Implementing The Functional Leadership Of Government ICT

Proposal

1. This paper asks Cabinet to direct, authorise and fund the GCIO to drive better management of the Government’s $2 billion annual investment in ICT, in co-ordination with the Head of State Services.

Executive Summary

2. The medium term ambition for government information and communications technology (ICT) is to support better public services within tight financial constraints and to speed up the delivery of the Government’s Directions and Priorities for Government ICT. ICT enablement is essential to delivering many of the Better Public Services Results; without it Result targets may well be compromised.

3. As was reported in May 2012, good progress has been made on foundation ICT services [CAB Min (12) 19/4]. This is increasingly being reflected in reduced ICT capital expenditure. However while benefits are being delivered, they have largely occurred in relatively simple areas. The pace of adoption of all-of-government ICT solutions has also been limited by decision making being spread across 200+ State sector organisations, and significant duplication of capability and systems. It is time to increase the pace of change. To deliver greater gains faster, more complex system transformation is needed.

4. To support higher levels of service delivery to New Zealanders, there needs to be a more coherent approach and more directive leadership from the Government Chief Information Officer (GCIO) through greater standardisation and integration of government ICT, but with change executed in collaboration with agencies as business owners. This approach is encapsulated in the GCIO’s proposed operating philosophy: that government ICT be centrally led and collaboratively delivered.

5. Investment in ICT must be more coordinated to make more fiscally sustainable choices and better leverage all-of-government purchasing power. The ability to influence and prioritise ICT investment across agencies and sectors will be critical to the success of functional leadership. Through a range of all-of-government ICT programmes, the GCIO aims to reduce government expenditure by $100 million per annum within five years. To generate a step-change in system performance, the GCIO will:
   • set policy, direction and standards for government ICT;
   • improve investment management system-wide, significantly and measurably reducing government expenditure on ICT;
   • establish and manage more all-of-government services;
   • shape and develop government ICT capability; and
   • track and assure benefits delivery (a review of the financial benefits achieved by existing initiatives is under way).

6. The Department of Internal Affairs has re-prioritised its efforts in support of the Directions and Priorities for Government ICT and is underwriting some further investment (e.g. Cloud implementation) from its balance sheet. However, that will not be enough to ensure the pace of change required if benefits are to be realised in a timely fashion. To make real and immediate progress on all of the above, the GCIO will need additional capability. This requires additional funding of $3 million in 2012/13 and $4 million in
2013/14 and out years. This is a small overhead on the all-of-government ICT spend of $2 billion per annum. The GCIO will provide ongoing reporting to State Sector Reform Ministers on the realisation of benefits. Again, without this investment in core capability, progress will continue to be sub-optimal.

7. The Department of Internal Affairs is also working with central agencies to develop self-sustaining models for future investment funding in Government ICT. The Department and the Treasury are jointly reporting on these to Cabinet shortly.

8. By the end of 2012 the GCIO will present State Sector Reform Ministers with top-line elements of a 5-Year Action Plan for Government ICT which builds on the successes to date from the Directions and Priorities for Government ICT, and which also reflects the new imperatives of the Better Public Services programme. The action plan will set out a work programme for integrating information, service delivery, technology and business processes to deliver better public services for less.

Background

9. Leadership mandates for government ICT primarily derive from the Directions and Priorities for Government ICT agreed in October 2010 [CAB Min (10) 35/A], which is designed to drive efficiency and effectiveness improvements through delivering common capabilities and coordinating agencies in planning, developing, procuring and delivering ICT services. Previous decisions have also established the GCIO as the principal advisor to Government on all-of-government ICT strategy and priorities, and on the performance of agencies and sectors in the ICT field.

10. Good progress is being made in commodity and foundation areas. The one.govt data and telecommunications network is now used by 37 agencies and uptake of the new Infrastructure-as-a-Service solution is running ahead of projections. igovt supports agencies to deliver services online; more than 460,000 igovt logon accounts have been created and over five million transactions have been completed using the igovt service since it was launched in April 2007.

