to service delivery and ICT capability.
1.2	Integrate technology with policy development and delivery	Build the consideration of ICT capability early into policy development and implementation to ensure that policy decisions are delivered in the most effective and timely way and that the opportunity costs of policy decisions are recognised and understood. Improve the digital literacy of the broader APS workforce.
1.3	Improve government program delivery capability	Build capability across the APS and its partners to more effectively manage and deliver ICT-enabled programs and projects.
1.4	Develop ICT workforce skills	Build on existing ICT workforce planning approaches to make better use of the ICT skilled workforce across the APS.

Strategic action two: Improving services

Improving services by using ICT to simplify and join together services that government provides to individuals and businesses, while ensuring security and privacy.

The APS is committed to improving the delivery of services. The vision is for simple, easy to use services that deliver coordinated transactions to people independent of the structure of government. These services will be available through fewer websites, with australia.gov.au a primary online entry point.

People will be able to consent to agencies sharing data, within security and privacy constraints, to enable a 'tell us once' approach. This involves seamless service delivery across Australian, state and territory, and local government jurisdictions, over time.

Online services will be simpler and easier to use within appropriate security and privacy constraints. People will be able to complete transactions, when and how best meets their needs, to the extent that technology allows. The NBN, in particular, will make possible the delivery of new online services and mobile models for service delivery to people and businesses throughout Australia, including those in rural and remote areas.

People will be able to access services across agencies through a single logon if they wish to link their dealings with various government agencies. Where possible, and based on consent, automated processes will deliver and support information and services.

Australian businesses will have online access to a wider range of government transactions using published standards and protocols that simplify their dealings with government.

1. Deliver better services

Action program to improve services

2.1	Deliver simple and easy to use online services	Build automated online services that allow people to tell government once about a change in circumstance such as address, and that support new government service directories to help people find the services they need. Create a more consistent user experience for all government websites that is accessible to all Australians. An improved interface that would enable people to view all their communications with government in one place. Provide people and business with a single logon that allows them to consent to sharing their information across government to provide more seamless, linked services.
2.2	Deliver more personalised services	Develop ICT-enabled services to capture, understand and deliver people's preferences when dealing with government.
2.3	Simplify government websites	Optimise the number of government websites. Improve accessibility and usability of government websites and online services.
2.4	Increase the automation of services	Automate processes to improve interactions between people, communities, business and government.

myregion website

The myregion website has been developed as part of the Australian Government's Commitment to Regional Australia.

Managed by the Department of Regional Australia, Local Government, Arts and Sport, myregion builds on the government's data.gov.au website by providing a central place for Australians to view, explore and visualise government information about their region. The website has been built using web 2.0 technologies that will allow cost-effective implementation of new functionality, data and content.

The myregion beta site was publicly released on 26 August 2011 and following user feedback and testing the second version was launched on 17 May 2012, with steps being taken to progressively extend the spatial reporting of government expenditure as well as other location-based data and community engagement functionality.

2. Improve the efficiency of government operations

'Our interactions with government occur seamlessly as part of everyday life. Efficient government operations deliver more integrated, responsive and targeted information and services".

What the future looks like

More innovative and strategic use of ICT ensures greater value and more effective policy delivery to take advantage of technology-enabled opportunities.

Government services are more efficient, targeted and integrated so that we receive services seamlessly and faster.

People have more confidence in how the APS uses its ICT and other resources to meet their needs.

Targeted ICT investment drives greater efficiency and encourages innovation by government and third parties.

Better management of public sector ICT investment enables the APS to respond more rapidly to emerging issues. Decisions about ICT investment consider all options, maximising value and reducing administration and service delivery costs.

The APS makes better use of ICT to improve service delivery. The APS targets ICT investments to improve public sector productivity and national productivity of people and business.

How we know we have succeeded

- Industry and other stakeholders are significant contributors to innovative solutions for government service delivery.
- Technology underpins agile government responses to policy needs and events based on open standards.
- The APS uses its buying power to procure technology at the best value for money.
- APS investments in ICT are delivered on time, at cost, to expected outcomes and reflect a whole-of-government view of ICT activities and capabilities.
- APS back-office functions will be more standardised and efficient.

