



Australian Government
Department of Immigration
and Citizenship

Information Communication Technology Strategic Plan 2011–15



© Commonwealth of Australia 2011

This work is copyright. You may download, display, print and reproduce this material in unaltered form only (retaining this notice) for your personal, non-commercial use or use within your organisation. Apart from any use as permitted under the *Copyright Act 1968*, all other rights are reserved. Requests for further authorisation should be directed to the:

Commonwealth Copyright Administration
Copyright Law Branch
Attorney-General's Department
Robert Garran Offices
National Circuit
Barton ACT 2600

Fax: 02 6250 5989

Email: commonwealth.copyright@ag.gov.au

Foreword



‘The purpose of the Department of Immigration and Citizenship is to build Australia’s future through the well-managed movement and settlement of people.

We play a crucial role in delivering the government’s economic, social and security agendas.

Our work is premised on the need to manage temporary and permanent flows in and out of Australia, and their consequences, in the national interest.’

DIAC Strategic Plan 2011–12

The DIAC Information Communication Technology (ICT) Strategic Plan recognises the critical role of ICT services in supporting the department’s business and the provision of services for our clients and our stakeholders—the government, the public and our departmental business partners.

The plan aligns with the DIAC Strategic Plan 2011–12 and describes how the department’s priorities, as well as other environmental factors such as the whole-of-government context, will shape our ICT services and defines our major ICT priorities over the next four years. The plan also links to the key actions and detailed plans that underpin those priorities.

Over the past five years, we have delivered one of the largest business transformation programs in the Australian public and private sectors through the *Systems for People* program. The program has provided a foundation for the department’s current transformation agenda, as we look to continue to transform our processes, systems and infrastructure. A key priority is to leverage the technical foundation as well as the lessons learned from the *Systems for People* program as we progress the roll-in of all visa classes into the new Generic Visa Portal. This will support advanced risk management practices for visa processing, a more agile response to policy and legislative change, globally consistent business processes, the consolidation of visa processing, and improved online services.

The ICT Strategic Plan charts our course for ICT services in the department for the next four years in conjunction with the Architectural Road Maps and the ICT Capital Plan.

The ICT Strategic Plan will be revised annually to define the directions for our rolling four-year Investment Road Map.

Andrew Metcalfe
Secretary



Tony Kwan
Chief Information Officer

The ICT Strategic Plan

DIAC Strategic Plan 2011–12

The nine most crucial priorities facing the department over the next 12 months (2011–12) are:

- Develop and implement an action plan to deliver on key initiatives for Australia’s social cohesion and multicultural policies.
- Effectively manage irregular migration and detention processes and develop international solutions including a regional cooperation framework.
- Continue the department’s transformation through innovative service delivery and increasing overall efficiency.
- Contribute to the sustainable population strategy through the development and implementation of a long term migration planning framework and the management of our visa and migration programs, to ensure delivery of key policy priorities of skilled migration, student visa reforms and visa simplification.
- Perform business without compromising standards or statutory obligations.
- Identify activities that can be scaled back without increasing risk and cease activities that are of low priority in order to manage within the department’s budget.
- Inform the public discourse and continue to build public confidence in our programs.
- Support our staff to develop and deliver.
- Continue to foster and build strategic stakeholder, government and community relationships.

ICT will work in partnership with all areas of the department...

To support and enable:	To provide information that:	To ensure systems and services are:	Through a shared services business model that provides:
<ul style="list-style-type: none"> • responsiveness to changing government requirements and circumstances • innovative service delivery • increased efficiency • consistent and sound decision making • effective risk management • improved online services • the delivery of the department’s continued transformation • effective organisational change 	<ul style="list-style-type: none"> • delivers a complete view of our clients • allows timely and comprehensive reporting • improves accessibility • strengthens our analytical capability 	<ul style="list-style-type: none"> • efficient • effective and timely • reliable • secure • agile • accountable • value for money • capable • recoverable 	<ul style="list-style-type: none"> • on time, on budget, quality projects • sound planning through the ICT four-year capital management plan • identification of activities that can be scaled back to deliver savings • improved governance frameworks

