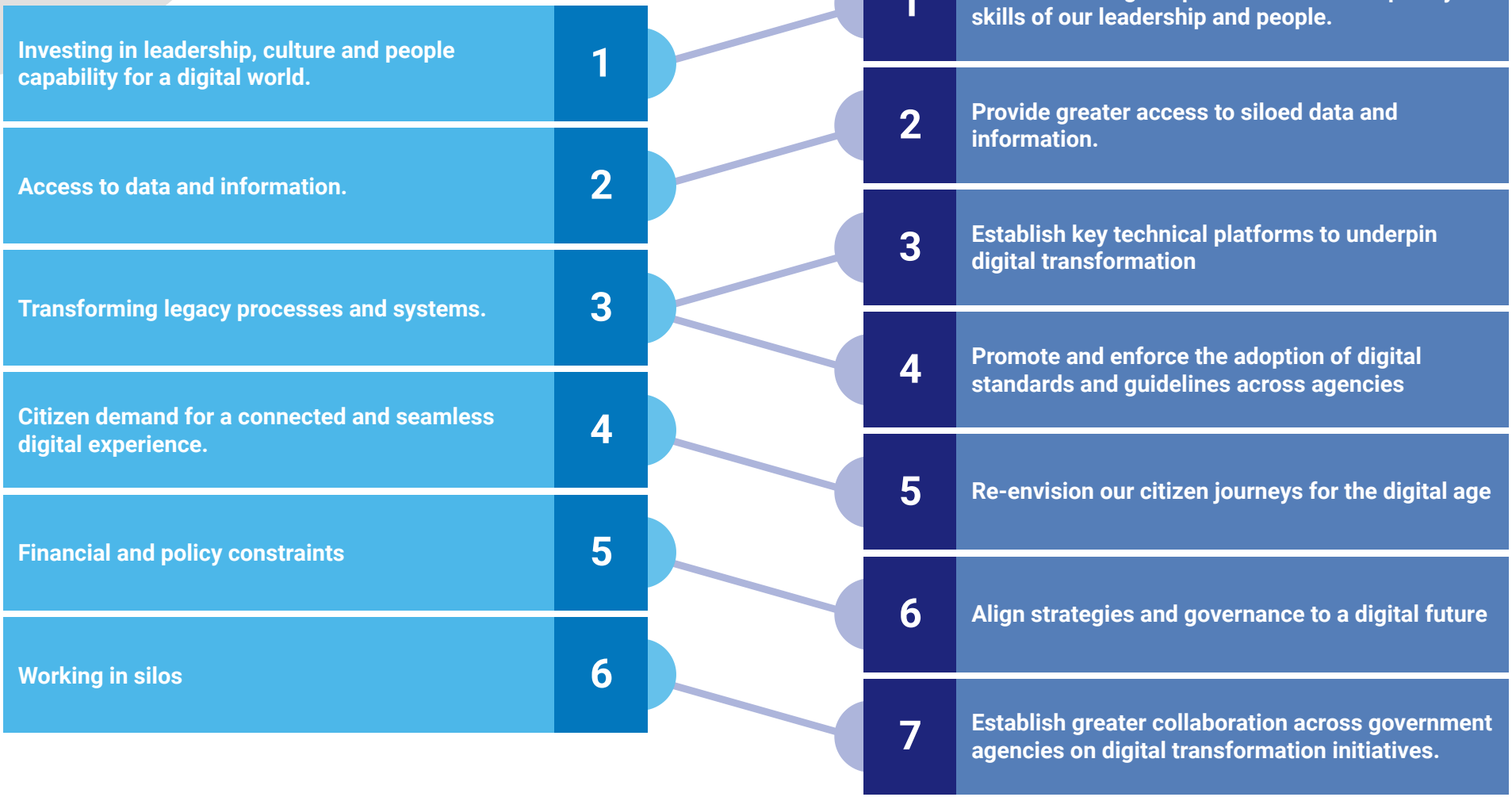
Challenge & Objective Summary

Which challenges are linked to objectives?



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Capability Map

What enables us to do what we do? Do these capabilities deliver to our challenges?