2. Improve the efficiency of government operations

Strategic action three: Investing optimally

Targeting and coordinating ICT investment and sharing resources and services to deliver the greatest value and improve the efficiency and effectiveness of the APS.

The APS has implemented processes to ensure it is more aware of whole-of-government ICT expenditure and better informed when making decisions on major investments in ICT-enabled proposals.

To improve the practice and rigour in monitoring the effectiveness of ICT investments, the APS conducts annual ICT benchmarking analysis of agency ICT expenditure, based on common efficiency and effectiveness metrics. ICT Two Pass Review provides a two-stage process to evaluate ICT-enabled proposals to inform government decisions on major investments. The Risk Potential Assessment Tool assists government to determine the potential risks involved in proposals and identify if additional risk assurance is required.

To achieve this balance, there will be more transparency earlier in the investment cycle around APS ICT activities, investments and plans, especially for common or generic systems such as human resource and financial management.

Annual ICT benchmarking will be refined to provide detailed information on agency ICT activities, investments and plans. This greater transparency will lead to better strategic investments focusing on re-using existing capability, modifying existing capability, or buying/building new capability for use across multiple agencies. This will include consideration of how best to deliver ICT capability to smaller agencies.

Greater transparency of existing ICT activities and investments will also better inform policy decisions. Understanding the full cost implications of policy options and the possible consequences of decisions to adopt and use different ICT systems will be strengthened.

For example, the use of commodity hardware, off-the-shelf software, virtualisation and cloud computing will drive increased capability and improve efficiency through lower customisation and integration costs.

Extending the coordinated approach to ICT procurement will allow for greater efficiencies during product procurement and refresh. The APS will continue to use its advantage as a large-scale purchaser of ICT to reduce duplication of agency procurement efforts, simplify suppliers' involvement in procurement and realise value for government.

2. Improve the efficiency of government operations

Action program for investing optimally

3.1	Improve investment governance and information	Increase the visibility of agency ICT activities, investments and plans, to reduce duplication. Improve ICT investment by considering alternate approaches and greater acceptance of risk around the ability to deliver effective value for money solutions.
3.2	Improve whole-of-government ICT investment	Deploy a whole-of-government approach to strategic ICT investments.
3.3	Extend coordinated ICT procurement	Target new areas for coordinated ICT procurement to reduce costs and remove duplication, while delivering current initiatives such as the data centre strategy.
3.4	Share computing resources and services	Consider cloud computing to improve the efficiency and effectiveness of government ICT operations.

Strategic action four: Encouraging innovation

Harnessing the full potential of the digital economy and new technologies to promote innovative ideas and take-up of technology-enabled improvements.

The Government has a significant program underway to foster innovation. The Department of Industry, Innovation, Science, Research and Tertiary Education, the Department of Education, Employment and Workplace Relations, the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and National ICT Australia (NICTA) all contribute to developing innovative ICT solutions for government and the broader economy.

The APS will use information about people's expectations and preferences to advise government on the development of new services and improve existing services.

New business models enabled by technologies such as cloud computing and the NBN, will be used to build efficient, flexible and responsive systems to deliver innovative services to people, communities and business.

The APS, in partnership with industry and other stakeholders, will use technology demonstrator hubs to build and trial innovative services and processes to address complex service delivery challenges.

Where appropriate, the APS will test these innovations through concept viability programs with industry before going to market to tender for solutions.

The APS will also seek innovative options from its strategic partners in the ICT and related industries.

The growth in public sector information available on data.gov.au will allow third parties to develop innovative applications and services to complement government services.

2. Improve the efficiency of government operations

Engaging with people using Gov 2.0 and other contemporary engagement and communication approaches when developing policies and services will also encourage innovation. This level of participation will generate a wide range of ideas and possibilities that may be applied in the public sector.

APS employees will use ICT to improve operations and processes and to deliver better services to Australian people, communities and businesses.

