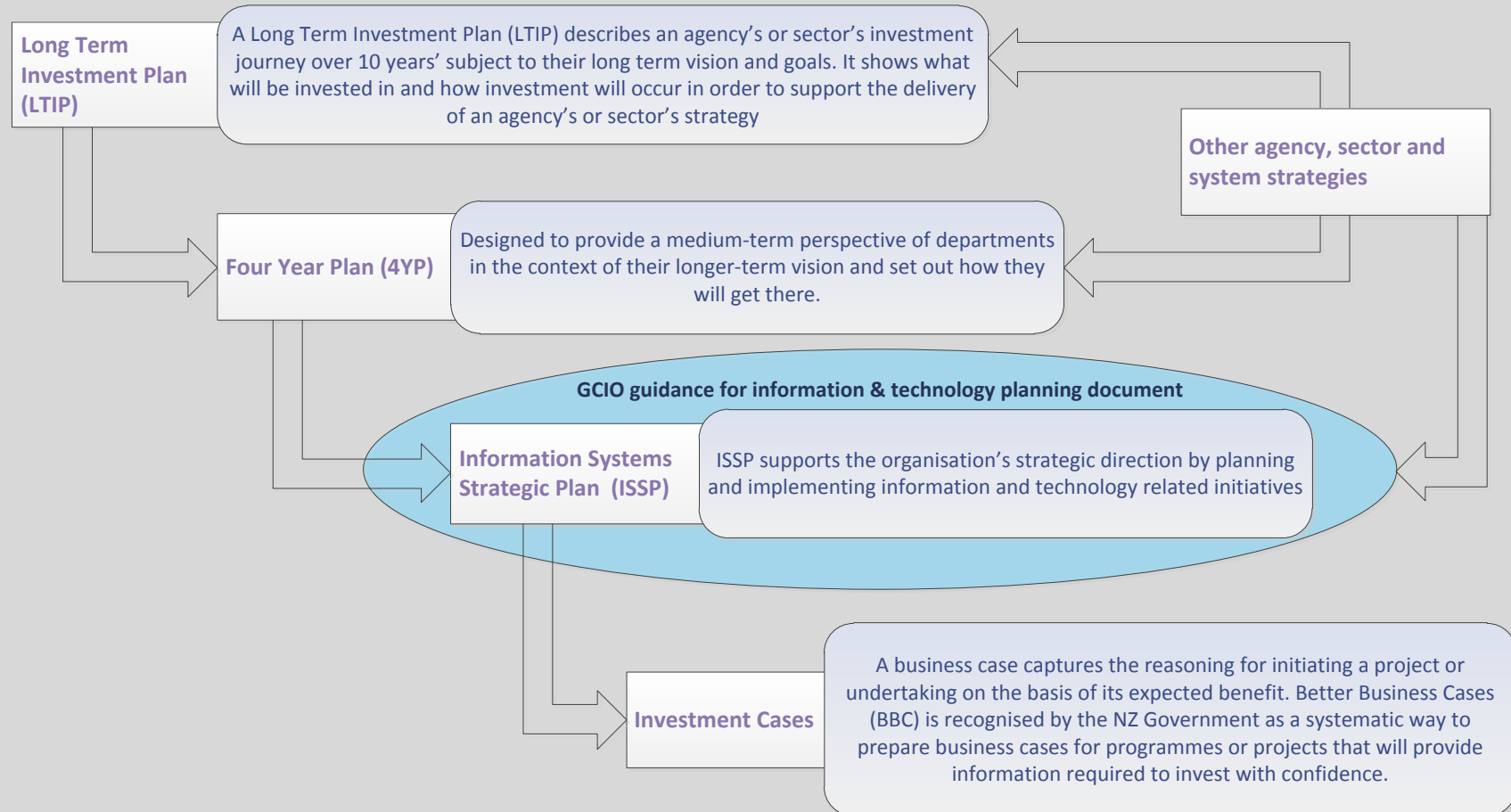




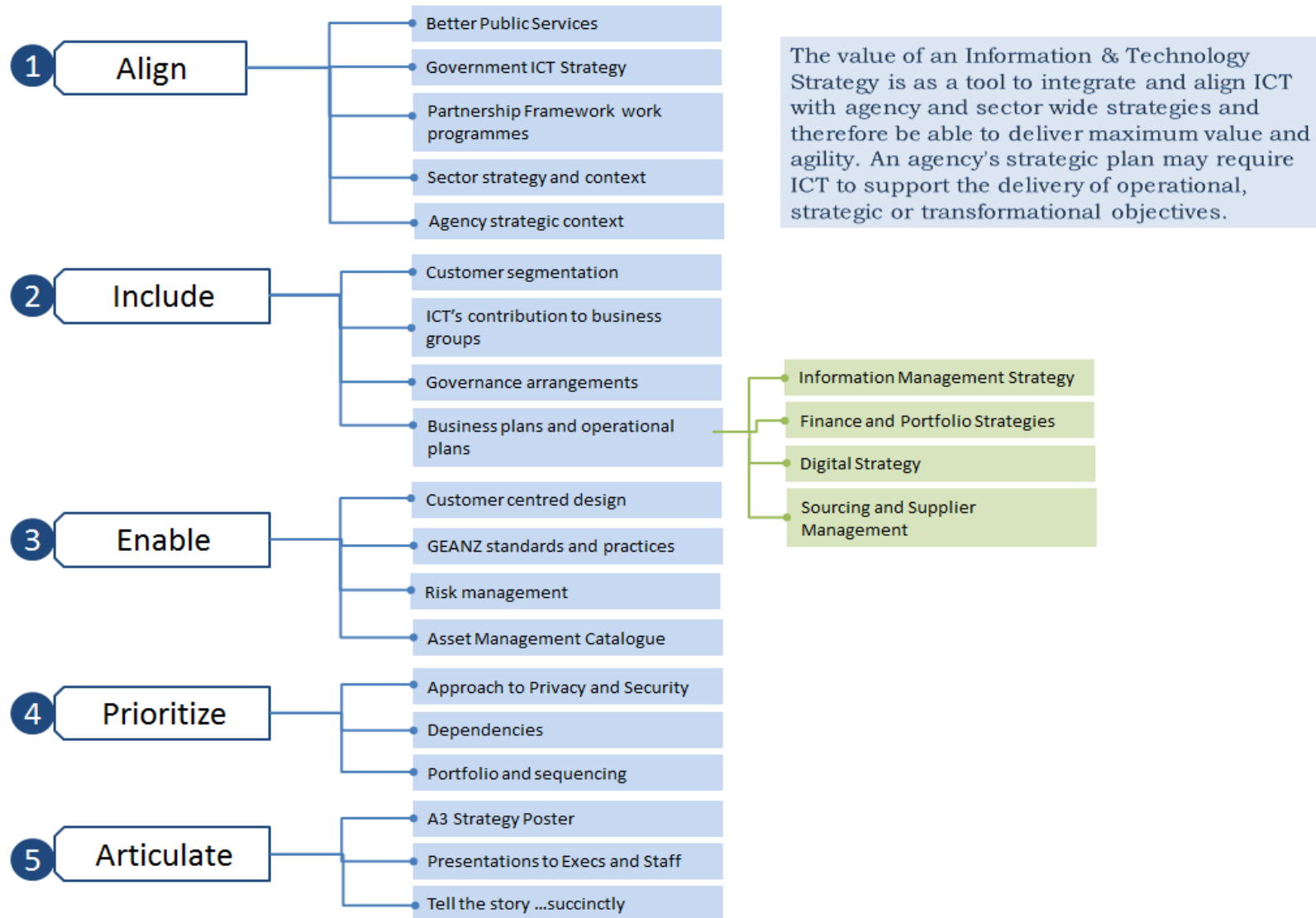
Principles

- ▶ The document supports the agency's strategic direction by enabling and driving the delivery of its strategic intentions. It provides its Chief Executive the assurance that their ICT resources (people, process and technology) are being utilised optimally to deliver to government (system), sector, and agency priorities.
- ▶ The document is the primary guiding document for planning and implementing information and technology enabled initiatives.
- ▶ The document is a 'live' document - it builds on a time series and is reviewed each time a four year plan and agency's investment plans are updated, in order to provide relevance, usability and context. Depending on where an agency is at its strategy cycle, not all aspects of the document may need updating. At a minimum, the initiatives and ICT portfolio roadmap will need updating based on yearly funding variations.
- ▶ The document aligns and contributes to the outcomes, focus areas and opportunities proposed in the Government ICT Strategy.
- ▶ Planning demonstrates system outcomes rather than siloed interventions, for example, exploiting collaboration opportunities and leveraging shared investments before buying off the shelf and/or before building bespoke.
- ▶ The document details the information and technology challenges and opportunities that will be addressed as part of the strategy. Overall, it answers the following questions-
 - What do we need to do?
 - Why do we need to it (including demonstrable alignment to business strategy)?