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Core Capabilities

Legislation and Policy Development

Strategic Planning
- Strategic Direction Setting
- Strategic Impact Analysis
- Strategic Plan Development
- Strategy Management
- Plan Management

Legislation Management

Policy Management

Governance
- Compliance Management
- Standards Management
- Corporate Affairs
- Corporate Ethics & Social Responsibility Management
- Business Continuity

Program Execution

Portfolio Management
- Portfolio Prioritisation
- Portfolio Planning
- Portfolio Tracking
- Portfolio Governance
- Portfolio Benefits Realisation
- Business Case Development

Demand Management
- Demand Forecasting
- Demand Control
- Resource Allocation

Programme Management
- Programme Planning
- Programme Execution
- Programme Governance
- Programme Support

Project Management
- Project Planning
- Project Execution
- Project Governance
- Project Quality Management
- Project Support

Service Design and Delivery

Government Service Planning
- Stakeholder Engagement
- Needs Identification
- Stakeholder Journey Management

Government Service Management
- Service Design
- Service Development
- Service Support

Citizen Engagement

Citizen Management
- Citizen Relationship Management
- Citizen Account Management
- Contact Management
- Call Centre Management
- Citizen Feedback Management
- Citizen Service Management
- Citizen Support Management

Community Relationship Management
- Community Engagement
- Constituent Management
- Channel Management
- Public Relations

Supporting Capabilities

Financial Management
- Financial Accounting & Reconciliation
- Financial Accounts Payable and Receivable
- Financial Budgeting
- Financial Analysis
- Financial Reporting
- Financial Capital Management

Organisational Behaviour Management
- Organisational Design
- Organisational Culture
- Organisational Productivity Management
- Organisational Performance Management

Human Resource Management
- Talent Management
- Recruitment
- Payroll & Remuneration
- Compensation & Benefits
- Learning & Development
- People Performance Management
- Grievance Management
- Succession Planning
- Outplacement Management

Training Management
- Certificate & Competency Management
- Training Content Development
- Training Delivery
- Training Practice

Change Management
- Change Assessment
- Change Communications
- Change Acceptance

Marketing Management
- Brand Management
- Event Marketing Management
- Digital Marketing Management
- Marketing Analytics
- Sales Management

Relationship Management
- Partner Relationship Management
- Supplier Relationship Management
- Business Relationship Management
- Business Engagement
- Business Needs Identification
- External Relationship Management
- Relationship Profile Management

Workforce Management
- Workforce Planning
- Workforce Scheduling
- Workforce Training
- Workforce On-boarding/Off-boarding
- Workforce Tracking
- Workforce Relations
- Workforce Health & Safety
- Perm to Work

Business Management
- Risk Management
- Quality Management
- Intellectual Property Management
- Environment Management
- Safety Management
- Emergency & Crisis Management

Business Performance Management
- Business Intelligence
- Data Analytics
- Reporting Management
- Benchmarking
- Outcomes Based Management

Business Process Management
- Business Process Monitoring
- Business Process Improvement
- Business Process Engineering
- Business Process Governance
- Business Process Automation

Asset Management
- Asset Operations
- Asset Sales Management
- Asset Disposal
- Construction Management
- Infrastructure Management
- Fleet & Vehicle Management

Facilities Management
- Building Management
- Plant & Equipment Management
- Utilities Management
- Waste Management
- Facility Security Management
- Maintenance Management

Information Technology Management
- IT Service Design
- IT Service Delivery
- IT Service Operations
- Technology Infrastructure Management
- Application Management
- Communications Technology Management
- Solutions Implementation
- Enterprise Architecture

Information Security Management
- Cyber Security Management

Operational Technology Management
- Operational Technology Monitoring
- Operational Technology Operations
- Operational Technology Maintenance
- Operational Technology Support
- Operational Technology Network

Enterprise Data Management
- Data Integration Management
- Data Governance

Enterprise Information Management
- Enterprise Content Management
- Enterprise Search
- Records Management
- Knowledge Management
- Identity Management

Innovation Management
- Ideas Management
- Experimentation
- Research & Development
- Incubation

Supporting Platforms

Cloud Computing
- Infrastructure as a Service
  - Computing as a Service
  - Storage as a Service
  - Network as a Service
- Platform as a Service
  - Database as a Service
  - Desktop as a Service
- Software as a Service

Artificial Intelligence
- Machine Learning
- Natural Language Processing

Emergent Technology
- Serverless Computing
- Edge Computing
- Quantum Computing
- Blockchain
- Virtual Reality
- Augmented Reality
- Robotics
- Internet of Things
- Robotic Process Automation
- Additive Manufacturing
- Autonomous Vehicles
- Drones

Mobile Computing
- Mobile Provisioning
- Mobile Device Management
- Mobile Application Platform
- Mobile Security Management

Capabilities & Actions

What actions are required for each capability to deliver to its linked objectives?

