

Information and Communication Technology Strategic Plan 2007–2011

Queensland Corrective Services

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Queensland Corrective Services is committed to keeping the community safe. Reform and expanded best-practice offender intervention services to help get offenders back on track. Expanded assistance to victims of crime. A new Probation and Parole Service with a focus on tough new supervision and surveillance of offenders serving their sentence in the community.



Queensland Government
Queensland Corrective Services

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Message from the Director-General

The ICT Strategic Plan has been developed to set ICT direction to support Queensland Corrective Services (QCS) in both the delivery of day-to-day operations and the pursuit of agency strategic objectives.

The strategies outlined in the plan are consistent with whole-of-Government ICT direction, and the plan reflects the progression to centralised ICT governance within Queensland Government.

This is a particularly challenging time for QCS as it faces an anticipated 90 per cent increase in the prisoner population over the next decade. Key business solutions to this challenge include expanding existing and establishing new correctional facilities, establishing a new corrective services precinct, and maintaining the new model for Probation and Parole.

ICT will support operational areas of QCS to meet these challenges. ICT infrastructure development will be essential for the operation of new and redeveloped facilities and district offices. The new Probation and Parole model will deliver services in an increasing number of remote locations to provide a higher level of service to the community. ICT provides new methods for accessing information to support staff in these remote locations.

QCS continues to enhance relationships with other organisations in the criminal justice community. Enabling information access, information exchange and systems integration, ICT supports the agency to achieve quality and responsive outcomes for the community within a tighter fiscal environment.

The ICT Strategic Plan identifies strategies to guide the Information Management Branch (IMB) in the provision of customer-centred service delivery. The plan recognises that IMB provides a support function within the agency and the subsequent importance of providing effective customer service processes to deal with internal customers.

Frank Rockett
Director-General

1.0 Introduction

Information and Communication Technologies (ICTs) are important strategic resources. Effectively managed, they increase the agency's ability to provide better offender management, supervision and intervention services. Ultimately this leads to improved services for the community and the responsible management of public resources.

The *Queensland Corrective Services Information and Communication Technology Strategic Plan 2007–2011* sets the direction for the provision of ICT resources for the agency. Through the achievement of the goals and strategies in this plan, responsive and sustainable ICT will continue to support current and future business needs.

The plan has been informed primarily by the agency Information Steering Committee and business areas, the Information Management Branch and through consultation with relevant external bodies.

For the purposes of this plan, telecommunications have been excluded as a responsibility and planning for these devices is assumed by the Facilities Branch.

1.1 Effective review periods

Plan developed	December 2006
Plan effective	2007 – 2011 Financial Year
Plan review	June 2008

2.0 External factors

As a Queensland Government organisation, QCS and its business areas need to consider and comply with whole-of-Government ICT policy and direction. This is particularly relevant for ICT, considering the increased focus on this area at a whole-of-Government level.

Queensland Government is currently transitioning from a highly-decentralised ICT governance model where individual agency CEO's control ICT direction to a centralised model with greater central agency control. The new governance model is designed to provide reduced duplication of systems within government, improved economies of scale, and alignment with whole-of-Government ICT direction. This will be a significant external factor for agency ICT management over the coming years as it will impact on the alignment of ICT systems with agency service delivery priorities.

Additionally, the Queensland Government has stated the following key ICT directions:

- integrated service delivery
 - o Electronic delivery of services
 - o Smart Service Queensland
- shared infrastructure consolidation and whole-of-Government systems
- shared services initiative
- increased interoperability between systems

3.0 Challenges

Industry challenges

The ICT industry is increasingly becoming a key contributor to organisational success in all sectors, both public and private. Whilst this is a great opportunity for ICT to add business value, significant challenges are also faced by the industry.

In today's business environment, organisations are required to adapt quickly to meet new challenges and opportunities. One increasingly common business strategy is to increase mobility in organisations and to change the way in which work has been traditionally performed. A workforce needs to be adaptive, responsive and deliver business outcomes in a variety of locations and contexts. This is evidenced in a report (Tilak)¹ on projected spending for mobile workers in the UK public sector, which predicts a five fold increase in mobile workers over the next 10 years. This challenges the ICT industry to provide flexible solutions that can adapt quickly to support these changes.

