Australian Government

Department of Immigration and Border Protection

Technology Strategy 2020

Technology Strategy 2020

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Message from the Deputy Secretary

We find ourselves at what is both an inspiring and exciting time in the Department's history. After the integration of two large and complex organisations, our technology is more than ever a fundamental enabler of the integrated Department's mission to protect Australia's border and manage the movement of people and goods across it.

We have made significant progress in establishing an integrated technology environment for the Department and there are a large number of technology initiatives underway that will significantly enhance the technology experience for departmental staff and its customers.

However, there is still work to be done and there are challenges that lie ahead. The Department is facing increasing volumes in trade and travel in a volatile and evolving threat environment. In addition, the Department is seeking to address these challenges in a time where resources are increasingly scarce. For these reasons the Department must maximise the effectiveness of its technology investments to deliver those systems and services that have the most significant impact within our resource constraints. A focused effort will be required across the Department because these significant changes require time, effort, discipline and a sustained commitment to be successful.

In this environment it is critical that the Department has a clear strategic direction for its technology resources to provide the framework that underpins technology design, delivery and sustainment decisions. This is the purpose of this *Technology Strategy 2020*.

This Strategy is underpinned by several key principles that will be applied to our technology decisions:

- information at the core, to improve the accessibility, accuracy, currency and timeliness of information;
- developing self-contained systems that focus on domain specific business logic, rules and processes, while sharing common services, will provide flexibility to adapt systems to changes in our operating environment;

- robust integration capabilities that connect our people, processes and information through enterprise technology; and
- architecture that is extensible and adaptable, enabling us to adopt new and innovative technology without needing to re-engineer existing systems.

Based on these core principles, the Strategy outlines the Technology Architecture and Roadmap that identify the building block capabilities and platforms that we require as a Department to protect Australia and its interests from terrorism, illicit materials, illegal migration and organised crime. Together, the Architecture and Roadmap will be essential tools to inform all of our technology planning, design and investment decisions.

Technology Strategy 2020 provides the blueprint to guide us to achieving our future technology vision and to drive our technology transformation journey over the coming years. Implementing this strategy will require us to develop and design business solution blueprints that meet the needs of each business domain while incorporating the strategic objectives.

While I am excited about the journey, execution will take time, concerted effort and discipline. To succeed we will need to innovate, embrace new ways of working, create strategic partnerships and exploit new technologies and market services.

Maria Fernandez PSM
Deputy Secretary Intelligence and Capability Group

Purpose

The *Technology Strategy 2020* provides overarching guidance on the way technology is provided to assist decisions regarding the design, delivery and sustainability of the Department of Immigration and Border Protection's future technology capability. It is guided by *Strategy 2020*, *ABF 2020* and aligns with the *Capability Plan 2017*.

Implementing this strategy will deliver significant benefits to the Department by providing a strategic view of technology and focusing on enterprise solutions as the default option when implementing new capability.

Introduction

The Department has a broad remit, spanning immigration and citizenship, customs and trade, revenue collection, maritime security and the compliance and enforcement activities related to these functions. These functions are undertaken 24 hours a day, 7 days a week, in 84 locations across each state and territory in Australia and in 50 locations worldwide.

Technology has become so pervasive and embedded in the way we work that we sometimes take for granted the technology we use in everyday functions. Robust and flexible information and operational technology is needed to support high transactional volumes and an evolving operating and threat environment.

Front-line immigration, citizenship, travel, cargo and intelligence activities are supported through client-facing systems that facilitate travel and migration permissions and confirm a client identity. Analytics tools are used to identify threats and systems record the outcomes of cargo or passenger interventions.

The Department operates a diversity of technology that includes more than 250 SmartGates and kiosks, more than 3,000 CCTV cameras, patrol boats, surveillance aircraft, 2,000 terrestrial and satellite communications capabilities, 660 detection and inspection technology units, and more than 11,000 personal defence equipment and wearables located within 48 armouries. This is in addition to enterprise systems, including desktop computers, telephones and video conferencing, comprising more than 14,000 desktops, 900 applications, 6,577 servers and seven data centres.

This breadth of technologies is underpinned by a complex technology foundation of networks (spanning unclassified, protected, secret and top secret classifications), data storage infrastructure and is delivered through a range of different models ranging from in-house support to fully managed commercial services.

These systems represent critical infrastructure that allow the Department to protect and manage the border.