Action program for encouraging innovation

4.1	Open up ICT development to foster innovation	Generate ideas through challenges and competitions, such as GovHack and MashupAustralia, to create opportunities for external and internal ICT innovation.
4.2	Deliver new and better ICT enabled services	Use the NBN to provide more government services online.
4.3	Increase awareness and early take-up of new ICT	Engage with industry and academia to identify policy and service delivery opportunities arising from new and emerging technologies.
4.4	Examine and adopt new and emerging technologies more rapidly	Quickly adopt new ICT models through a risk-based approach that balances issues of performance, usability, security, privacy and investment. Promote agency-based innovation communities of practice so that new technologies and ideas can be deployed rapidly and assessed for their business use.

2. Improve the efficiency of government operations

Personally Controlled Electronic Health (eHealth) Record

On 1 July 2012 the Australian Government began rolling out a national eHealth record system and people seeking healthcare in Australia can now register for an eHealth record.

Medicare data, including MBS, PBS, Australian Organ Donor Register and Australian Childhood Immunisation Register data, has been incorporated into the eHealth record system for those people who want such information to be part of their record. Healthcare organisations can also now register to participate in the eHealth record system and authorise doctors, nurses and other appropriate users within their organisation to view patient records through the secure online provider portal.

The components to allow GP software to upload clinical information to a patient's eHealth record, through their desktop, have also been implemented. Several software vendors are currently testing their products and the first practices are on-line. As the system continues to roll out over time, , the better connected Australia's health system will become and the better it will serve all Australians. Having an eHealth record will help make getting the right treatment faster, safer and easier.

Key features of the new online record include:

- Opt-in: the new online record is not mandatory to receive health care. You choose whether you would like to create the online record
- Personal control: patients can control what is stored on their medical records and can decide which healthcare organisations can view or add to their files, providing a strong privacy control
- Ease of access: patients and their health care providers can access their records from any location in Australia, improving the speed and penetration of health care services
- Connection to the national system through upgrades of clinical systems that health care providers use today
- Strong security controls including a 16 digit electronic healthcare identifier number will be used to ensure accuracy of matching the right information to the right patient
- Single view of multiple sources of information: over time the new record will enable access to health information created in State and Local health care systems as agreed by patients.

3. Engage openly

"Decisions will be better informed through truly open, interactive government to support sustainable, vibrant communities. Individuals, communities, business, not-for-profits and government collaborate more closely—all are actively involved in the conversation and in co-designing innovative and location-aware government policies and services".

What the future looks like

More active involvement of all stakeholders builds knowledge, sparks ideas and growth, and better informs decisions and solutions that meet local needs.

The APS is more transparent and open, with improved access and availability of government information stimulating more effective engagement and collaboration.

Consultation processes supported by a variety of technologies allow people and communities to be actively involved in designing and developing policy and services.

We use high quality government data to inform ourselves and identify innovative approaches to public policy.

Innovative uses of interactive technologies offer more ways to participate in the conversation about our communities and the nation.

We are more aware of decisions that may affect our communities, with distance no longer a barrier.

Through technology, people in regional and remote Australia have an equal say throughout the consultation process.

Government services are developed and delivered in partnership with industry, community organisations and research organisations.

How we know we have succeeded

- Government services and policies reflect the needs of local communities.
- Government services span agencies, jurisdictions, and the community and private sector.
- Industry and research organisations actively contribute to the development of new services and policies.
- New services and policies are better informed.
- Published government data generates greater economic value.

3. Engage openly

Strategic action five: Creating knowledge

Generating, sharing, managing and more effectively using information to improve decision-making, drive economic growth and tailor services and policies to local needs.

The Government manages extensive information and knowledge resources that are critical to policy development and decision-making. As recognised by the Gov 2.0 Taskforce, this data also has additional economic value that can only be realised when it is made available to those that can benefit from it[22].

The APS can also gain more value and make better use of its information and knowledge resources (within necessary security, policy and legislative constraints) to inform policy decisions, improve service delivery based on need and streamline government operations.