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Application Management
- Transition to modern frameworks for building applications
- Uplift development team skills in modern software development techniques
- Decommission On Premise Core System Infrastructure
- Commence remediation or replacement of critical systems hindering digital transformation

Business Continuity
- Undertake disaster recovery business impact assessments
- Update documentation to support disaster recovery plans
- Undergo co-ordinated disaster recovery testing

Business Intelligence
- Define BI Strategy
- Identify Critical Key Performance Indicators
- Investigate Cloud BI Solutions
- Select and Procure a BI Solution
- Create Business Dashboards
- Rollout BI Tool
- Undertake needs analysis of current business intelligence, reporting and supporting data requirements

Business Process Automation
- Pilot online workflow management platform
- Design and implement automated processes

Business Process Engineering
- Review and re-engineer low-risk organisational business processes

Business Process Improvement
- Determine candidates for business process improvement and digitisation

Business Process Management
- Review and re-engineer critical organisational business processes

Business Relationship Management
- Establish cross agency meetups on key areas of common interest

Channel Management
- Define Citizen Engagement Channels

Citizen Feedback Management
- Standup Citizen Service Testing Forums
- Establish citizen journey metrics and surveys
- Define outcomes and metrics for success

Cloud Computing
- Evaluate and select cloud platform providers
- Implement cloud platform
- Transition systems to cloud
- Migrate Batches to Cloud
- Identify Product Server Batches
- Identify "Low Hanging Fruit"
- Develop Cloud Migration Strategy

Community Engagement
- Map customer experience in digital future
- Create Citizen Engagement Plan

Community Relationship Management
- Create New Engagement Model
- Design online customer relationship management processes

Compliance Management
- Review current governance mechanisms for alignment to digital transformation and new ways of working.

Constituent Management
- Create Citizen Stakeholder Lists

Data Analytics
- Establish a Data Analytics function
- Identify Relevant Sources of Data
- Improve Data Quality
- Design Data Analytics Pilot
- Establish self-service analytics
- Identify key data sources, data quality, frequency and data interoperability needs
- Undertake design of data warehouse based upon new requirements.
- Establish first "slice" of Data Warehouse to support initial tranche of business use cases
- Establish first "slice" of Data Lake to support initial tranche of business use cases

Data Governance
- Undertake the classification of key data and information and define supporting management framework

Data Integration Management
- Standup Integration Platform
- Understand Integration Requirements
- Assess and Select Integration Platform

Enterprise Architecture
- Appoint an Enterprise Architect
- Application Architecture
- Data Architecture
- Business Architecture
- Define Enterprise Technology Roadmap and Link to Business Strategy
- Technical Architecture
- Integration Architecture
- Establish appropriate business and IT architecture governance
- Define Integration Strategy
- Determine life span and replacement strategy for core systems

Enterprise Data Management
- Define data management strategy
- Establish Data Governance Group
- Define Data Management Model and Processes
- Provide Data Ownership Training
- Identify Use Cases for Data
- Establish Data Owners
- Undertake design of a Data Management platform
- Investigate potential data classification and management technology tools

Experimentation
- Execute experiments with the business to build, learn and adapt new ideas

Government Service Management
- Second Tranche of Services for Transformation
- Third Tranche of Services for Transformation

IT Service Design
- First Tranche of Services for Transformation

IT Service Operations
- Establish Operational Teams

Incubation
- Implement Innovation Management system for Ideas through to Sustaining (Innovation Funnel)

Information Security Management
- Define security management framework
- Undertake security risk assessment
- Appoint a security officer
- Implement security mitigation action
- Security Architecture
- Define Identity and Access Management approach
- Determine IAM platform
- Develop strategy and target architecture for cyber security
- Harden cyber security

Information Technology Management
- Define Digital Transformation Roadmap
- Create IT Strategy
- Create New Operating Model
- Appoint a Chief Digital Officer to lead digital transformation

Innovation Management
- Establish Lean Start-up thinking in the organisation
- Establish Innovation Squad Prototype

Learning & Development
- Executive Coaching for Skills of the Modern Age
- Expand eduction and training programs breadth and depth
- Identify the required skills required by our people to support digital transformation
- Provide training for strategic roadmapping
- Data analytics training and capability uplift

Needs Identification
- Map citizen (customer) journeys
- Understand service needs through focus groups and joint service design workshops with our citizens
- Front line staff workshops to gain citizen journey insights and frustrations