11. However, the development of new services and the pace of adoption of all-of-government ICT solutions has been constrained by persistent issues of fragmented decision making and the duplication of capability and systems. Individual agencies are not in a position to take a system-wide view, while the GCIO has had a limited ability to drive the uptake of, and derive the full benefits from, common capabilities\(^1\). Figure 1 illustrates the current situation wherein some integration has been achieved, but it is not yet systemic. Further improvements need to be delivered through reducing duplication of spending and effort.

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\(^1\) “Common capabilities” include ICT services such as the existing one.govt data and telecommunications network, Infrastructure-as-a-Service (shared storage, computing and data centre services) and igovt (identity verification and logon services), as well as ICT-related all-of-government procurement contracts that have been established in cooperation with the Ministry of Business, Innovation and Employment.
12. A material step forward was taken in July 2012 when Cabinet directed chief executives to (subject to an opt-out process to be agreed):
   • adopt the existing ICT common capabilities; and
   • secure the GCIO’s agreement to their strategic ICT plans and investment intentions [CAB Min (12) 23/12].

13. Cabinet also invited the Minister of State Services and the Minister of Internal Affairs to report to SEC by 28 September 2012 to address issues relating to the GCIO leading the reorganisation of ICT capability in the State Services, and funding for the GCIO.

Scope of ICT Functional Leadership

14. On 14 May 2012 Cabinet agreed that functional leadership is “leadership aimed at securing economies or efficiencies across departments, improving services or service delivery, developing expertise and capability across the Public Service, and ensuring business continuity” [CAB Min (12) 16/10]. ICT provides the Government with a powerful investment lever to drive improvement in these areas.

15. We propose the appropriate model for extending the GCIO’s directive role and accelerating the achievement of the Government’s ICT agenda is one based on a principle of being “centrally led and collaboratively delivered”. Leadership will be clearer than in the past without eliminating agency autonomy, and be exercised through a combination of influence and mandates. The GCIO’s system-wide view will support agencies and sectors to plan and deliver ICT in a more integrated fashion to drive citizen and business-centric service delivery improvements and system efficiencies. Public Service chief executives will contribute to decision making and the delivery of all-of-government ICT solutions through collective governance and responsibility arrangements. Over time, Crown entities will also be invited to contribute.

16. For the purposes of the functional leadership of government ICT the following definition is applied: “ICT spans information management, technology infrastructure, and technology-enabled business processes and services”. The functional leadership of government ICT will focus on:
   • setting direction (policy, strategy and standards);
   • improving investment management system-wide;
   • establishing and managing all-of-government services and contracts;
   • shaping and developing government capability; and
   • tracking and reporting on performance.

17. Cabinet has directed that departments adopt the existing common capabilities. Rather than seek similar Cabinet mandates as new solutions are launched over time, we propose that the GCIO and Head of State Services be authorised to jointly specify when the adoption of new common capabilities will be mandatory for departments, subject to opt-out processes that recognise there will be cases where the benefits of common capabilities need to be traded off against individual agency imperatives.

18. Without clear leadership and direction there are few incentives to move away from a position where agencies design services solely to deliver the functions for which they are explicitly accountable. The proposed model will deliver greater potential to design services across agency boundaries to better meet the needs of citizens and businesses. It will:
   • provide the GCIO with sufficient influence over decision making to exercise functional leadership;
   • explicitly recognise that collaboration is essential to success;
   • require departments (and encourage other State sector agencies) to adopt all-of-government common ICT capabilities, subject to an agreed opt-out process;
   • support, and be supported by, the reorganisation of government ICT capability;
• support a collective approach to service integration and ICT management that will improve interactions for citizens and businesses; and
• drive productivity improvements through rationalising ICT investment, improving information management, and streamlining business processes and ICT operations.