 - When do we need to do it by?
 - Who is going to do it?
 - How is it going to be done (including resource requirements)?
- ▶ This is supported by related strategies like the Information Management Strategy, Digital Strategy, and Security Strategy where applicable.
- ▶ There are a set of measures to demonstrate the impact of the strategy on the agency's outcomes.
- ▶ Prioritisation is based on known constraints (particularly baseline financials) to make them real, rather than an un-prioritised wish list.

Strategy, planning and investment pathway



Information Technology Strategy and Planning Document



Guidance

Consider the following areas in your agency’s context –

Set the strategic context – key drivers, alignment and contribution

Wider Government strategic context

- Clearly present your agency’s contribution to government outcomes (Better Public Services including [Result 10, Result 9](#)).
- Clearly articulate links to outcomes, focus areas and opportunities identified in [Government ICT Strategy](#) and alignment to Work Programme activity under the [Partnership Framework](#).

Sector contribution

- Describe your agency’s contribution and alignment to any agreed sector outcomes and outputs, including ICT enabled cross agency initiatives. Are there sector or cluster investment opportunities?
- Outline the agency’s plan to develop, advance and consume shared capabilities through partnering with others agencies.

Customer centricity

- Make sure customer strategies are identified, recognising ICT’s driving and enabling role in service delivery and/or products for customers, both internally (staff, SLT) and externally (citizens, businesses, specific business or population groups etc.)
- Identify customer pain points and proposed ICT interventions. Customer segmentation models are useful for proposed ICT initiatives and operations (e.g. agency staff, other agency stakeholders, a group of citizens or businesses etc.).

Agency strategic context

- Outline clear drivers for change (*business, technology, industry, NZ economy, legislation etc*) and provide a narrative around the clear line of sight to strategic objectives in business plans, [Four Year Plans](#), and [Long Terms Investment Plans](#) .
- Outline of how ICT fits within the design and service structure of the agency, e.g. ICT’s contribution to each business group/unit’s requirements (outcomes and outputs listed in your agency’s business unit plans).
- Detail or illustrate Governance arrangements for ICT investments, information management, programmes, projects and standards.
- Differentiate between Enterprise ICT and Business ICT in planning, investment and delivery. There needs to be clear articulation of business problem(s) being addressed and how strategic versus operational decision making responsibilities are separated.
- Describe or illustrate the ICT unit’s understanding of the agency’s future business state and the services, systems and structures needed to support it, covering capacity, capability, and transition processes for new ICT operating models, etc.

Align with other internal agency strategies

Digital Strategy

- Take account of any digital or mobile strategies supporting transformation of digital service delivery.