The APS will also make greater use of location-aware information to inform advice on policy and services design and delivery.

Increased knowledge of customer needs, preferences and activities will enable improved targeting of services and further automation of service delivery. Increasingly, people will no longer need to interact directly with government to fulfil their legal obligations or to receive services to which they are entitled.

The APS will capture and publish data using agreed standards and build skills, both internally and externally, to interpret information and knowledge resources to improve policy and services.

This will include the use of improved data analysis and visualisation tools. The APS will continue to support government by making data available to people and business through data.gov.au to drive greater openness and transparency in line with the Declaration of Open Government. Increased availability of government data will optimise its economic and social value and enable third parties to use information and knowledge resources to innovate and create additional value.

Action program for creating knowledge

5.1	Build business intelligence	Create a more holistic view of customer needs to improve targeting and delivery of services, in accordance with privacy and security. APS staff are consulted and contribute operational knowledge to the development of policy and service delivery.
5.2	Use location-aware information	Develop standards and strategies for using location-aware information across agencies.
5.3	Develop tools and platforms to analyse data	Create capability within government to capture, share as appropriate, and analyse customer information to better identify trends and inform policy development.
5.4	Release public sector information	Continue the Gov 2.0 public release of government data for wider use, to share information and knowledge resources and unlock economic and social value.

3. Engage openly

Strategic action six: Collaborating effectively

Strengthening networks, creating partnerships and using a variety of technologies to involve the wider community in developing policy and informing service delivery.

The APS will build on existing partnerships and approaches to collaboration both within and outside government. Targeted consultations with people, communities and businesses will be supported using new technologies as they emerge. The APS will use a variety of media to engage in conversation with the community. The APS will use the information generated as one way of identifying existing needs and future trends to improve services and policies and to drive innovation.

Interactive technologies enable communities of interest and expertise to develop rapidly to enhance understanding of issues and solve problems as they emerge. Communities can use the internet to identify the most useful information to meet their needs. Such technologies also enable people to find the most knowledgeable and valuable contributors in any given subject area, from those with international professional and academic reputations to those who possess significant local and community subject matter knowledge and expertise[23].

The APS will use a variety of technologies to engage in a targeted way with business, academia and other expert groups to address service delivery challenges. The APS will promote this collaboration through online tools and the technology demonstrator programs. Policy advice will be informed by new and emerging ICT capability and innovation.

Action program for collaborating effectively

6.1	Strengthen external collaboration networks	Use a variety of online tools in a targeted way to engage with people and business, to improve policy development and service delivery. Actively participate in external blogging forums to promote wide community engagement.
6.2	Build collaboration capability across government	Create online communities of expertise based around common business processes, to develop and share standardised approaches. Build mechanisms so that APS employees can engage with the community and collaborate with each other online.
6.3	Build the channels needed for government to collaborate	Explore partnerships with industry, academia and the community/not-for-profit sector, and with third party agents and brokers of government services to inform policy advice and options for service delivery.

3. Engage openly

Data analysis: Providing personalised service to the public

The ATO supports Australians who want to do the right thing by actively developing strategies that make it easy to participate in Australia's tax and superannuation systems. Analytics plays an important role in this approach by supporting an automated approach to individualised engagement with taxpayers. The Corporate Analytics area within the Office of the Chief Knowledge Officer has been leading the introduction of predictive models which allow the ATO to provide a more personalised service tailored to the needs of taxpayers.

Australia's tax and superannuation systems are one of the Australian Government's largest administrative 'points of contact' with the public. In turn, the sharing of the analytics expertise which enables effective engagement on such a large scale supports a broader objective: that being to sustain and enhance the wellbeing of all Australians.

Implementation governance

Timeframe

The Strategy provides the APS's direction for the use of ICT to 2015. The Implementation Plan outlines proposed projects, which will progressively be rolled out to achieve the 2015 objectives.

Delivery of the work program of the Strategy will be assessed and reviewed annually by SIGB.