Organisations are currently seeking to increase the level of integration between their information systems to assist them in achieving cost efficiency savings. Like most industries, the ICT industry is facing a skills shortage (Queensland Information Industry Bureau)². As a result, demand outweighs supply and this ultimately leads to high integration costs.

Whilst ICT can offer tremendous benefits to an organisation, many of these benefits come at a high cost. Across the industry, it is not uncommon for ICT projects to run over budget and over time. Currently, 30 per cent of large government IT projects in the US are in trouble on planning or performance (E.C.)³. In making effective decisions, business leaders need to be well informed and confident that investments they are considering will deliver identified business benefits on time and within budgetary constraints. These leaders are seeking effective governance and portfolio management in ICT, both of which have been lacking in many areas of the ICT industry.

Providing easy access to information for legitimate use creates potential risk for the misuse of that same information. The illegal accessing and use of information is steadily increasing (Symantec)⁴ and subsequent costs to manage this risk are also increasing. Considering organisations have limited financial means, the implementation of appropriate information access controls and auditing processes need to be balanced against risk and end user accessibility to ICT systems.

¹ Tilak, John. *UK public sector ICT spending for mobile workers to increase steeply*. 22 Mar. 2005. Digital Media News for Europe. 13 Feb. 2007. <<http://www.dmeurope.com/default.asp?ArticleID=6840>>.

² Queensland Information Industry Bureau. *ICT Skills Challenge*. 18 Aug. 2006. Brisbane. 13 February 2007. <<http://www.iib.qld.gov.au/SkillsChallenge/whatis.asp>>

³ E.C. Three Big Government IT projects that struggled *CIO Insight*; Oct2006 Issue 73, p67-67, 1/2p

⁴ Symantec Corporation. *Symantec Internet Security Threat Report*. 7 March 2006. 14 Feb. 2007 <http://www.symantec.com/about/news/release/article.jsp?prid=20060307_01>

3.0 Challenges cont...

The increased reliance on electronic information poses a significant challenge for organisations. As with paper-based information, electronic information needs to be created, stored, classified and disposed of effectively. Failure to manage electronic information adequately results in data quality issues, huge storage costs, inefficiencies in accessing information and creates risk when information cannot be located. This is a challenge for organisations as, ultimately, individuals need to assume responsibility for the management of information used in performing day-to-day business activities. Systems to assist individuals in executing this responsibility are also costly to implement and maintain.

Agency challenges

QCS plays an important role in Queensland's law, justice and crime prevention strategies. Although some community safety and crime prevention activities are delivered by a single agency, the achievement of the whole-of-Government safe and secure communities outcome requires QCS, other agencies and key stakeholders to work together. Working together with other agencies poses a significant challenge as each agency has established stand-alone priorities that differ between these agencies as does the purpose of their information systems.

As a government organisation, QCS' ICT services need to support and contribute to the whole-of-Government agenda. In some instances, the agency agenda and whole-of-Government positions are not yet fully aligned and this creates a challenge in the allocation of resources. Consolidation of ICT commodities in the public sector will ultimately bring benefits in terms of cost savings and efficiency, but transitioning to this strategy will pose challenges in terms of maintaining existing service levels to clients.

Queensland Government is continuing to develop the whole-of-Government ICT policy framework. The overall direction of whole-of-Government ICT policy is communicated through the Smart Directions Statement for ICT. Information standards set policy directions for particular subject areas such as recordkeeping and information security. Government enterprise architecture positions establish the whole-of-Government position for individual technology areas such as desktop operating systems. This comprehensive framework is a valuable tool for agencies to ensure that consistency and information sharing is fostered across the sector. Complying with this framework presents resource and timeframe-related challenges to agencies. The framework introduces new standardised practices and policies that requires agencies to change to achieve whole-of-Government benefits.