Organisational Culture
- Define our target culture
- Increase Digital Awareness of our Leadership
- Provide awareness training for data literacy, fluency, and culture in particular for leadership roles

Project Management
- Introduce Agile method to the organisation (skills uplift)
- Define an Agile approach
- Engage support to guide teams through execution of their first Agile cycle

Recruitment
- Align recruiting strategies to new skill requirements

Risk Management
- Confirm DR and BCP readiness

Service Design
- Introduce Human Centred Design Tools
- Re-imagine the Service Delivery Model
- Develop cross functional service design and implementation squad
- Retire legacy citizen services

Service Development
- Develop prototype "showcase" citizen centric service
- Engage various business units to solicit ideas on how to deliver a better citizen service
- Transform remaining services to be citizen centric

Stakeholder Engagement
- A "day in the life" of our citizens
- Spend time with our customers including site visits or shadowing

Strategic Direction Setting
- Scenario Planning (10 yr outlook)
- Gain common understanding of the future of government and citizen services
- Ensure Executive endorsement and support of the Strategic Roadmap

Strategic Plan Development
- Research comparators and peer groups
- Establish digital working strategy
- Understand current public sector transformation initiatives

Strategy Management
- Develop a digital transformation strategy

Technology Infrastructure Management
- Undertake risk assessment of legacy systems
- Decommission On Premise Non-Critical System Infrastructure

Workforce Training
- Expand eduction and training program breadth

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Initiatives & Courses of Action

What packages of work should we form from the Courses of Action?