Governance

SIGB has responsibility for the whole-of-government use of ICT and provides advice to Government on ICT matters and strategic ICT investments. SIGB will oversee implementation of the Strategy.

SIGB will continue to support the Government and agencies on whole-of-government ICT priorities, investments and arrangements. The Chair of SIGB, in consultation with the Secretary of the Department of the Prime Minister and Cabinet (PM&C), will schedule discussions with the Secretaries Board on significant proposals for whole-of-government approaches advocated by SIGB.

SIGB will continue to meet with external stakeholders where appropriate topics exist to inform the development of policy or opportunities to exploit use of new technology. This could include legacy system transition, mobility, encouraging digital engagement and greater interconnectedness.

Through the Strategy, whole-of-government ICT governance will focus on greater transparency in areas such as the management of ICT costs and investment, capability, reducing duplication of services and whole-of-government ICT procurement.

SIGB will continue to be responsible for determining priority areas for standardisation, consolidation and common approaches, based on demonstrated business value to government. SIGB will oversee whole-of-government ICT arrangements that provide clear, superior outcomes for Government, over autonomous approaches by agencies.

The Chief Information Officer Committee (CIOC) reports to SIGB. The CIOC considers ICT matters including technical, operational and business related issues and provides advice and guidance to SIGB. Groups of agency senior executives also bring a greater business focus to specific matters when required.

ICT matters that span jurisdictional boundaries will continue to be governed by the Cross Jurisdictional Chief Information Officers' Committee (CJCIOC), chaired by the Australian Government CIO, and comprising CIOs or their equivalents from each state and territory government.

Implementation governance

Agencies

Financial Management and Accountability (FMA) Act agencies will implement the Strategy work program. Defence and Australian Intelligence Community agencies will implement the actions of the Strategy that are relevant to their administrative, financial, personnel and other non-specialist and non-defence capability ICT systems.

The Implementation Plan identifies timeframes and expected outcomes. The SIGB will appoint lead agencies, which may take the role of program leaders for a specific range of projects, as mentors or as thought leaders sharing expertise and experience with other agencies.

Australian Government Information Management Office

AGIMO in Finance provides advice and services on ICT to enable the delivery of better and more efficient Australian Government services for the Australian people, communities and business.

AGIMO manages coordinated ICT procurement and ICT investment and assurance processes for major ICT-enabled budget proposals. Through the Australian Government's online entry point and related online services AGIMO also manages the delivery of Australian Government information and services.

AGIMO identifies the need for common approaches in areas such as standards, platforms, applications, infrastructure, business process and prepares advice for SIGB.

AGIMO will continue to work closely with agencies including the PM&C in relation to the digital productivity agenda and elements of cyber policy, and the Department of Broadband, Communications and the Digital Economy on the digital economy.

AGIMO will continue to take a leading role with other agencies to improve government service delivery to Australians under the digital productivity agenda.

AGIMO will continue work to develop, and increase awareness of, frameworks, tools and reference material that support whole-of-government alignment.

AGIMO will work with agencies to develop detailed implementation approaches that deliver the strategic priorities and improve productivity. AGIMO will advocate strategies to SIGB and the Government for endorsement and will support SIGB in its portfolio coordination and governance roles.

Implementation governance

AGIMO will work closely with stakeholders, within and external to government, to implement the Strategy. This includes working with agency Chief Information Officers, the Deputy National Security Advisor and the Australian Government security community, the Australian Information Commissioner, ICT vendors and ICT industry representative groups, and the not-for-profit sector.

AGIMO will continue to work closely with the CJCIOC on strategic approaches to government ICT that span jurisdictional boundaries. AGIMO will maintain close relationships with international organisations and other jurisdictions on the productive application of ICT to government administration, information and services.

A small, dedicated program management office in AGIMO will assist SIGB to govern implementation of the Strategy.