QCS is growing rapidly in response to the increase in prisoner numbers. Large increases in infrastructure will be required to support this growth and this will place increased demand on ICT infrastructure and support.

Probation and Parole services are being delivered in an increasing number of remote locations to provide a higher level of service to the community. As Probation and Parole staff establish new working locations and ways of working, logistic challenges will be created for the delivery of necessary information technology.

Information Management Branch challenges

ICT is becoming more cost effective and accessible for individuals in their personal lives, and this same level of service and infrastructure is expected at a low cost in the work environment. This is not always practical considering work environments have different security, information sharing and system reliability requirements. This poses a challenge in managing customer expectations as they increasingly desire more ICT solutions.

The rapid pace of change in technology requires the Information Management Branch to be adaptable and responsive to derive maximum benefit from emerging technologies. This poses a challenge for the branch as funding for staff development must compete with other organisational priorities.

4.0 IMB purpose

The Information Management Branch exists to provide customer centred service delivery of information management to Queensland Corrective Services business areas.

IMB staff are responsible for providing timely and effective advice on agency ICT requirements, implementing appropriate systems and sustaining and enhancing ICT infrastructure.

5.0 Governance

QCS' Information Steering Committee (ISC) is the high level governance body responsible for aligning Information Communication Technology (ICT) with business needs.

The ISC provides strategic direction to the ICT business function.

This role includes:

- ensuring that agency ICT strategy aligns with agency and whole-of-Government directions
- ensuring alignment between QCS business and ICT planning
- authorising, directing the development and monitoring progress of ICT strategic planning
- reviewing and approving business cases for the acquisition of major capital equipment and software
- determining and monitoring agency ICT policies, practices and significant projects on an on-going basis to ensure that they continue to remain relevant and complete.

The ISC is subordinate to the Board of Management (BOM). Any matter may be referred to the Director-General and BOM at the discretion of the ISC Chairperson. Endorsed ICT solutions that require funding or impact the resource allocation for Information Management Branch are referred to the Finance Committee.