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- **Agile Skills Uplift Stage 1**
  - Define an Agile approach
  - Introduce Agile method to the organisation (skills uplift)
  - Engage support to guide teams through execution of their first Agile cycle
  - Uplift development team skills in modern software development techniques
  - Transition to modern frameworks for building applications
- **Agile Skills Uplift Stage 2**
  - Expand eduction and training programs breadth and depth
  - Introduce Human Centred Design Tools
  - Executive Coaching for Skills of the Modern Age
  - Align recruiting strategies to new skill requirements
- **Agile Skills Uplift Stage 3**
  - Expand eduction and training program breadth
  - Provide training for strategic roadmapping
- **Business Process Review**
  - Determine candidates for business process improvement and digitisation
- **Business intelligence platform implementation**
  - Investigate Cloud BI Solutions
  - Select and Procure a BI Solution
  - Implement cloud platform
  - Establish self-service analytics
  - Rollout BI Tool
- **Citizen Experience Design**
  - Map customer experience in digital future
  - Map citizen (customer) journeys
  - A "day in the life" of our citizens
  - Spend time with our customers including site visits or shadowing
- **Cloud Migration Strategy**
  - Develop Cloud Migration Strategy
- **Cloud Transition (Core Systems)**
  - Identify Product Server Batches
  - Migrate Batches to Cloud
- **Cloud Transition (Non-Critical Systems)**
  - Evaluate and select cloud platform providers
  - Identify "Low Hanging Fruit"
  - Transition systems to cloud
- **Contemporary Operating Model Vanguard Team**
  - Create New Operating Model
  - Establish Operational Teams
  - Create New Engagement Model
- **Core Systems Strategy**
  - Determine life span and replacement strategy for core systems
- **Cross Agency Collaboration**
  - Establish cross agency meetups on key areas of common interest
- **Cybersecurity Hardening**
  - Harden cyber security
- **Cybersecurity Strategy**
  - Develop strategy and target architecture for cyber security
- **DR Testing (Core Systems)**
  - Confirm DR and BCP readiness
- **DR Testing (Non-Critical Systems)**
- **Data Analytics Implementation**
- **Data Analytics MVP1**
  - Identify Critical Key Performance Indicators
  - Create Business Dashboards
  - Design Data Analytics Pilot
  - Establish a Data Analytics function
- **Data Analytics MVP2**
- **Data Culture and Governance**
  - Establish Data Owners
  - Establish Data Governance Group
  - Define Data Management Model and Processes
  - Provide Data Ownership Training
  - Provide awareness training for data literacy, fluency, and culture in particular for leadership roles
- **Data Identification and Improvement**
  - Identify Use Cases for Data
  - Identify Relevant Sources of Data
  - Define data management strategy
  - Improve Data Quality
- **Data Lake MVP 1**
  - Establish first "slice" of Data Lake to support initial tranche of business use cases
- **Data Skills Uplift**
  - Data analytics training and capability uplift
- **Data Warehouse Implementation**
- **Data Warehouse MVP1**
  - Establish first "slice" of Data Warehouse to support initial tranche of business use cases
- **Define Business Intelligence Approach**
  - Define BI Strategy
- **Develop Citizen Engagement Framework**
  - Create Citizen Engagement Plan
  - Define Citizen Engagement Channels
  - Define outcomes and metrics for success
- **Digital Collaboration Platform Establishment**
  - Pilot online workflow management platform
- **Digital Service Prototype**
  - Re-imagine the Service Delivery Model
  - Develop prototype "showcase" citizen centric service
  - Develop cross functional service design and implementation squad
- **Digital Service Transformation Final**
  - Transform remaining services to be citizen centric
  - Retire legacy citizen services
- **Digital Service Transformation MVP1**
  - First Tranche of Services for Transformation
- **Digital Service Transformation MVP2**
  - Second Tranche of Services for Transformation
- **Digital Service Transformation MVP3**
  - Third Tranche of Services for Transformation
- **Digital Transformation Awareness**
  - Increase Digital Awareness of our Leadership
  - Research comparators and peer groups
  - Define our target culture
  - Understand current public sector transformation initiatives
  - Identify the required skills required by our people to support digital transformation
- **Digital Transformation Strategy**
  - Appoint a Chief Digital Officer to lead digital transformation
  - Define Digital Transformation Roadmap
  - Appoint an Enterprise Architect
  - Develop a digital transformation strategy
  - Create IT Strategy
  - Ensure Executive endorsement and support of the Strategic Roadmap
- **Digital Working MVP1**
  - Review and re-engineer low-risk organisational business processes
- **Digital Working MVP2**
  - Review and re-engineer critical organisational business processes
- **Digital Working MVP3**
- **Digital Working Strategy**
  - Establish digital working strategy
- **Disaster Recovery Implementation**
  - Undergo co-ordinated disaster recovery testing
- **Disaster Recovery Strategy**
  - Undertake disaster recovery business impact assessments
  - Undertake risk assessment of legacy systems
  - Update documentation to support disaster recovery plans
- **Enterprise Architecture - Technology Roadmap**
  - Business Architecture
  - Data Architecture
  - Application Architecture
  - Technical Architecture
  - Integration Architecture
  - Security Architecture
- **Establish Citizen Feedback Processes**
  - Standup Citizen Service Testing Forums
  - Establish citizen journey metrics and surveys
  - Understand service needs through focus groups and joint service design workshops with our citizens
  - Front line staff workshops to gain citizen journey insights and frustrations
- **Establish Innovation Management Capability**
  - Establish Lean Start-up thinking in the organisation
  - Implement Innovation Management system for Ideas through to Sustaining (Innovation Funnel)
- **Governance Review**
  - Establish appropriate business and IT architecture governance
  - Review current governance mechanisms for alignment to digital transformation and new ways of working.
- **Identify Citizen Cohorts**
  - Create Citizen Stakeholder Lists
  - Design online customer relationship management processes
- **Identify and Access Management Platform**
- **Identity and Access Management Strategy**
  - Define Identity and Access Management approach
  - Determine IAM platform
- **Information Architecture Strategy**
  - Define Enterprise Technology Roadmap and Link to Business Strategy
  - Undertake needs analysis of current business intelligence, reporting and supporting data requirements
  - Identify key data sources, data quality, frequency and data interoperability needs
  - Undertake design of a Data Management platform
  - Undertake design of data warehouse based upon new requirements.
  - Undertake the classification of key data and information and define supporting management framework
  - Investigate potential data classification and management technology tools
- **Information Security Management Established**
  - Appoint a security officer
  - Implement security mitigation action
- **Information Security Risk Assessment**
  - Define security management framework
  - Undertake security risk assessment
- **Infrastructure Decommissioning (C...**
  - Decommission On Premise Core System Infrastructure
- **Infrastructure Decommission...**
  - Decommission On Premise Non-Critical System Infrastructure
- **Innovation Function Establishment**
  - Establish Innovation Squad Prototype
  - Execute experiments with the business to build, learn and adapt new ideas
  - Engage various business units to solicit ideas on how to deliver a better citizen service
- **Integration Platform**
  - Understand Integration Requirements
  - Assess and Select Integration Platform
  - Standup Integration Platform
- **Integration Strategy**
  - Define Integration Strategy
- **Legacy Systems Remediation Stage 1**
  - Commence remediation or replacement of critical systems hindering digital transformation
- **Legacy Systems Remediation Stage 2**
- **Operating Model Expansion Phase 1**
- **Operation Model Expansion Phase 2**
- **Understand Business Strategy**
  - Scenario Planning (10 yr outlook)
  - Gain common understanding of the future of government and citizen services

Not Assessed Assessed Priority

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Roadmap

How do we sequence our initiatives over the time horizon across the stages in each theme?