19. The financial benefits of strengthening the GCIO’s leadership role will derive first through system savings from leveraging scale and improving investment prioritisation. Financial benefits vary between common capabilities and continue to be dependent on the rate of agency uptake. The suite of common capability solutions will grow over time, with qualitative and financial benefits being assessed as business cases are developed. Through a range of all-of-government ICT delivery programmes, including implementing functional leadership, the GCIO aims to:
• reduce government expenditure by $100 million per annum within five years; and
• support the delivery of the Better Public Service Result targets for 2017, particularly (though not exclusively) those relating to improving interactions with government for citizens and businesses.

20. Figure 2 illustrates the vision for government ICT wherein government information and business processes are more tightly integrated between agencies to enable better public services to be delivered at less cost.

21. Changes to the State Sector Act and the Crown Entities Act in the in the State Sector and Public Finance Reform Bill will support aspects of functional leadership. They include providing the Minister of Finance and the Minister of State Services with the ability to jointly direct Crown entities to support all-of-government approaches. Assuming the legislation is passed, the GCIO expects to request that this authority be exercised to direct Crown entities to adopt common capabilities.
Implementing the Functional Leadership of Government ICT

22. The GCIO’s functional leadership will require enhanced capabilities to coordinate and shape investment across the system through a coherent action plan. The GCIO’s implementation programme will initially focus on building on the successes being delivered now, then on more complex candidates that promise greater benefits, for example shared call centres or payment systems, new opportunities relating to information and service delivery, and the reorganisation of government ICT capability. These opportunities require further analysis and planning, and this work is under way. Implementation workstreams are outlined below, with a summary included in Appendix A.

23. The success of functional leadership is predicated on culture change across state services agencies which will be difficult to achieve and will need strong central agency support. We expect the GCIO to engage collaboratively with agencies and for chief executives to reciprocate. The State Services Commissioner, acting as Head of State Services, may be asked to become involved in assisting the resolution of any issues. We as Ministers will get involved as needed, to further support collaboration, prioritisation and the success of this work.

Leadership and agency support – centrally led and collaboratively delivered

24. The GCIO is convening a cross-agency group to develop a 5-Year Action Plan for Government ICT for integrating information, services, technology and business processes to deliver better public services and the imperatives for functional leadership. Draft top-line elements will be submitted for discussion with the State Sector Reform Ministers by the end of 2012, with the intention that the full plan is considered by the State Sector Reform and Expenditure Control Committee in March 2013. The action plan and supporting standards will:

- deliver clear system-level investment prioritisation;
- inform the reorganisation of ICT capability;
- lead to improved interoperability, sharing and the delivery of citizen centric services;
- identify skills and future government ICT workforce requirements; and
- allow for further opening up of government information and data to create opportunities for economic growth through new services and cooperation between the public and private sectors.

25. The GCIO will provide more proactive advice to agencies on investment priorities and performance improvement opportunities. This will assist them to navigate planning and implementation challenges and drive the behaviours necessary to increase confidence that benefits will be delivered. This will require an increase in engagement capacity.

26. To better enable leadership of all-of-government ICT, the GCIO (as Chief Executive of the Department of Internal Affairs) is appointing a Deputy Chief Executive with responsibility across both the areas of ICT functional leadership and BPS Result 10. Existing ICT governance arrangements will also be recast appropriately.

Improving investment management

27. ICT solutions have a limited lifespan and the cost of legacy system replacement is an ongoing concern. The combined investment intentions across State Services agencies create a “wall of obsolescence” of existing ICT assets that cannot be fully funded through depreciation. There is a limited window of opportunity to work ahead of agency investment schedules and drive a significantly better outcome for government from the substantial investments to be made in coming years.

