

Government ICT Common Capabilities

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Organisation: New Zealand Department of Internal Affairs

Country: New Zealand

Level of government: Central government

Sector: General public services

Type: Digital, Organisational Design

Launched in: 2011

Overall development time: 4 year(s)

Link to the innovation's website

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Description

The Department of Internal Affairs leads a process that brings together many government agencies together to co-create packages of technology that allow all agencies to share resources to meet business needs and deliver to government's goals of developing a single, coherent ICT ecosystem supporting radically transformed public services.

CT Common Capabilities removes the need for each agency to tender for services and allows agencies to move from owning and maintaining infrastructure to buying a service on demand. These all-of-government ICT products and services reduce costs across government through economies of scale and costs for individual agencies will reduce over time as initial costs are recovered and volume discounts are applied. Other benefits include greater assurance and improved service delivery.

Why the innovation was developed

- Government ICT Common Capabilities are a response to changing public expectations. New Zealand citizens want to interact with government on their own terms, in their own time and increasingly with the ICT device of their choice.
 - In order to do this we must radically transform public services for the benefit of all New Zealanders. Government ICT Common Capabilities are the building blocks for this transformation.
 - They contribute to a single, coherent ICT ecosystem that supports radically transformed public services. The ICT ecosystem is centrally led and collaboratively delivered which allows government to share investment for the development of fit for purpose capability.
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Objectives

Develop staff capacity, Improve effectiveness, Improve efficiency, Improve service quality, Improve user satisfaction

- Transforming government ICT to support sustainably better public services for New Zealanders.
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Main beneficiaries

General population, Government bodies, Government staff

- Ultimate beneficiaries are all New Zealand citizens.
- Government agencies use Government ICT Common capabilities to support technology that helps transform public services for the benefit of all New Zealanders.

Results

Efficiency

- The Government ICT Common Capabilities are run out of ten state-of-the-art data centres across NZ. This now provides services for over 115 agencies.
 - The consolidation of services is providing distinct savings and efficiency benefits to Government.
 - Across the life of the current ICT agreements with suppliers, the NZ Government has been able to demonstrate savings to date of over \$240m.
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Other improvements

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Development

Design

Government created the Government Chief Information Officer (GCIO) to facilitate ICT transformation across government. The GCIO developed the Government ICT Strategy and Action Plan to 2017 to affect this transformation. The building blocks of this strategy are the Government ICT Common Capabilities which provide the consolidated platforms across government.

Testing

- The development of the Government ICT Common Capabilities follows recognised product lifecycle practice.
 - This included the involvement of Government agencies in the initial design, prototyping and on-going governance of the services.
 - The services are tested by agencies to ensure 'fit-for-purpose'. Change processes are included in the commercial framework that supports the service to allow for service adjustment, enhancement and change within the scope of the original procurement.
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Implementation

Tools used:

- The development and delivery of the Government ICT Common Capabilities is a joint approach between government-led activity and supplier-led input.
 - This approach has enabled the supplier-led ICT expertise and infrastructure to be leveraged.
 - This approach has seen a potential short-term investment demand on Government off-set by the investment by the ICT industry in providing services.
 - This has led to services being delivered faster and at far less cost to Government.
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Diffusion

- The Department of Internal affairs is responsible for marketing the services to other government agencies, assisting other agencies with transitions to the new services and managing all supplier contracts on behalf of all government agencies.
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Challenges and solutions

- One of the biggest challenges is speed-to-market.
 - This has been solved by undertaking singular sourcing and procurement activity on behalf of all agencies.
 - This has established a core range of Government Common Capability services.
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Partnerships

Other government agencies and ICT suppliers

Other Public Sector

All Government ICT Common Capabilities were co-created with other government agencies to ensure they were fit for purpose across a range of agencies. ICT suppliers responded to government needs by providing bespoke services and in most cases building capability to match the demand.

Lessons Learned

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- Government ICT Common Capabilities are a response to changing public expectations. We must radically transform public services for the benefit of all New Zealanders. Government ICT Common Capabilities are the building blocks for this transformation. They contribute to a single, coherent ICT ecosystem that supports radically transformed public services.
 - The key lesson learned has been the importance of a ICT ecosystem that is centrally led and collaboratively delivered which allows government to share investment for the development of fit for purpose capability. Clear and concise and focused leadership is the key.
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Conditions for success

- The need for Government to lead, sponsor and enable significant transformational activities is recognised. The NZ Government has provided the framework, the policy support and the leadership across the ICT sector to enable change to occur.
 - This has been supported by clear strategic intent, strong engagement with the ICT suppliers and deep involvement of agencies in the definition of the service design.
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Other information

The results being delivered from this initiative by the NZ Government speak for themselves. The engagement with agencies has been strong, the engagement with the ICT supplier community is continuing to strengthen and the benefits to Government are being realised with cost-savings expected to reach a sustainable reduction of over \$100 per annum. These savings enable Government to re-prioritise key public services towards more direct and customer facing interventions and services rather than the ownership and management of ICT environments.

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