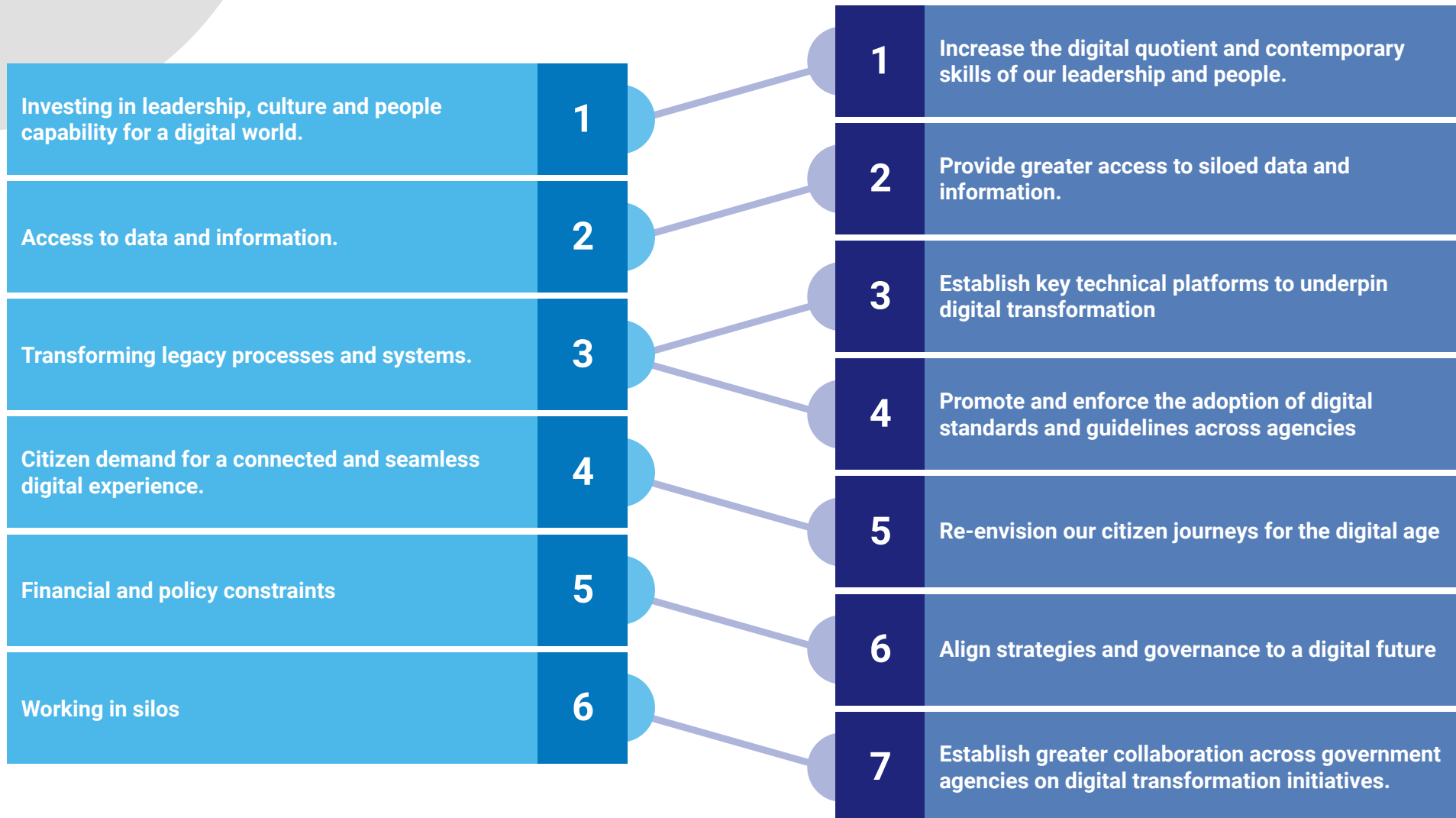




## Challenge & Objective Summary

Which challenges are linked to objectives?