The implementation plan

STRATEGIC PRIORITY	STRATEGIC ACTION	ACTIVITIES	ACTION ITEMS	2012-13	2013-14	2014-15
DELIVER BETTER SERVICES By 2015: • Agencies share and re-use common business processes, patterns and standards, increasing the consistency of services. • Common business processes support greater sharing of capability and better services to people and business. • Consideration of ICT implications improves policy and services. • APS employees use the ICT that best enables them to deliver professional advice to government and high level services to people and business.	BUILDING CAPABILITY					
	1.1 Improve use of existing technology capability	Use lead agency model to develop new shared capabilities and re-use existing capabilities	Consider whole-of-government approach to Grants Management Solution			
			Assess options for permits design and issuance			
			Establish an ICT Services Catalogue (collection of products supporting re-use)			
			Implement an appropriate sharing arrangement for CIO Forum agencies			
			Implement a whole-of-government Parliamentary Workflow Solution			
			Roll out GovShare repository			
			Implement shared internet gateways			
		Simplify and make consistent business processes for common activities across agencies	Identify and develop priority areas for whole-of-government opportunities			
	1.2 Integrate technology with policy development and delivery	Build consideration of ICT capability early into policy development and implementation	Include assessment of technology capability in new policy funding processes			
		Improve APS digital literacy	Assess options to build awareness of how use of ICT improves policy outcomes			
	1.3 Improve government program delivery capability	Build capability across the APS and its partners to deliver ICT-enabled projects	Improve the professionalism of ICT			
			Undertake P3M3 capability reviews			
	1.4 Develop ICT workforce skills and use	Build on ICT workforce planning to make better use of skilled ICT workforce across the APS	Develop and implement strategy to address ICT skills shortages			
			Improve the attractiveness of ICT as a profession within the APS			

NEW ACTIVITY				ACTIVITY UNDERWAY	
IMMEDIATE TERM	ONGOING	MEDIUM TERM	ONGOING	IMMEDIATE TERM	ONGOING

The implementation plan

STRATEGIC PRIORITY	STRATEGIC ACTION	ACTIVITIES	ACTION ITEMS	2012-13	2013-14	2014-15
DELIVER BETTER SERVICES By 2015: • People are able to personalise government online services to reduce the time and effort of dealing with government. • Government services are automated where possible to provide seamless services and to reduce the compliance burden. • Government websites are more accessible as agencies achieve Level AA compliance with WCAG 2.0 guidelines.	**IMPROVING SERVICES**					
	2.1 Deliver simple and easy to use online services	Build automated online services and new services directories, create a more consistent user experience of government websites and online services, continue to build on australia.gov.au homepage	Service Delivery Reform new and automated online services for individuals			
			Reliance business case improving individuals' access to online services			
			Develop a whole-of-government Mobile Strategy			
		Build automated online services and new services, continue to build on business.gov.au	Build on business.gov.au and increase the range of products and services to make it easier for business to deal with government online, including SmartForms			
			Business Online Services will provide a national system for business to access business licensing and information services			
		Single log on for people and business	Roll out authentication for business and government			
			Roll out authentication for individuals			
	2.2 Deliver more personalised services	Develop ICT-enabled services that serve people's preferences	Build opt-in capability to personalise australia.gov.au account			
			Introduce personally controlled individual electronic health record			
	2.3. Simplify government websites	Optimise the number of government websites	Enhance web policy, optimise the number of government websites, whole-of-government guidance on web apps			
		Improve accessibility and usability of government websites and online services	Continue to implement National Transition Strategy to WCAG 2.0			
	2.4 Increase the automation of services	Automate processes to improve interactions	Scope possibilities to automate processes			
			Identify, build on further opportunities to use Standard Business Reporting			