6.0 Goals

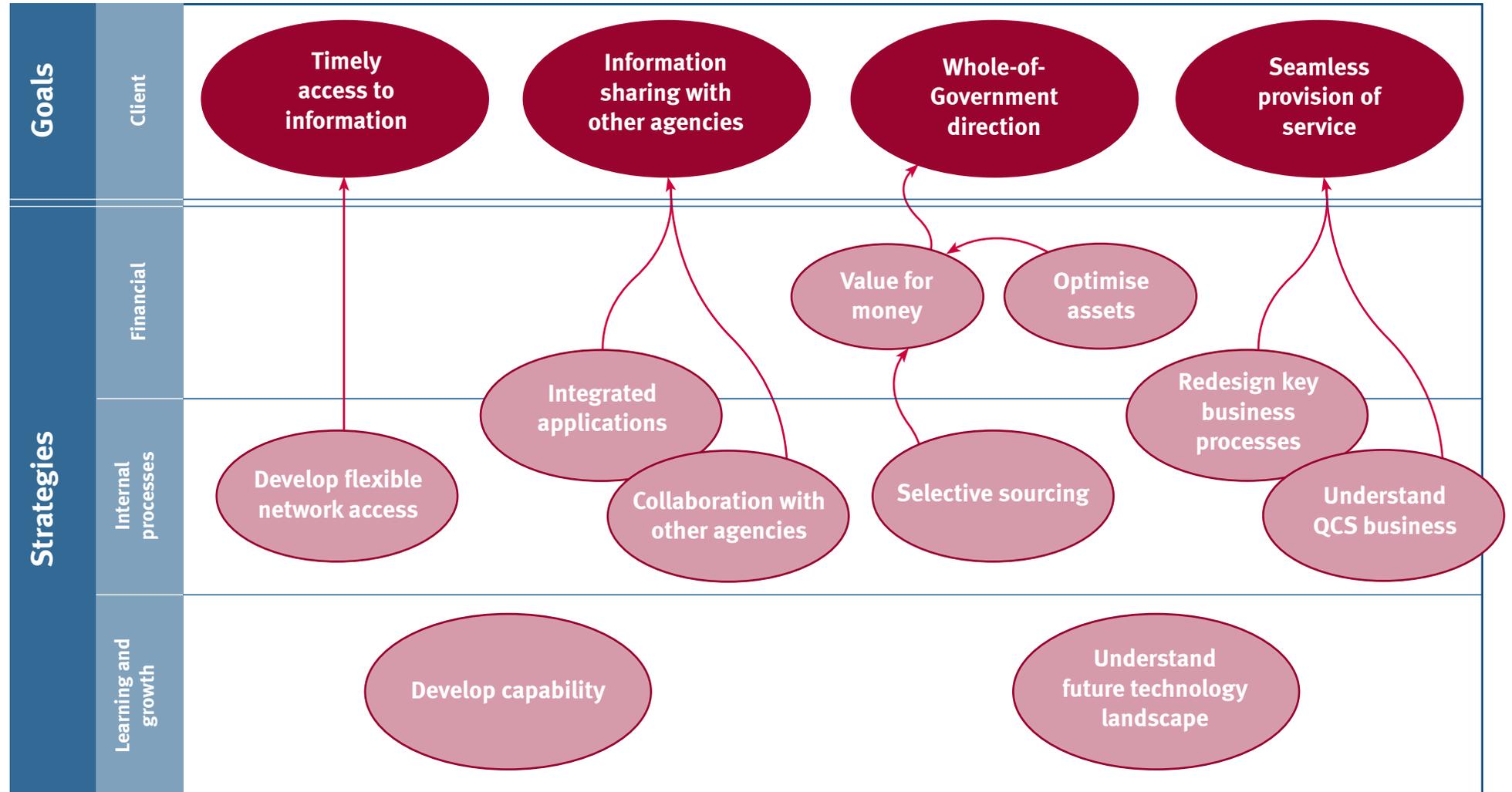
The agency's ICT goals have been established to facilitate the efficient, effective and equitable use of current and future ICT resources and to ensure the sustainability of the agency's strategic objectives. The ICT goals depicted in Figure 6.1 reflect the agency's requirement for:

- timely access to information – customers require timely access to information critical to decision making
- information sharing with other agencies – enable effective sharing of information with QCS business partners
- whole-of-Government direction – influence and participate in whole-of-Government ICT direction
- seamless provision of service – clients will have a single point of contact for ICT service delivery and issue resolution

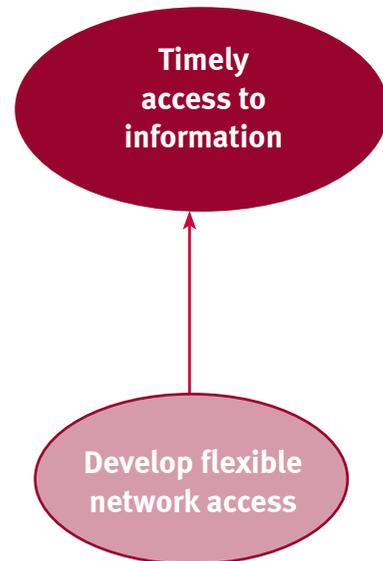
The Queensland Corrective Services ICT strategy map identifies these ICT goals and those strategies supporting their achievement.

6.0 Goals cont...

6.1 ICT strategy map



Timely access to information



Goal: Timely access to information

Information systems and technology will enable agency business areas to access information quickly to enable effective decision making.

Measure: Number of mobile access solutions

Strategy: Develop flexible network access

Access to QCS applications will be supported through flexible access to the network. Both fixed and mobile technologies will be used to provide agency staff with appropriate access to the agency network and applications.

Measure: Number of dialup and managed broadband connections replaced with flexible solutions

Initiatives:

Public Safety Network

The Public Safety Network (PSN) project will provide a consolidated Internet Protocol (IP) based fixed data network that meets the business requirements of the Queensland Police Service, Queensland Corrective Services and the Department of Justice and Attorney-General.