Finance and Portfolio Strategies

- Refer to high-level estimates of change initiatives (projects and programmes) the agency intends to undertake over the term being described. Outline benefits and value of undertaking these initiatives. Ideally the initiatives should already be in [Four Year Plans](#) and [Long Term Investment Plans](#) and supported by a business case that sets out the funding requirements. Describe the range of options considered and the assessment of the best option to meet the business objectives.
- Create a four year timeline of your ICT investment portfolio including [Common Capabilities](#), assets refreshes, ICT enabled projects and programmes, clearly differentiating between Opex and Capex spend.
- Clearly identify ICT investments with approved funding from future investments that are dependent on funding approval. This will need to be updated periodically after key finance decision points in the yearly budget process.

Information Management Strategy

- Ensure there is clear alignment with agency’s Information Management Strategy, covering standards, data governance and approach to managing information assets beyond just technology. Provide clarity about the CIO’s accountabilities for both these areas.

Workforce and capability planning

- Align with any ICT workforce and capability planning and provide evidence of understanding and response to your agency’s current and future business capability needs including planning for meeting these needs (factor in people, process and system capability).
- Consider ICT capability catalogue, capability maturity baseline and development planning.

Sourcing and supplier management

- Align with sourcing and supplier management capabilities, including All-of-Government direction represented in Strategic Supplier Relationship Model. Include:
 - Clear sourcing principles and rationale.
 - Clear approach to addressing your agency’s ICT demand management.
 - Evidence of adoption and co-creation of common or shared capabilities as applicable.

Alignment and contribution to AoG standards and practices

- Refer to the [Government Enterprise Architecture NZ \(GEA-NZ\) standards and practices](#). Enterprise Architecture (EA) needs to be positioned as a business planning discipline, reporting to a senior ICT leader.
- Outline risk management of ICT incorporating current state risk; refer to the [AoG ICT Assurance frameworks and practices](#) for projects, programmes and operations.
- Outline the agencies approach to Cloud, use of COTS, reusing capability from the system and bespoke development.
- Clearly identify business ownership of significant ICT assets through an Asset management catalogue. Provide evidence of -
 - Asset sustainability planning and its linkage to long-term investment planning and 10+ year capital asset management plans.
 - Systematic asset risk identification and treatment including health validation of business critical systems through application portfolio management initiative.
 - Consideration to “2 speed IT” - asset lifecycles for core systems of record are separated from more agile approaches for systems of engagement and innovation to support business processes, and
 - High level information on asset status, lifecycle, strategic roadmaps (tolerate/integrate/migrate/eliminate quadrants).
- Describe the agency’s approach to security and privacy. This includes identity and access management covering capability requirements, governance and accountability.
- Articulate or illustrate a target operating model where applicable.
- Link to SDLC and EPMO processes and approach to agility.

Prioritisation, sequencing and managing dependencies

- By default, priority initiatives should be balanced with baseline pressures and new funding requests should not be relied upon to achieve the ISSP’s objectives.
- Prioritisation and sequencing of ICT investments, initiatives and implementation timelines need to be clearly articulated.
- Map dependencies (including cross agency and system) of proposed ICT activities and incorporate these in delivery plans.

Associated artefacts

- Produce an A3 strategy poster or presentation for the Senior Leadership Team, wider corporate centre (GCIO, Treasury, SSC, and DPMC) and all staff as appropriate. (*The A3 strategy poster summarises the general intent of the strategy and describes the current, transition and future state. It is generally used as a marketing tool to tell the story of the strategy and also provides a high level roadmap of initiatives, interventions and the timeframes in which it will be achieved*).
- Illustrate a roadmap of ICT initiatives - This provides a visual representation of investment pathways of projects and programmes over a timeline with details associated investments (including Capex / Opex).

Note : (The headings above are not reflective of the sections needed in the ICT strategy and planning document, but merely a framework for consideration)