NEW ACTIVITY				ACTIVITY UNDERWAY	
IMMEDIATE TERM	ONGOING	MEDIUM TERM	ONGOING	IMMEDIATE TERM	ONGOING

The implementation plan

STRATEGIC PRIORITY	STRATEGIC ACTION	ACTIVITIES	ACTION ITEMS	2012-13	2013-14	2014-15
IMPROVE THE EFFICIENCY OF GOVERNMENT OPERATIONS By 2015: • Standard approaches are identified to reduce the cost of back-office functions. • Government reduces the financial and environmental costs through better management of data centres and the use of cloud computing services where appropriate.	**INVESTING OPTIMALLY**					
	3.1 Improve investment governance and information	Increase visibility of agency ICT activities, investments and plans	Develop and implement a framework to increase visibility of ICT activities, investments and plans			
		Enhanced ICT project assurance	Strengthen ICT Two-Pass process and enhance governance of major ICT enabled projects			
		Consider alternate investment approaches	Review ICT Investment Framework			
	3.2 Improve whole-of-government ICT investment	Deploy a whole-of-government approach to strategic ICT investments	Develop a whole-of-government approach to strategic ICT investment			
	3.3 Extend coordinated ICT procurement	Target new areas to reduce cost, remove duplication	Undertake refresh program of and identify new areas for coordinated procurement			
			Continue to implement whole-of-government data centre strategy			
	3.4 Share computing resources and services	Consider cloud computing	Agencies implement cloud solutions where appropriate			
			Consider the development of a Government community cloud approach			
			Explore market approach for cloud services			

NEW ACTIVITY				ACTIVITY UNDERWAY	
IMMEDIATE TERM	ONGOING	MEDIUM TERM	ONGOING	IMMEDIATE TERM	ONGOING

The implementation plan

STRATEGIC PRIORITY	STRATEGIC ACTION	ACTIVITIES	ACTION ITEMS	2012-13	2013-14	2014-15
By 2015: • Internal barriers to agencies using ICT for innovation have been removed, resulting in more ideas to improve services. • Use of new and emerging ICT delivers improved services and government operations.	**ENCOURAGING INNOVATION**					
	4.1 Open ICT development	Generate ideas through challenges, competitions	Conduct idea generation competitions			
			Support ICT communities			
	4.2 Deliver new and better ICT enabled services	Use NBN for government services online	Deliver projects outlined in the National Digital Economy Strategy			
	4.3 Increase awareness and early take-up of new ICT	Engage with industry and academia to identify policy and service delivery opportunities arising from new and emerging technologies	Continue to liaise with research centres to improve Government's use of ICT			
			Consider developing technology Demonstrator Hub with industry			
			Participate in forums with industry and academia to share new technologies			
	4.4 Examine and adopt new and emerging technologies more rapidly	Adopt new ICT models, engage with industry and promote agency-based innovation communities of practice	Develop communities of interest around new and emerging technologies			
			Identify inhibitors and challenges to ICT innovation			

NEW ACTIVITY				ACTIVITY UNDERWAY	
IMMEDIATE TERM	ONGOING	MEDIUM TERM	ONGOING	IMMEDIATE TERM	ONGOING

The implementation plan

STRATEGIC PRIORITY	STRATEGIC ACTION	ACTIVITIES	ACTION ITEMS	2012-13	2013-14	2014-15
ENGAGE OPENLY	**CREATING KNOWLEDGE**					
By 2015: • Government location-based information provides people and business with more targeted services specific to their needs. • Better use of government data transforms service and policy development, resulting in more effective and targeted policy responses.	5.1 Build business intelligence	Create a holistic view of customer needs, capture operational knowledge of APS staff	Identify data for improved targeting of services delivery			
			APS staff's operational knowledge is considered in policy, services development			
	5.2 Use location-aware information	Develop standards and strategies for using location information across agencies	Develop and implement government location information framework			
			Continue to develop myregion, MyHospital websites			
	5.3 Develop tools and platforms to analyse data	Capture, share, analyse customer information	Establish whole-of-government Centre of Excellence for data analytics and whole-of-government approach to the management of Big Data			
			Develop strategy for Big Data to enhance cross-agency data analytic capability to improve policy, services			
	5.4 Release public sector information	Release government data	Encourage and support greater use of data.gov.au by people, business and communities			
			Increase the number of datasets on data.gov.au			