The project will ensure that the network is capable of supporting future law and public safety business activities and converged telecommunications services (eg Voice Over Internet Protocol and Radio Over Internet Protocol). The PSN will ensure that the environment in which these services are delivered is secure, with a single integrated management and support structure. The centralisation of the three agencies data networks will produce efficiencies and cost savings over time.

Mobile Computing Framework

The Queensland Government is currently developing a Mobile Computing Framework, to increase sector-wide capabilities in planning mobile computing solutions. The QCS framework will align closely with the whole-of-government model.

The Agency Mobile Computing Framework will provide business focussed IT equipment and access solutions that deliver efficiency and cost savings to the organisation. The framework will align staff member roles with appropriate mobile solutions. Ultimately the completed framework will form the basis for determination of staff access to the mobile access environment.

Information sharing with other agencies



Goal: Information sharing with other agencies

Processes used by QCS to exchange information with other agencies and key stakeholders will be automated and simplified.

Measure: Number of completed information sharing initiatives with other agencies

Strategy: Integrated applications

Software and web applications will support information sharing through integration. Sourced applications will be evaluated on their ability to operate within the agency's enterprise architecture environment and their flexibility in integrating with other applications.

Measure: Number of new applications with links to key internal systems eg. IOMS

Initiative:

Integrated Justice Information System

The Integrated Justice Information Strategy (IJIS) program is a whole-of-Government initiative charged with planning and implementing integrated justice solutions. Agencies in the justice cluster historically had separate systems and processes, which required manual transfer of paper documents between agencies. IMB will work closely with the cluster to provide links between key agency systems (eg. Integrated Offender Management System) and external systems. This strategic project marked an early success with the delivery of Court list query functionality to QCS staff. Further project milestones have been planned over the next three years.

Strategy: Collaboration with other agencies

Opportunities will be created to share and develop ICT knowledge, work on common problems and meet shared business requirements. QCS staff working on ICT solutions will proactively engage with other Government agencies in forums, working parties and through formal and informal networks.

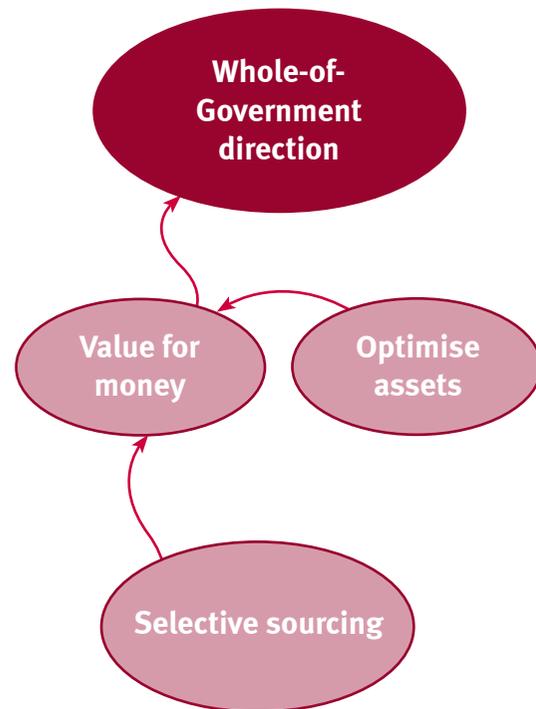
Measure: Number of working groups working with other agencies on shared issues

Initiative:

In association with Queensland Health, undertake an analysis of where the responsibility for prisoner health and medical services would best lie.

IMB will support Offender Programs and Services in identifying Information Management and ICT related issues which would be involved in the potential movement of prisoner health and medical services to Queensland Health. This analysis will be performed by staff engaged in working groups comprised of other QCS and QLD Health representatives.

Whole-of-Government direction



Goal: Whole-of-Government direction

QCS will leverage the whole-of-Government direction to achieve cost and efficiency savings. This will be achieved through the utilisation of centralised infrastructure and by purchasing ICT assets at Queensland Government negotiated prices.