### Capability Map

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





# Capabilities & Actions

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

<b>Application Management</b> <ul style="list-style-type: none"> <li>Transition to modern frameworks for building applications</li> <li>Uplift development team skills in modern software development techniques</li> <li>Decommission On Premise Core System Infrastructure</li> <li>Commence remediation or replacement of critical systems hindering digital transformation</li> </ul>	<b>Business Continuity</b> <ul style="list-style-type: none"> <li>Undertake disaster recovery business impact assessments</li> <li>Update documentation to support disaster recovery plans</li> <li>Undergo co-ordinated disaster recovery testing</li> </ul>	<b>Business Intelligence</b> <ul style="list-style-type: none"> <li>Define BI Strategy</li> <li>Identify Critical Key Performance Indicators</li> <li>Investigate Cloud BI Solutions</li> <li>Select and Procure a BI Solution</li> <li>Create Business Dashboards</li> <li>Rollout BI Tool</li> <li>Undertake needs analysis of current business intelligence, reporting and supporting data requirements</li> </ul>	<b>Business Process Automation</b> <ul style="list-style-type: none"> <li>Pilot online workflow management platform</li> <li>Design and implement automated processes</li> </ul>	<b>Business Process Engineering</b> <ul style="list-style-type: none"> <li>Review and re-engineer low-risk organisational business processes</li> </ul>	<b>Business Process Improvement</b> <ul style="list-style-type: none"> <li>Determine candidates for business process improvement and digitisation</li> </ul>	<b>Business Process Management</b> <ul style="list-style-type: none"> <li>Review and re-engineer critical organisational business processes</li> </ul>	<b>Business Relationship Management</b> <ul style="list-style-type: none"> <li>Establish cross agency meetups on key areas of common interest</li> </ul>	<b>Channel Management</b> <ul style="list-style-type: none"> <li>Define Citizen Engagement Channels</li> </ul>	<b>Citizen Feedback Management</b> <ul style="list-style-type: none"> <li>Standup Citizen Service Testing Forums</li> <li>Establish citizen journey metrics and surveys</li> <li>Define outcomes and metrics for success</li> </ul>	<b>Cloud Computing</b> <ul style="list-style-type: none"> <li>Evaluate and select cloud platform providers</li> <li>Implement cloud platform</li> <li>Transition systems to cloud</li> <li>Migrate Batches to Cloud</li> <li>Identify Product Server Batches</li> <li>Identify "Low Hanging Fruit"</li> <li>Develop Cloud Migration Strategy</li> </ul>	<b>Community Engagement</b> <ul style="list-style-type: none"> <li>Map customer experience in digital future</li> <li>Create Citizen Engagement Plan</li> </ul>
<b>Community Relationship Management</b> <ul style="list-style-type: none"> <li>Create New Engagement Model</li> <li>Design online customer relationship management processes</li> </ul>	<b>Compliance Management</b> <ul style="list-style-type: none"> <li>Review current governance mechanisms for alignment to digital transformation and new ways of working.</li> </ul>	<b>Constituent Management</b> <ul style="list-style-type: none"> <li>Create Citizen Stakeholder Lists</li> </ul>	<b>Data Analytics</b> <ul style="list-style-type: none"> <li>Establish a Data Analytics function</li> <li>Identify Relevant Sources of Data</li> <li>Improve Data Quality</li> <li>Design Data Analytics Pilot</li> <li>Establish self-service analytics</li> <li>Identify key data sources, data quality, frequency and data interoperability needs</li> <li>Undertake design of data warehouse based upon new requirements.</li> <li>Establish first "slice" of Data Warehouse to support initial tranche of business use cases</li> <li>Establish first "slice" of Data Lake to support initial tranche of business use cases</li> </ul>	<b>Data Governance</b> <ul style="list-style-type: none"> <li>Undertake the classification of key data and information and define supporting management framework</li> </ul>	<b>Data Integration Management</b> <ul style="list-style-type: none"> <li>Standup Integration Platform</li> <li>Understand Integration Requirements</li> <li>Assess and Select Integration Platform</li> </ul>	<b>Enterprise Architecture</b> <ul style="list-style-type: none"> <li>Appoint an Enterprise Architect</li> <li>Application Architecture</li> <li>Data Architecture</li> <li>Business Architecture</li> <li>Define Enterprise Technology Roadmap and Link to Business Strategy</li> <li>Technical Architecture</li> <li>Integration Architecture</li> <li>Establish appropriate business and IT architecture governance</li> <li>Define Integration Strategy</li> <li>Determine life span and replacement strategy for core systems</li> </ul>	<b>Enterprise Data Management</b> <ul style="list-style-type: none"> <li>Define data management strategy</li> <li>Establish Data Governance Group</li> <li>Define Data Management Model and Processes</li> <li>Provide Data Ownership Training</li> <li>Identify Use Cases for Data</li> <li>Establish Data Owners</li> <li>Undertake design of a Data Management platform</li> <li>Investigate potential data classification and management technology tools</li> </ul>	<b>Experimentation</b> <ul style="list-style-type: none"> <li>Execute experiments with the business to build, learn and adapt new ideas</li> </ul>	<b>Government Service Management</b> <ul style="list-style-type: none"> <li>Second Tranche of Services for Transformation</li> <li>Third Tranche of Services for Transformation</li> </ul>	<b>IT Service Design</b> <ul style="list-style-type: none"> <li>First Tranche of Services for Transformation</li> </ul>	<b>IT Service Operations</b> <ul style="list-style-type: none"> <li>Establish Operational Teams</li> </ul>