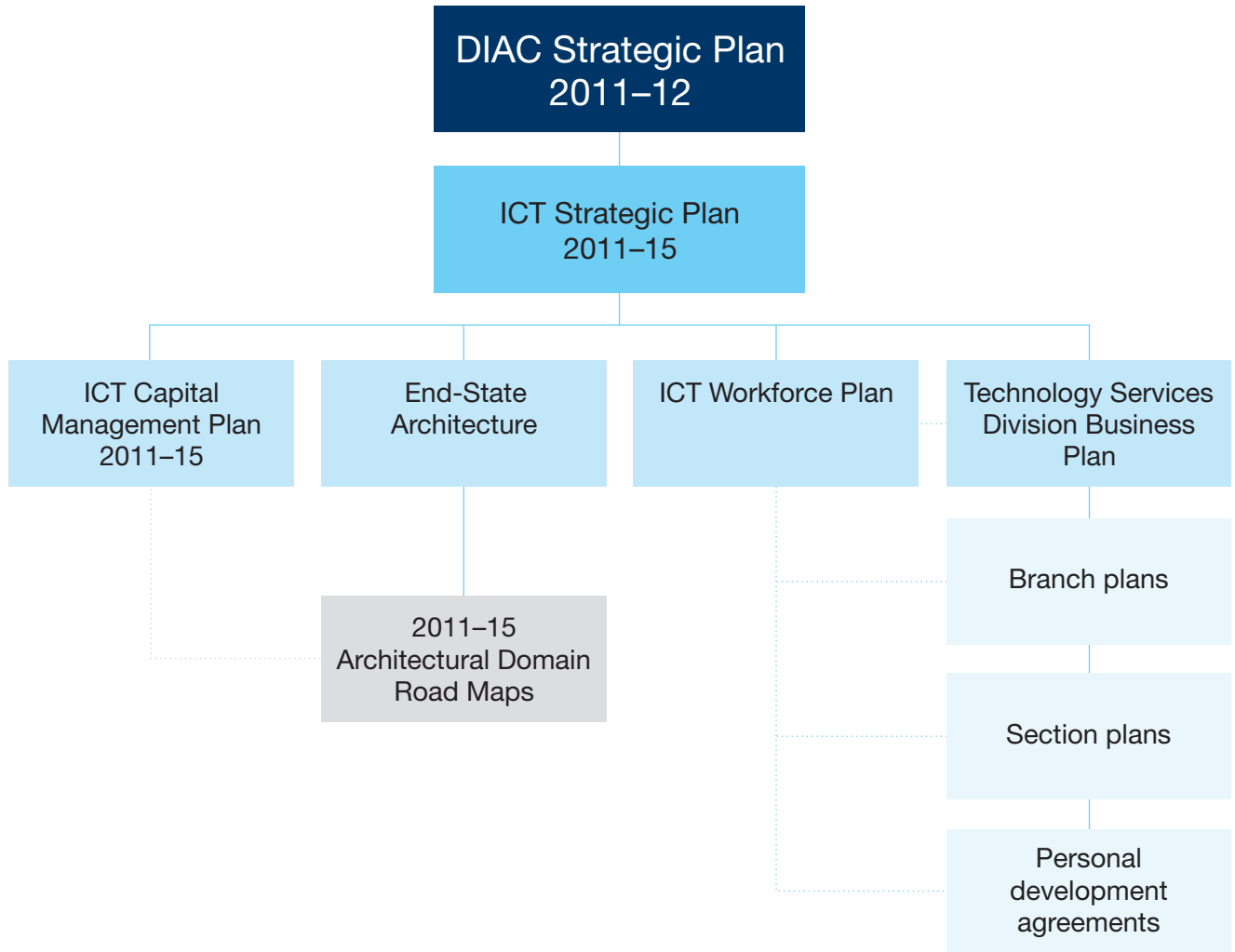
In the context of...

Responding to government priorities	Whole-of-government initiatives	Active international engagement	Supporting further transformation	24/7 mission-critical operations	Volatile security environment	Evolving technology opportunities	Multi-vendor environment	ICT labour market
-------------------------------------	---------------------------------	---------------------------------	-----------------------------------	----------------------------------	-------------------------------	-----------------------------------	--------------------------	-------------------

To achieve these outcomes Technology Services Division’s major priorities are...