NEW ACTIVITY				ACTIVITY UNDERWAY	
IMMEDIATE TERM	ONGOING	MEDIUM TERM	ONGOING	IMMEDIATE TERM	ONGOING

The implementation plan

STRATEGIC PRIORITY	STRATEGIC ACTION	ACTIVITIES	ACTION ITEMS	2012-13	2013-14	2014-15
By 2015: • The APS regularly engages with industry to improve the viability of ICT-enabled projects.	**COLLABORATING EFFECTIVELY**					
	6.1 Strengthen external collaboration networks	Use online tools in a targeted way to engage with people and business	Increase agency awareness of the benefits of social media			
		Actively participate in external blogs	Increase access to social media by APS employees			
	6.2 Build collaboration capability across government	Create online communities, build mechanisms for APS employees to collaborate with each other online	Continue to collaborate online with people, business and communities			
	6.3 Build the channels needed for government to collaborate	Explore partnerships with industry, academia, community and third sectors and government service brokers	Establish a process to engage with industry and academia on the development of significant ICT policy items			
			IT Supplier Advocate champions industry development activities with SMEs in the Australian IT industry			

NEW ACTIVITY				ACTIVITY UNDERWAY	
IMMEDIATE TERM	ONGOING	MEDIUM TERM	ONGOING	IMMEDIATE TERM	ONGOING

Success indicators 2012-2015

This diagram depicts the three priority areas of the Strategy, strategic actions, success indicators and timeline.

Deliver better services		
	2012	**2015**
Building capability	The APS has a clear understanding of its overall ICT capability to identify opportunities to improve services and reduce costs.	Agencies share and re-use common business processes, patterns and standards, increasing the consistency of services.
	APS internet gateways are more resilient and easier to manage.	Common business processes support greater sharing of capability and better services to people and business.
	ICT skills and career strategies effectively position the APS as a preferred employer of ICT professionals.	Consideration of ICT implications improves policy and services.
		APS employees use the ICT that best enables them to deliver professional advice to government and high level services to people and business.
Improving services	Government websites are easy to use and navigate.	People are able to personalise government online services to reduce the time and effort of dealing with government.
	People and business have a safe, secure and easy way to access online government services.	Government services are automated where possible to provide seamless services and to reduce the compliance burden.
	Dealing with the APS is more convenient as more government services are delivered through mobile devices.	Government websites are more accessible as agencies achieve Level AA compliance with WCAG 2.0 guidelines.

Success indicators 2012-2015

Improve the efficiency of government operations		
	2012	**2015**
Investing optimally	APS decisions on ICT are informed by a clear understanding of its overall ICT investment.	Standard approaches are identified to reduce the cost of back-office functions.
	The APS continues to build on approaches to use its buying power to procure technology at the best value for money.	The APS reduces the financial and environmental costs through better management of data centres and the use of cloud computing services where appropriate.
	Better information about APS ICT investment and capability results in more targeted decisions about ICT investments, reducing duplication and costs.	
	Where it represents value for money and is adequately secure, the APS use of cloud computing increases, improving operations and reducing costs.	
Encouraging innovation	Projects under the National Digital Economy Strategy are delivered to provide people with better services using the NBN.	Internal barriers to agencies using ICT for innovation have been removed, resulting in more ideas to improve services.
	Partnerships with industry, academia and research organisations deliver innovative solutions to government service delivery and operations.	Use of new and emerging ICT delivers improved services and government operations.

Success indicators 2012-2015

Engage openly		
	2012	**2015**
Creating knowledge	The APS has a clear framework to use location-based information to improve government services.	APS location-based information provides people and business with more targeted services specific to their needs.
	Agency capability to analyse and use data is increased, providing new opportunities to inform service and policy decisions.	Better use of government data transforms service and policy development, resulting in more effective and targeted policy responses.
	Publicly available government data is used by the community to generate greater value.	
Collaborating effectively	The use of social media reflects the needs of local communities in service and policy development.	The APS regularly engages with industry to improve the viability of ICT-enabled projects.
	APS use of social media and other tools is widespread, resulting in better targeted polices and services that support the needs of the community.	
	Increasing engagement with industry and other stakeholders improves APS ICT policy and projects.	

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