

# Arrivals

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### Improving Delivery

Getting more out of what we've got

What is expected to change with a new strategy?

From	To	What this means
Some big ICT projects	→ Big plans, small projects	From now on, we're not going to start up any more big ICT projects. We're only going to have service information/continuity improvement projects. Projects will be shorter, typically 90 days at most, and they will be planned and delivered by multi-disciplinary teams, not just IT.
Big ICT projects	→ Integrated governance	We've done a lot to improve ICT governance, but now it's time to go further. We are going to progressively integrate ICT and corporate governance, and link up governance structures right across government. The role of the ICT Board will be strengthened, and its processes will be made more transparent.
ICT services/infrastructure	→ Buying services	We need to continually re-evaluate our hardware/software - just to keep the lights on, that is the services we buy, especially locally sourced, that we value the most.
ICT services/infrastructure	→ Clear project accountability	Commitment are great for many things, but it is hard to hold a committee to account for its actions. We will hold our executives to account for project successes and failures.

The government's Public Sector Renewal Program is about striving for a higher quality public sector. Therefore, the next strategy will call for an increased focus on productivity, with a particular focus on improving our business process management, project execution and capability building.

- Capability Building**  
ICT is now part of everyone's job. Yes, there will always be specialists, but that is not the focus. We need to develop new competencies to meet the challenges posed by new technologies. The strategy will call for a sector-wide application of the Skills Framework for the Information Age (SFIA), as a necessary prerequisite to ensuring that we are acquiring the right skills at the right levels.
- Business Process Management**  
Services and information are delivered to the public through our processes - our processes connect people with the things they need and need. Streamlining processes and efficiencies in our processes helps us deliver better services. There has to be increasing focus on identifying and further developing the sector's ability to streamline processes.
- The Last Big ICT Project**  
We need to find smarter, more targeted ways of improving efficiency and effectiveness. Reporting and reporting systems may seem like a straightforward and strategic response to dealing with our so-called 'legacy' systems. In fact, history teaches us that we may be just creating a legacy for the next generation to worry about.

Although we can't just simply ask our stakeholders, we might not be happy in considering our aging legacy systems. Although they often lack the capabilities and flexibility we see in more contemporary technologies, we have to recognize that, on the whole, they have served our democracy well for many years. Sometimes, they are better left alone, safely isolated via technology 'wrappers' that help insulate them from the rest of our technical ecosystem. Over time, data and processes can be progressively shifted to newer, more efficient platforms, an approach which essentially sees legacy systems obsolescing, eventually being phased out.

As well as moving away from legacy projects, we need to look at projects in terms of the way in which they are connected - none of these projects should ever be performed as 'ICT Projects' - there is no need for an ICT project. The only kinds of projects we need are those that deliver new capabilities or services. In the future, projects will be categorised from the outset, by multi-disciplinary teams to ensure that people and process issues are given at least as much attention as technology issues.

*"We want to build skills and capacity within the public sector and work more efficiently to deliver more and better services."*

Hon. Michael O'Brien MP

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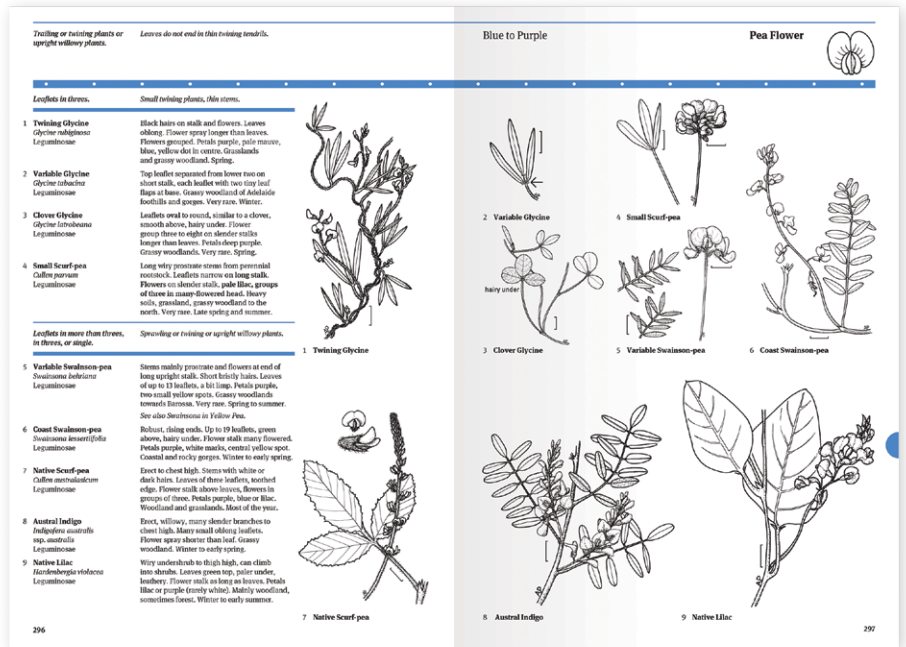
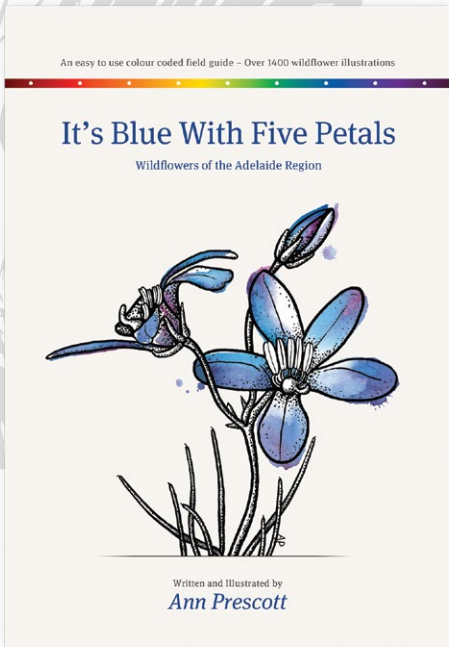
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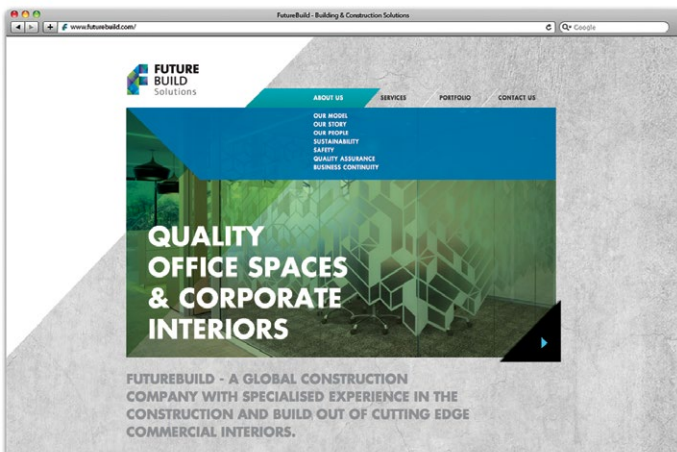
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