- | | |
|---|---|
| <ul style="list-style-type: none"> • implementing the government’s client service agenda including transformation • implementing whole-of-government ICT initiatives • maintaining, protecting and supporting the department’s systems • improving information management practices | <ul style="list-style-type: none"> • supporting our staff to develop and deliver • enabling improved management reporting • improving service management and service delivery • implementing the ICT Infrastructure Management Plan |
|---|---|

ICT Strategic Plan is part of an integrated set of planning documents



In the context of...

Responding to government priorities	Whole-of-government initiatives	Active international engagement	Supporting further transformation	24/7 mission-critical operations	Volatile security environment	Evolving technology opportunities	Multi-vendor environment	ICT labour market
-------------------------------------	---------------------------------	---------------------------------	-----------------------------------	----------------------------------	-------------------------------	-----------------------------------	--------------------------	-------------------

Responding to government priorities

Through leveraging our current ICT capability we are well positioned to respond to government priorities. The implementation of capabilities identified in the Domain Road Maps, aligned to the End-State Architecture will give us the platforms to respond with greater agility to policy and legislative change.

We will support the management of our visa and migration programs through the roll-in of visa subclasses into the Generic Visa Portal.

Better services for clients

A core objective of the Blueprint for reform of the Australian Government Administration is better services for citizens (clients). The department has a global and culturally diverse client base and ICT will support the department in providing new and improved channels to deliver services via technology for our client base.

The *Systems for People* program provided a strong foundation for business transformation in this area. As we continue the transformation journey we will continue to use innovative technology and leading edge best practice, to improve our services to clients and the integrity of our programs.

Rules technology—innovation and new capability to respond to government priorities

We continue to develop a world class business rules capability that enables greater agility in responding to policy and legislative change and strengthens the integrity of our programs. Our business rules capability supports staff in making consistent and accurate decisions. This allows us to deliver high levels of compliance to Australia's migration and citizenship laws and to have confidence in our decision making.

Supporting sound business outcomes—appropriate and accountable decisions for Australia and our clients

- Harness innovative technology and processes.
- Provide tailored and responsive services that meet the diverse needs of our clients.
- Provide clients with clear, consistent and accurate information.
- Ensure the consistent and verifiable application of government policy.

In the context of...

Responding to government priorities	Whole-of-government initiatives	Active international engagement	Supporting further transformation	24/7 mission-critical operations	Volatile security environment	Evolving technology opportunities	Multi-vendor environment	ICT labour market
-------------------------------------	---------------------------------	---------------------------------	-----------------------------------	----------------------------------	-------------------------------	-----------------------------------	--------------------------	-------------------

Connected and responsive government

Our ICT strategy enables the departmental strategic plan, but also supports the implementation of whole-of-government technology initiatives. The department is currently implementing a number of these initiatives.

- Ongoing ICT efficiency measures—use of cross-agency procurement panels, use of whole-of-government ICT arrangements and targeted recruitment.
- Portfolio, Program and Project Management (P3M).
- Developing and expanding existing electronic service delivery capabilities.
- Process re-engineering to standardise transactions and enable an increased use of decision support systems and risk-tiering technology.
- A standard architecture consistent with the Australian Government Architecture.
- Green ICT—sustainable and energy-efficient delivery of ICT services.
- Aligning with the new Department of Finance and Deregulation four-year capital funding process.
- Delivery of the Digital Information Management and Recordkeeping Policy (National Archives Australia).

Whole-of-government initiatives

The Australian Government Information Management Office is progressing reforms to enable a more connected and responsive government.

Whole-of-government initiatives include:

- use of innovative technologies to improve access to government information and enable the public to have a greater role in forming policy (Gov 2.0)
- transition to a more accessible online environment (Web Accessibility National Transition Strategy)
- targeted and strategic investments in technology to reduce duplication and cost
- use of common, complete business processes between government agencies
- assessment and development of new capabilities in the public sector supporting online and electronic service delivery
- building upon progress-to-date of the ICT Reform Program
- reducing reliance on, and storage of, paper based stockpiles.

In the context of...

Responding to government priorities

Whole-of-government initiatives

Active international engagement

Supporting further transformation

24/7 mission-critical operations

Volatile security environment

Evolving technology opportunities

Multi-vendor environment

ICT labour market

Active international engagement

The department has positioned itself as a leader in business transformation in government. As well as technological capability, we have developed competencies in governance, organisational change management, automated decision support, business process modelling, enterprise architecture, and risk management.