Measure: Number of QCS responses to whole-of-Government ICT directions/documents

Strategy: Value for money

IT service providers will deliver the highest form of ICT service in the most cost-effective manner. QCS business units will ultimately determine the direction for the allocation of ICT resources through strong governance and evaluation.

Measure: Number of application development projects completed on time and on budget

Initiative:

IT governance and program of work

The review of IT governance and program of work will achieve value-for-money by aligning the investment in ICT with business and whole-of-Government direction. ICT planning and governance will align with the agency planning cycle and associated processes. A strong focus on planning, decision making and portfolio management at the strategic and operational levels will deliver better outcomes for clients as a result of this initiative.

A program of work (endorsed by the ISC) will be created for the strategic allocation of IT resources for the next three years. The program of work will ultimately be reflected in the *2007–2011 ICT Resources Strategic Plan* and will be informed by business demand, available resources and identified benefits.

Strategy: Selective sourcing

In determining the delivery of ICT functions, selective sourcing models will be used to determine how services are provided, who provides them, from where and when.

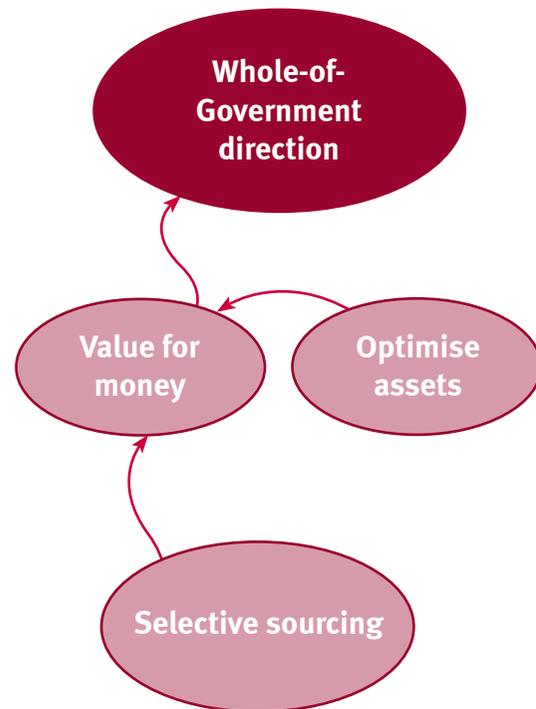
Measure: Number of IT functions required by agency/number with an endorsed sourcing strategy

Initiative:

Develop selective sourcing strategy

A selective sourcing strategy will be developed to determine sourcing models for the delivery of IT functions required by the agency. The strategy will include the delivery and support of all functions currently performed by the Information Management Branch. Key factors in identifying the desired method of delivery for these functions will include service, efficiency, differentiation, cost and sustainability.

Whole-of-Government direction



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Measure: Number of QCS responses to whole-of-Government ICT directions/documents

The strategy will closely align with agency strategy and whole-of-Government direction. In-sourcing, shared services, joint ventures, brand services companies, prime contractors and best-of-breed consortiums will all be considered as part of this approach.

Following identification of the selective sourcing strategy, implementation of the findings will commence.

Strategy: Optimise assets

ICT assets will be procured and managed effectively to maximise dollars spent.

Measure: Cost of ICT hardware per staff member

Initiatives:

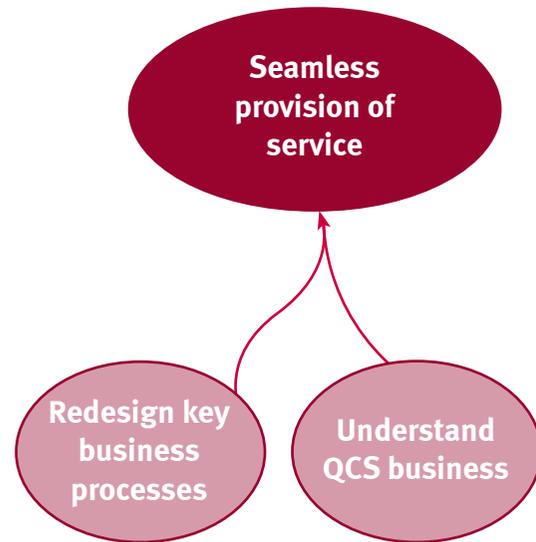
Decentralisation of desktop computer and printer management