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2 Securing economies or efficiencies, improving services or service delivery, developing expertise and capability, and ensuring business continuity.
28. The GCIO will establish investment management capability to work with departments and central agencies to strengthen ICT asset management, including through:
   - engaging early with agencies to assist shaping ICT strategies and investments, and inform four-year budget planning;
   - delivering system-wide visibility of ICT intentions and funding requirements;
   - assisting agencies to develop migration plans to adopt common capabilities and thus reduce the level of ICT assets held on their balance sheets; and
   - proposing the reallocation or write-off of legacy assets for whole-of-system benefit.

29. Improving the coordination of ICT investment management will:
   - deliver a focus on system-wide planning, prioritisation and visibility, and more consistent integration of ICT planning into financial planning cycles;
   - improve the quality, cost effectiveness and impact of system-wide ICT expenditure;
   - mitigate future ICT asset management and depreciation risks; and
   - deliver an improved evidence base to support benefits management and reporting.

Key work programmes and common capabilities

30. The GCIO will continue to lead strategic and transformative ICT work programmes and work with agencies to support adoption. To speed the benefits sought from the Directions and Priorities for Government ICT, the GCIO will increase capacity to oversee centralised investment through the ICT Development Pipeline programme and drive uptake as new common capabilities are implemented\(^3\). This will include opportunities that are more complex than the rationalisation of ICT infrastructure (for example due to the level of change required to agency business practices), but which offer greater benefit. Associated enhancements to tracking and reporting will increase assurance that benefits are being delivered.

31. The next new common capabilities to be launched are:
   - a New Zealand Government Cloud business model that will offer significant financial and non-financial benefits, and the implementation of the first Government Cloud solution, Office Productivity, that offers savings of up to $82 million over 10 years through providing office productivity software (e.g. word processing, spreadsheeting) on a pay-per-use basis. The Government Cloud programme was approved on 20 August 2012 [CAB Min (12) 29/8A]; and
   - Common Operating Environment that will (subject to funding approval) assist 74 agencies to migrate from software that will no longer be supported by the manufacturer from April 2014. A lack of manufacturer support creates security and business continuity risks that must be addressed.

32. The Government Cloud programme is the only current initiative funded past the business case stage. There are 17 further proposals for new investments within the programme – three where business cases are being developed, three where business case development is ready to begin subject to funding decisions, three at an early scoping stage, and eight to be initiated. Prioritisation has resulted in other initiatives being “parked”.

33. This paper does not seek funding to implement these future all-of-government common ICT capabilities. Internal Affairs is funding the establishment of foundation government cloud capabilities and the implementation of the Office Productivity initiative from within existing baselines, with the expectation that these costs will be recoverable over time from agencies through service charges. The Department is working with central agencies to develop long-term sustainable funding models for all-of-government ICT

\(^3\) Note not all common capabilities will be implemented and operated by the Department of Internal Affairs, though the GCIO will retain oversight of each.
initiatives. The Department and the Treasury are jointly reporting on these to Cabinet shortly.

**Benefits tracking and assurance**

34. The GCIO will extend capacity to monitor and report on uptake rates and the system benefits achieved from the adoption of ICT common capabilities. Consistent and robust information will be provided to agencies to inform budgeting and benefits management activity. Actions will include:

- reviewing the financial benefits being delivered by the existing common capabilities;
- developing a consistent method for specifying the direct benefits sought from common capabilities and for assessing their achievement;
- enhance reporting on the tracking and realisation of benefits to the State Sector Reform Ministerial Group; and
- developing and communicating review processes and benchmark criteria.

35. These actions are designed to provide Ministers with better information on the benefits being delivered by existing all-of-government solutions. They will also provide greater confidence in the benefits to be delivered by future initiatives.

**New operating model for government ICT**

36. The GCIO is leading the definition of a new operating model for government ICT to:

- better enable agencies to work across boundaries to transform and enhance services, including to meet targets for the ten Better Public Services Results;
- allow cluster and sector-wide outcomes to be focused on and resourced, including through greater coordination of investment and benefits management;
- reduce overall delivery costs through reducing duplication of business processes, capability and ICT systems, and generating new economy-of-scale benefits; and
- ensure the full breadth of ICT capability more is available to all agencies, particularly small and medium agencies that lack continuity of access to expensive specialist resources.