As a result, the department is leading the way on strategic business transformation within the Five Countries Conference (FCC)—a major international forum on migration and border security issues. Other member nations are Canada, New Zealand, the United Kingdom and the United States of America.

By continuing to foster and build strategic relationships with our major international partners, we seek to leverage opportunities arising from these transformation capabilities. Our priority is to implement the forward work program that explores the potential for further bilateral and multilateral exchanges.

Benefits of fostering and building strategic stakeholder relationships with international partners

The department is already contributing to the capability development within other FCC members' business transformation programs, through an ongoing program of information exchanges by technical and competency specialists.

Other benefits of building strategic stakeholder relationships with international partners include:

- reciprocal access to other FCC member facilities
- the exchange of technology solutions between countries to maximise mutual interests
- staff exchanges between member states, to the benefit of both organisations and individuals
- sharing information, data and best practice to enhance the way we collectively manage clients
- collaboration on projects to achieve financial savings.

In the context of...

Responding to government priorities	Whole-of-government initiatives	Active international engagement	Supporting further transformation	24/7 mission-critical operations	Volatile security environment	Evolving technology opportunities	Multi-vendor environment	ICT labour market
-------------------------------------	---------------------------------	---------------------------------	-----------------------------------	----------------------------------	-------------------------------	-----------------------------------	--------------------------	-------------------

Global Systems Program (GSP)

The Generic Visa Portal (GVP) will enable the Client Services Transformation Strategy (CSTS) and the Visa Simplification and Deregulation (VSD) program benefits to be achieved. The Global Systems Program (GSP) has been established to support the CSTS and VSD to achieve the following organisational objectives:

- Deliver services more efficiently and effectively.
- Achieve consistent integrity outcomes.
- Promote automation of visa services and visa processing.
- Provide global flexibility resulting in a better client experience.

The GSP will leverage the capability delivered to date in the GVP and roll-in the remaining visa subclasses as well as any additional or pre-requisite functionality and infrastructure required to support business activities.

The GSP will also support the significant expansion of the online channel by delivering eVisa products in line with the GVP roll in strategy. The GSP will be managed through the GSP Oversight Committee, made up of key business and ICT executives and chaired by the Chief Information Officer.

Supporting further business transformation

The *Systems for People* program has provided a solid foundation for the department's current transformation agenda, as we look to continue to transform our processes, systems and infrastructure. A key priority is to leverage the technical foundation as well as the lessons learned from the *Systems for People* program.

Key objectives include:

- increased electronic engagement and improved service delivery for clients
- increased utilisation of eLodgement for all visa and citizenship products
- timely roll-in of all visa sub classes into GVP
- improved approach to risk-based processing
- leveraging the Client Data Hub to further support a single, global view of the client
- further standardisation of business processes and transactions
- transition to greater use of online channels
- development of the existing Business Intelligence platform
- exploiting innovative technologies such as cloud computing and collaboration tools to support agile services.

In the context of...

Responding to government priorities

Whole-of-government initiatives

Active international engagement

Supporting further transformation

24/7 mission-critical operations

Volatile security environment

Evolving technology opportunities

Multi-vendor environment

ICT labour market

24/7 Mission critical operations

We are working in challenging times—agility, flexibility and support for our staff are keys to our ongoing success. Our staff must have reliable tools so they are able to perform their work efficiently, effectively and confidently, to support our international client base.

We must ensure our systems are available 24 hours a day, seven days a week to all 100 locations globally. Additionally, we must improve our systems for rural and remote field activities.

Our systems are our clients' pathway into the department. Our systems must provide a simple, effective and accessible tool for our clients.

We must remain open for business by continuing to support our existing services and applications.

24/7—reliable and stable services

- Accessible, secure and highly available systems which support our staff and global clients.
- Consideration for the needs of our staff and clients (the people who use the systems) at all stages of the service development process. This includes mechanisms to support staff working at the front-line both onshore and offshore.
- Supporting business continuity by ensuring ICT systems can be resumed within required and agreed business timeframes.

In the context of...