This initiative is part of an integrated approach to asset management that includes the sourcing strategy, asset lifecycle management, software and request management. This initiative has a significant change management focus and will implement work practice changes to better utilise and manage computer hardware assets.

Software asset management

The agency has a significant amount of capital invested in software packages. This initiative will introduce more effective mechanisms for software asset management. Auditing and metering tools will allow monitoring of software usage on desktops to identify under utilised licenses that can be reallocated to areas of need. Benefits expected from this project include improved return on investment, improved IT budgeting and correct licensing. Work undertaken as part of this initiative will be supported by the whole-of-Government software asset management initiative

Seamless provision of service



Goal: Seamless provision of service

The Information Management Branch will provide agency clients with an easy-to-access, seamless service for the provision of ICT resources and support.

Measure: Customer satisfaction. To be derived from customer survey

Strategy: Redesign key business processes

Key branch processes will ensure business outcomes are realised efficiently and consistently to a high standard.

Measure: Number of IMB business processes documented and implemented

Initiative:

Business process redesign

Information Management Branch business processes will be re-engineered to ensure the branch provides a client focussed service. Particular emphasis will be placed on client interaction, consistency in approach to performing work, using time and people resources efficiently, and following sound governance processes. This initiative includes the development of desktop manuals for roles within the branch to benefit both existing and new employees. Ultimately, the initiative will improve service delivery and enhance customer satisfaction.

Strategy: Understand QCS business

Information Management Branch staff will develop and use a documented enterprise architecture (EA) to build knowledge of QCS services and processes.

Measure: Number of field visits by IMB staff

Initiative:

Enterprise architecture

EA is a tool to assist the agency in understanding the different elements that make up the “enterprise”. The EA will align business goals, functions and processes to information needs, applications and technologies. In early stages of development, the EA will contribute to effective ICT governance by informing ISC and IMB decision making. This collection of documentation will be useful to IMB staff and other persons who require an understanding of the QCS business model and its associated services and processes.

This project will ultimately introduce changes to the way business is performed within the Information Management Branch and continual development of the EA will be an on-going program of work. Initial stages in the project include the development of EA principles, a technical environment specification and desired future state to assist in decision making. To provide direction and structure to this program, initial project milestones and deliverables have been defined over four phases.

Implications for Information Management Branch staff

Develop
capability

Understand
future technology
landscape

To enable the branch to grow, change, and meet ongoing business and legislative demands, two strategies have been identified to align branch staff with the agency direction for ICT.

Strategy: Develop capability

Branch capability will be developed through aligning employee skills to the delivery of business needs.

Strategic project:

Align effort with strategic and tactical priorities

A comprehensive planning approach will be implemented within the Information Management Branch. All branch staff will participate in the operational planning process for their team and understand how they individually contribute to the achievement of Branch, Corporate Services, agency and Government goals. Individual achievement and development plans will align directly to team operational plans and will be used to inform a branch training and succession plan. Ultimately, these plans will be developed to maximise the investment in training and developmental opportunities.

Strategy: Understand future technology landscape

The Information Management Branch will develop an understanding of future technology directions to assist the agency in determining IT needs.

Initiative:

Emerging technologies and industry best practice

This initiative seeks to develop individual staff members knowledge of the industry they work in, and to seek innovative and best practice solutions for business benefit. As part of the individual achievement and development process, staff will be encouraged to participate in technical forums, attend Government-subsidised training courses and to foster a culture of shared learning in the branch.

As part of this initiative, existing research materials and service subscriptions will be used to assist staff in informing their work. These services will also be evaluated to ensure that they are appropriate to the needs of the agency.