37. The future operating model will involve significant changes in the way government ICT capability is configured. To be effective it needs to be created and tested in collaboration with agencies. A group of senior agency leaders has been convened for this purpose. Early activities will include:

- working with the Treasury to establish investment guidance that provides for cross-agency solution development and operations; and
- defining cluster hubs around which ICT capability will be organised in the future and identifying functions that should be delivered from the centre.

38. Reorganising ICT capability will involve significant change management and must not reduce the ability of agencies to respond quickly to new challenges or priorities. Risks associated with this approach will be addressed in cooperation with agencies during implementation.

**Funding Approval Thresholds**

39. On 26 March 2012 Cabinet directed the GCIO, in consultation with the Treasury, to provide advice on the opportunities and risks associated with changing the current thresholds for approval processes for funding ICT assets from departmental balance sheets and new capital contributions [CAB Min (12) 10/3A]. Existing thresholds are defined in Cabinet Office Circular CO (10) 2.

40. New mandates to support the GCIO’s visibility and coordination of ICT investment have been issued since March 2012. These include confirming arrangements to use data gathered by the Treasury and the State Services Commission as a source of agency ICT project investment information [CAB Min (12) 19/4], and the requirements that
departments adopt existing common capabilities and secure the GCIO’s agreement to ICT strategies and investment plans [CAB Min (12) 23/12]. The primary source of information regarding agency investment intentions will be the Treasury’s “Project Intentions” data collection. This initiative is utilising lower disclosure thresholds across a number of areas, while the financial thresholds remain aligned with CO (10) 2.

41. It is proposed that the combination of Project Intentions information and the new mandates can meet the information and assurance needs of Ministers and the GCIO, and therefore that no change is required to the current CO (10) 2 financial approval thresholds. Any significant lowering of those thresholds would substantially increase the volume of approval requests Ministers would be required to consider. The requirement that the GCIO agrees all agency ICT investment plans provides another information channel through which the GCIO will become aware of, guide, and can report to Ministers on, ICT asset and investment management across the system.

42. The first tranche of Project Intentions data was delivered in September 2012 for analysis by the GCIO. This analysis will consider implications on depreciation and opportunities to further influence agencies adopt common capabilities more quickly.

Consultation

43. The Treasury and State Services Commission were consulted in the development of this paper. The Department of the Prime Minister and Cabinet was informed.

44. The following agencies were consulted on the broad concepts and proposals presented in this paper: Crown Law Office; Department of Conservation; Education Review Office; Government Communications Security Bureau; Inland Revenue Department; Ministry of Business, Innovation and Employment; Ministry for Culture and Heritage; Ministry for the Environment; Ministry of Defence; Ministry of Education; Ministry of Justice; Ministry of Social Development; Ministry of Transport; Ministry for Primary Industries; New Zealand Defence Force; New Zealand Police; Office of the Clerk; Parliamentary Service; Statistics New Zealand; Te Puni Kökiri.

45. Concepts and proposals have also previously been tested with the State Sector Reform Ministerial group, and with chief executives through the BPS Programme Board and the Chief Executives’ Forum. The Government ICT Council has been informed.

Financial Implications

46. With respect to activities relating to functional leadership, the GCIO is currently funded ($2.000 million per annum) to:
   • provide strategic advice to Ministers in relation to future directions for ICT;
   • provide strategic ICT advice to agencies;
   • engage with agencies to drive the government ICT agenda;
   • support at-risk ICT programmes that require specialist expertise to bring them back on track;
   • support the rollout and adoption of common ICT capabilities; and
   • manage communication channels and content.