<b>Incubation</b> <ul style="list-style-type: none"> <li>Implement Innovation Management system for Ideas through to Sustaining (Innovation Funnel)</li> </ul>	<b>Information Security Management</b> <ul style="list-style-type: none"> <li>Define security management framework</li> <li>Undertake security risk assessment</li> <li>Appoint a security officer</li> <li>Implement security mitigation action</li> <li>Security Architecture</li> <li>Define Identity and Access Management approach</li> <li>Determine IAM platform</li> <li>Develop strategy and target architecture for cyber security</li> <li>Harden cyber security</li> </ul>	<b>Information Technology Management</b> <ul style="list-style-type: none"> <li>Define Digital Transformation Roadmap</li> <li>Create IT Strategy</li> <li>Create New Operating Model</li> <li>Appoint a Chief Digital Officer to lead digital transformation</li> </ul>	<b>Innovation Management</b> <ul style="list-style-type: none"> <li>Establish Lean Start-up thinking in the organisation</li> <li>Establish Innovation Squad Prototype</li> </ul>	<b>Learning &amp; Development</b> <ul style="list-style-type: none"> <li>Executive Coaching for Skills of the Modern Age</li> <li>Expand education and training programs breadth and depth</li> <li>Identify the required skills required by our people to support digital transformation</li> <li>Provide training for strategic roadmapping</li> <li>Data analytics training and capability uplift</li> </ul>	<b>Needs Identification</b> <ul style="list-style-type: none"> <li>Map citizen (customer) journeys</li> <li>Understand service needs through focus groups and joint service design workshops with our citizens</li> <li>Front line staff workshops to gain citizen journey insights and frustrations</li> </ul>	<b>Organisational Culture</b> <ul style="list-style-type: none"> <li>Define our target culture</li> <li>Increase Digital Awareness of our Leadership</li> <li>Provide awareness training for data literacy, fluency and culture in particular for leadership roles</li> </ul>	<b>Project Management</b> <ul style="list-style-type: none"> <li>Introduce Agile method to the organisation (skills uplift)</li> <li>Define an Agile approach</li> <li>Engage support to guide teams through execution of their first Agile cycle</li> </ul>	<b>Recruitment</b> <ul style="list-style-type: none"> <li>Align recruiting strategies to new skill requirements</li> </ul>	<b>Risk Management</b> <ul style="list-style-type: none"> <li>Confirm DR and BCP readiness</li> </ul>	<b>Service Design</b> <ul style="list-style-type: none"> <li>Introduce Human Centred Design Tools</li> <li>Re-imagine the Service Delivery Model</li> <li>Develop cross functional service design and implementation squad</li> <li>Retire legacy citizen services</li> </ul>	<b>Service Development</b> <ul style="list-style-type: none"> <li>Develop prototype "showcase" citizen centric service</li> <li>Engage various business units to solicit ideas on how to deliver a better citizen service</li> <li>Transform remaining services to be citizen centric</li> </ul>
<b>Stakeholder Engagement</b> <ul style="list-style-type: none"> <li>A "day in the life" of our citizens</li> <li>Spend time with our customers including site visits or shadowing</li> </ul>	<b>Strategic Direction Setting</b> <ul style="list-style-type: none"> <li>Scenario Planning (10 yr outlook)</li> <li>Gain common understanding of the future of government and citizen services</li> <li>Ensure Executive endorsement and support of the Strategic Roadmap</li> </ul>	<b>Strategic Plan Development</b> <ul style="list-style-type: none"> <li>Research comparators and peer groups</li> <li>Establish digital working strategy</li> <li>Understand current public sector transformation initiatives</li> </ul>	<b>Strategy Management</b> <ul style="list-style-type: none"> <li>Develop a digital transformation strategy</li> </ul>	<b>Technology Infrastructure Management</b> <ul style="list-style-type: none"> <li>Undertake risk assessment of legacy systems</li> <li>Decommission On Premise Non-Critical System Infrastructure</li> </ul>	<b>Workforce Training</b> <ul style="list-style-type: none"> <li>Expand education and training program breadth</li> </ul>						



# Initiatives & Courses of Action

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

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

○ Not Assessed    ● Assessed    ● Priority