Responding to government priorities	Whole-of-government initiatives	Active international engagement	Supporting further business transformation	24/7 mission-critical operations	Volatile security environment	Evolving technology opportunities	Multi-vendor environment	ICT labour market
-------------------------------------	---------------------------------	---------------------------------	--	----------------------------------	-------------------------------	-----------------------------------	--------------------------	-------------------

Meeting the demand and challenges of processing Irregular Maritime Arrivals (IMAs)

The Compliance, Case Management, Detention and Settlement Portal is focussing on supporting IMA-related business processes in a single system. This tool underpins one of DIAC's key strategic priorities for 2011–12, which is the effective management of IMAs and detention processes. Key features are:

- flexible and accurate information collection
- robust and accurate reporting
- support for offline data capture
- improved systems performance in remote locations.

Effective, reliable systems which support our strategic priorities

- Determine optimal technology solutions to meet the department's business needs.
- Technology solutions that are consistent with the End-State Architecture.
- Agility to 'move with the times'.
- An environment that fosters innovation and responsiveness.

Volatile security environment

In a changing and volatile global environment, national security and border management are increasingly important and are the focus of considerable community and media attention. In partnership with other departments, we play a key role in protecting Australia from international threats of people smuggling and trafficking, terrorism, organised crime, and disease. Our business transformation journey continues to ensure secure, responsive, recoverable and effective systems to support this national objective.

Evolving technology opportunities

Assessment and implementation of emerging technology opportunities will ensure that we meet the department's long term business requirements:

- Technology advances which increase performance, capability and value for money.
- Leverage industry learning and best practice.
- Implementation of whole-of-government initiatives.
- Support our staff in a changing work environment.

In the context of...

Responding to government priorities

Whole-of-government initiatives

Active international engagement

Supporting further transformation

24/7 mission-critical operations

Volatile security environment

Evolving technology opportunities

Multi-vendor environment

ICT labour market

Multi-vendor environment

External Service Providers (ESPs) play a key role in the development and support of the department's ICT related capabilities.

In meeting DIAC's business transformation and the whole-of-government ICT initiatives, there is a need to continue to ensure a strategic and coordinated approach to ESP engagement and the management of multiple ESPs.

The DIAC Service Provider Integration Charter provides the guiding principles for service delivery and relationship management expectations for ESPs.

ICT labour market

The success of our ICT capability can be attributed to the people who manage, build and support it.

The department will ensure sound strategies to attract, develop and retain a high performance workforce.

We will work to retain an optimal mix of Australian Public Service and external supporting staff. Engaging in mentoring and knowledge transfer programs allows us to create the required workforce for the future.

Contractual service relationships with vendors and professional service providers

- Create new and innovative market opportunities.
- Continually strive, in partnership with vendors, to ensure performance complies with, or exceeds, agreed service levels and all parties work together to deliver a seamless end-to-end service.
- Innovative engagement models.
- Ethical and efficient contract management.

Attracting and retaining competent and innovative people

- Implementing our ICT workforce plan within the framework of the DIAC People Plan.
- Implementing DIAC recruitment and retention policies aligned with the People Plan.
- Maintaining and enhancing staff skills through appropriate development options.

Partnering with business

The Technology Services Division will work within the governance structure to partner with business areas, so that we are able to deliver quality systems that support the department's overarching goals and objectives. We will strive at all times to deliver the highest quality service.

Governance

The department's ICT governance and decision making mechanisms are based on industry best practice and underpin the themes of integrity, agility, consistency and quality of ICT outcomes.

ICT governance arrangements include processes that support the delivery of projects identified as priorities in this Strategic Plan, the Technology Services Division Business Plan and the four-year ICT Capital Management Plan.

The strategic priorities in these plans will be managed in accordance with approved frameworks, including the Program Management Plan, Risk Management Plan, Benefits Realisation Strategy, Change Management Plan, and ICT Security Accreditation Framework.

To further support this, the department is undertaking a Capability Improvement Program focused on improving portfolio, program and project management in accordance with whole-of-government practice and AGIMO standards.

Manage—Build—Run

The department's ICT governance model is based on best practice ICT industry standards and is based on the themes of manage, build and run.

These organisational arrangements align with the broader business services model and build on the technical foundations delivered by the *Systems for People* program with the goal of ensuring high quality ICT outcomes in a tight fiscal environment.