47. To implement ICT functional leadership and more rapidly drive service quality and savings outcomes, existing GCIO capacity will need to be extended and new capabilities established in the areas of:
   • policy and planning – a significant increase in capacity and establishment of new capability in benchmarking, monitoring and assurance;
   • commercial, finance and investment management;
   • technology architecture;
   • information management; and
agency engagement, account management and supplier management.

48. This extension of capability and capacity will require an additional $3.000 million in operating funding in 2012/13 and $4.000 in 2013/14 and out years. This investment will fund between 15 and 17 new positions in the Department of Internal Affairs and the development of benchmarking and monitoring solutions. In our view this represents a small overhead on the all-of-government ICT spend of $2 billion per annum⁴.

Human Rights, Legislative Implications and Regulatory Impact Analysis

49. This paper has no human rights, legislative or regulatory implications.

Publicity

50. We anticipate significant interest from agencies and industry in the future direction of government ICT and we intend to release communications as required, in consultation with State Sector Reform Ministers. This may include the proactive release of this paper and corresponding Minute, subject to consideration of any redactions that would be justified if the information had been requested under the Official Information Act 1982 (CO Notice (09) 5). Further consultation and communication with departments will occur during implementation. Publicity and communication requirements relating to the reorganisation of ICT capability will be reviewed as proposals are developed.

Recommendations

51. We recommend that the Committee:

1. agree the appropriate model for the functional leadership of government ICT is one that is centrally led and collaboratively delivered, where the GCIO sets direction through a combination of mandates and influence, and State Services chief executives participate in collective leadership arrangements

2. direct the GCIO to provide ongoing reporting to State Sector Reform Ministers on the tracking and realisation of benefits from ICT functional leadership at a frequency agreed by those Ministers

3. agree that the GCIO and Head of State Services be authorised to specify jointly when it will be mandatory for departments (both Public Service and Non-Public Service departments) to adopt new common capabilities (subject to the Cabinet decision that departments must secure the agreement of the GCIO, and failing that the Head of State Services, if they wish to opt-out of mandated common capabilities and all-of-government contracts)

4. direct the State Services Commissioner, acting as Head of State Services, to support and assist the work of the GCIO by communicating Government expectations to agencies in the State services, supporting the GCIO in engaging the wider State sector, supporting the GCIO in engaging with Ministers on significant agency-level issues, and where necessary taking a hands-on role in helping resolve issues that arise in interactions between the GCIO and agencies

5. agree that the Department of Internal Affairs proceed to implement ICT functional leadership with increased operating costs of $3.000 million in 2012/13 and $4.000 million per annum for 2013/14 and out years

6 **approve** the following changes to appropriations to give effect to the decision in recommendation 5 above, with a corresponding impact on the operating balance

<table>
<thead>
<tr>
<th>Vote Internal Affairs Minister of Internal Affairs</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
<th>2015/16</th>
<th>2016/17 &amp; Outyears</th>
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<tr>
<td>Departmental Output Expense: Information and Technology Services MCOA: Government Information and Technology Services (funded by revenue Crown)</td>
<td>3.000</td>
<td>4.000</td>
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7 **agree** that the proposed change to appropriations for 2012/13 above be included in the 2012/13 Supplementary Estimates and that, in the interim, the increase be met from Imprest Supply

8 **agree** that no change to the current approval thresholds for funding ICT assets from departmental balance sheets and new capital contributions is required to improve the visibility of department ICT investment intentions, as system-wide visibility will now be delivered through the Treasury’s quarterly Project Intentions reporting process and strengthened GCIO mandates

9 **invite** the Minister of State Services to release this paper and corresponding Cabinet Minute, along with those relating to the functional leadership of property and procurement, in consultation with State Sector Reform Ministers

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Hon Dr Jonathan Coleman  
Minister of State Services

Hon Chris Tremain  
Minister of Internal Affairs

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Appendix A: Implementation Actions (summary)

The GCIO will take the following actions to increase the pace of change.