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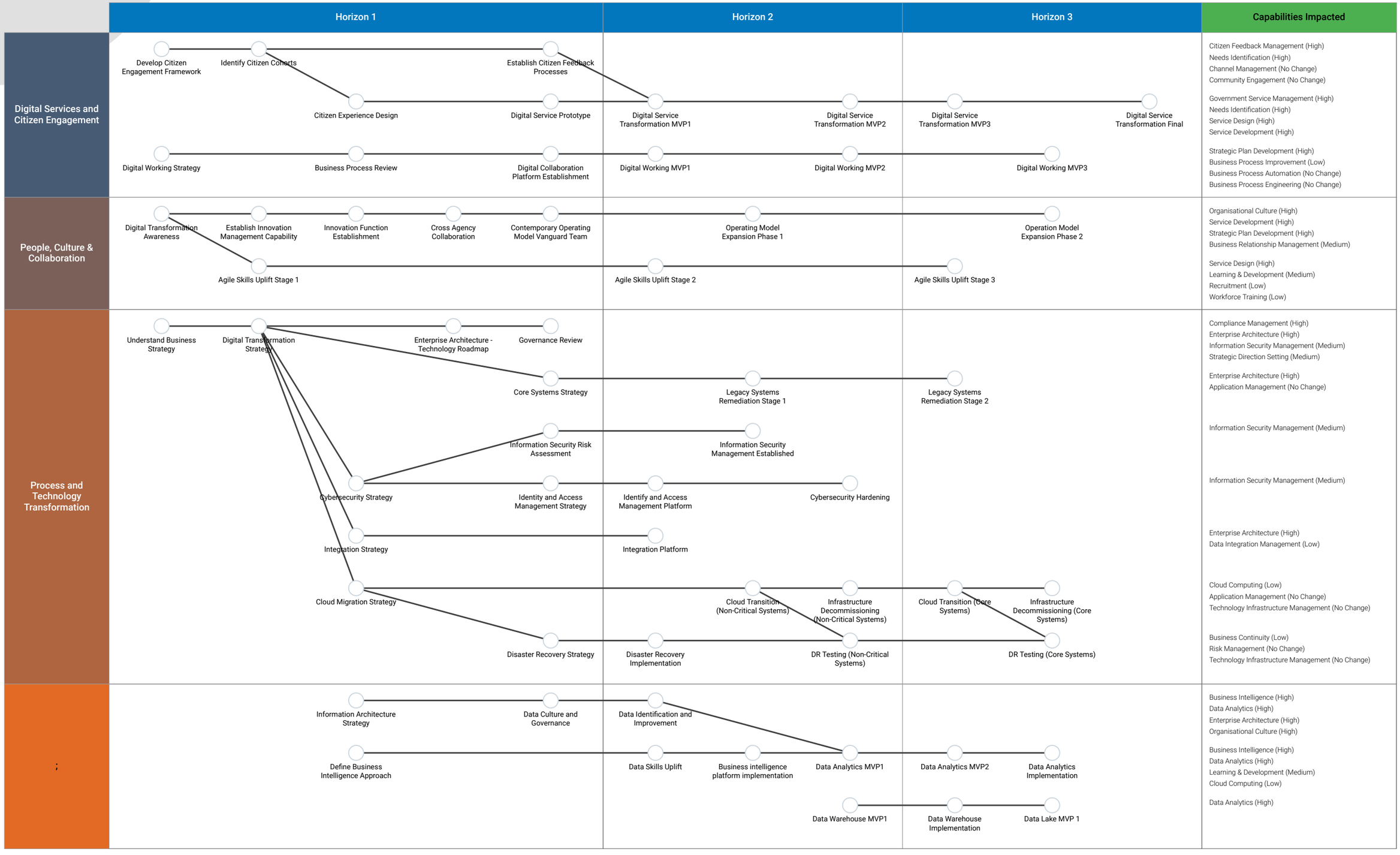

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