The Technology Services Division forms part of the Business Services Group (BSG). The BSG draws together internal specialist service areas with the aim of delivering high quality, professional services to our internal clients. The group is implementing a shared services business model based on a service catalogue approach to ensure consistency and quality in service delivery.

'I believe that ICT must be closely aligned with business to deliver robust, effective and relevant systems in a timely and cost effective manner...' Tony Kwan, CIO

End-State Architecture and the Architecture Domain Road Maps

The End-State Architecture defines the strategic goals for the evolution of all of the department's ICT systems over the next four years.

Underpinning the End-State Architecture are a series of Architecture Domain Road Maps that guide the ongoing development of the department's ICT systems towards that End-State. Each domain Road Map defines the system capabilities to be delivered according to a three-release-per-year schedule. The Road Maps are guided by, and support, DIAC's business strategic planning.

Business and ICT working in partnership to ensure our systems deliver agreed outcomes.

The ICT Capital Management Plan

Aligned with the Architecture Domain Road Maps is the four-year Capital Management Plan. It is aligned to our End-State Architecture and provides the foundation for investment decisions by program, as well as other investment categories such as New Policy Proposals.

Enterprise Architecture principles

The evolution of DIAC's ICT systems is guided by a set of industry aligned Enterprise Architecture principles:

- Benefit justified IT investment
- Standards based
- Services based architecture
- Minimise technical diversity
- Maximise interoperability
- Minimise vendor dependence
- Holistic coordinated governance
- Responsive change management
- Reuse before Buy before Build
- Data is an asset
- Data is shared and accessible
- Data has a trustee
- Secure information
- Business continuity
- Easy to use and accessible
- Common vocabulary
- Whole-of-government approach
- Agility
- Cost-effective Cloud services

To achieve these outcomes Technology Services Division's major priorities are...

The major ICT priorities are listed below. These will be delivered in partnership with DIAC business areas, with the Technology Services Division having overall responsibility for these actions.

These major priorities incorporate a range of activities including project, business as usual, and ongoing capability improvement. Details of the specific priority items including their budgets, are found in the relevant lower level documentation (such as the ICT Capital Management Plan and TSD Divisional Business Planning documents). Governance and reporting arrangements for the major priorities included in this document, and the lower level documentation, is in accordance with the project management framework and ICT governance framework.

Major priorities	Key actions	Due dates
1 Implement the government's agenda including transformation	1.1 Implement the required policy and legislative change in the department's systems	Ongoing
	1.2 Support DIAC's business services transformation by rolling in visas to GVP including online capabilities	December 2014
	1.3 Provide optimal solutions to support the department's business needs	Ongoing
	1.4 Continue active decommissioning program	Ongoing
2 Implement whole-of-government ICT initiatives	2.1 Successful delivery of ICT efficiency projects	Ongoing
	2.2 Participation in cross-agency working parties	Ongoing
3 Maintain, protect and support the department's systems	3.1 Implement cost-effective service level agreements with business	First quarter 2012
	3.2 Ensure systems and services are performing to agreed service levels	Ongoing
	3.3 Improve the recovery capability of the department's critical systems	Fourth quarter 2012
4 Improve information management practices	4.1 Implement the departmental records and data management plan	Fourth quarter 2012
	4.2 Support implementation of the department's management reporting plan	Fourth quarter 2012

Major priorities	Key actions	Due dates
5 Support our staff to develop and deliver	5.1 Ensure coordinated recruitment and management of high quality ICT resources to support the department	Ongoing
	5.2 Implement improved collaboration capabilities	Ongoing
	5.3 Revise and implement the ICT Workforce Plan to support the four-year ICT Investment Road Map	Third quarter 2011
	5.4 Improve the Remote Access solution (e.g. support tele-working policy)	TBA
6 Enable improved management reporting	6.1 Support the delivery of the business intelligence sub-program	Ongoing
7 Improve service management and service delivery	7.1 Implement the ICT Service Management Strategy	Ongoing
	7.2 Implement phase 2 of the ICT Service and Systems Catalogues	Fourth quarter 2011
8 Implement the ICT Infrastructure Management Plan	8.1 Implement ICT Infrastructure Management Plan	First quarter 2012
	8.2 Maintain and implement the Agency Security Plan	Ongoing