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<th>Establish and extend</th>
<th>Implementation Actions (to deliver full scope)</th>
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<tr>
<td><strong>Leadership and decision making</strong>&lt;br&gt;Centrally led, collaboratively delivered&lt;br&gt;Drive alignment with Government ICT policy and BPS Results&lt;br&gt;Drive uptake of common capabilities to deliver savings and service improvement</td>
<td>▪ Require departments secure GCIO agreement to ICT strategies and investment plans ✓&lt;br&gt;▪ Define sustainable funding models (Nov 12)&lt;br&gt;▪ Revise governance (Q2 12/13)&lt;br&gt;▪ Enhance tracking, communications and reporting (Q2 12/13)&lt;br&gt;▪ Up-scale agency engagement and account management (Q3 12/13)</td>
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<td><strong>5-Year Action Plan for Government ICT</strong>&lt;br&gt;Establish clear pathways for:&lt;br&gt;▪ securing economies and efficiencies&lt;br&gt;▪ improving services</td>
<td>▪ Revise the Government ICT Roadmap (Oct 12)&lt;br&gt;▪ Publish the 5-Year Action Plan for Government ICT (Mar 13)&lt;br&gt;▪ Establish a new Government Enterprise Architecture (Q3-Q4 12/13)&lt;br&gt;▪ Lead the development of standards (Q3-Q4 12/13)</td>
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<td><strong>Benefits tracking and assurance</strong>&lt;br&gt;Monitor and report on uptake rates and benefits realisation</td>
<td>▪ Review the financial benefits being delivered by existing common capabilities (Oct 12)&lt;br&gt;▪ Establish a framework for specifying direct benefits (consistent metrics) and for assessing their achievement (Q2 12/13)&lt;br&gt;▪ Enhance benefits tracking and reporting to Ministers (Q2 12/13)&lt;br&gt;▪ Develop and communicate review processes and benchmark criteria (Q2 12/13)</td>
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<tr>
<td><strong>Investment management</strong>&lt;br&gt;Improve ICT asset management&lt;br&gt;Reduce the level of ICT assets held on agency balance sheets</td>
<td>▪ Use central agency data as a source of agency ICT investment intentions ✓&lt;br&gt;▪ Require that departments adopt existing common ICT capabilities ✓&lt;br&gt;▪ Require that departments secure the GCIO’s agreement to investment plans ✓&lt;br&gt;▪ Extend processes for evaluating agency ICT strategies and investment plans (Sept 12)&lt;br&gt;▪ Establish (with central agencies) approaches for tracking expenditure patterns (Q3 12/13)</td>
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<tr>
<td><strong>Key work programmes and common capabilities</strong>&lt;br&gt;Accelerate the ICT Development Pipeline programme&lt;br&gt;Assist agencies to understand the benefits common capabilities and work with them to support adoption</td>
<td>▪ Implement the Government Cloud programme and support agencies to adopt Government Cloud solutions (begins Sept 12)&lt;br&gt;▪ Establish an opt-out process that drives service development and transformation (Oct 12)&lt;br&gt;▪ Lead market engagement with ICT vendors and researchers to improve value for money and increase innovation in service delivery (Q2 12/13)</td>
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<td><strong>ICT operating model</strong>&lt;br&gt;Collaborative delivery&lt;br&gt;Lead the implementation of a new operating model for government ICT</td>
<td>▪ Consult on and establish the operating model, supporting frameworks and transition guidance (Q2 12/13)&lt;br&gt;▪ Work with central agencies to establish models for cross-agency investment (Q2 12/13)&lt;br&gt;▪ Consult on and identify the target cluster hubs around which ICT capability will be organised (Q2-Q3 12/13)&lt;br&gt;▪ Establish mechanisms for delegating cluster ICT leadership – a strategic, transformational function (Q2-Q3 12/13)</td>
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