Why this strategy is important

Over time our systems have evolved to the point where there is now a significant number of inter-dependencies that make it difficult to adjust or modernise any one component. Merging the former Customs and Immigration environments created additional complexity through duplicate technologies, contracts, networks, systems and services delivery models.

A recent technology review found that despite the importance of technology to the Department there were a range of issues that are impacting its ability to deliver and sustain these systems. The review found significant duplication of systems and a large quantity of ageing, bespoke capabilities that are difficult and expensive to maintain.

This evolution of systems has resulted in a sizeable ongoing sustainment cost which has funding and operational risk implications.

Strategic context

The increasing interdependence of global economies, complex and evolving trade, trends in travel and the more sophisticated border threats are forcing the Department to innovate and adapt its responses. The border environment is changing rapidly with increasing volumes of travellers, migration, trade and a greater geographical dispersion of entry and exit. To address these issues, the international community is looking to advancements that include track and trace to support just in time delivery, the development of secure trade lanes, and the delivery of sophisticated traveller and visa systems that allow the more efficient and controlled movement of people and cargo.

The Department's technology will need to adapt to the changing global threat environment to protect Australia and its interests from terrorism, illicit materials, illegal migration and organised crime. Real-time data matching, intelligence, identity and biometrics, operational capability technologies that support functions such as scanning and surveillance, and automated decision making systems will be fundamental to managing and adapting to the contemporary and complex threats across the border continuum.

In 2016 Gartner identified Blockchain, Artificial Intelligence and Application Programming Interfaces (APIs) as potentially the three most disruptive technologies in the global government domain. For example:

- Industry adoption of Blockchain will make it possible to track a shipment in real time, speeding up the exchange of payment guarantees to minutes rather than days and, using a single, collaborative ledger, it means any changes can be viewed online in an instant.
- The Department can extend the use of artificial intelligence to further automate seamless decision making across the border continuum, particularly in the automated resolution of identity to enable seamless visa assessment and cargo and passenger clearance.

- APIs will be fundamental in providing the secure and robust interface to decoupling the Department's systems to enable market providers to deliver seamless capability and services to users. The ability to leverage the market in this way will dramatically increase speed, agility and scalability of the Department's online services.

Developing this strategy

This strategy supports the Department's *Strategy 2020* and *ABF 2020* by providing a new approach to the way services are delivered.

It specifically addresses the issues raised by the technology review in November 2016. The review points out that one of the biggest future technology impacts on agility and the adoption of new services in the Department will be the decoupling of its applications onto a defined set of 'platforms' based on an extensible architecture.

Today the Department's applications are hosted on a variety of platforms, resulting in a diverse and complex web of different hardware, operating systems and software versions. This complexity significantly increases ongoing support and maintenance costs.

The consolidation of applications onto a defined set of strategic technology platforms will standardise and simplify the environment, reduce the cost of maintaining systems (and the skills required to support them), and will enable the adoption of cloud based services that will increase the scalability and speed of deploying new technology across the organisation.

Guiding future activities

This strategy provides guidance to the design, delivery and sustainment of the Department's technology capability to achieve *Strategy 2020* outcomes and to address the issues identified in the technology review. Given that many of the capabilities required by the Department in the coming years will be in service for 10 years or more, this strategy has been developed with a view that establishes a technology environment that has an enduring value beyond 2020.

TODAY	TECHNOLOGY STRATEGY 2020
The environment is represented by a proliferation of ageing bespoke business systems that are difficult and expensive to maintain	Decoupling of business systems to remove interdependencies and facilitate rapid evolutionary change that meets business demand
Inefficient operational decision making due to information being spread across multiple systems	Bring together enterprise services for identity, intelligence and business decision support systems as a common and consistent service delivered to all applications
Duplication of identity, analytics, intelligence and assessment functions across systems with limited information sharing	
Complex interdependencies and relationships between systems managed by point-to-point integration	Extend integration and orchestration services that manage transactions workflows and link customer-facing services with in-house decision making functions
Diverse infrastructure with multiple technology patterns and limited convergence of former customs and immigration services	Establish a defined set of supported patterns and organise sourcing arrangements for the most effective support of infrastructure services
High cost of ongoing support and an infrastructure base that is expanding with each new system requirement	Build skills and capabilities for packaging services that can be hosted in the most cost effective manner
Existing infrastructure unable to cope with increasing demand	Rationalising infrastructure to deliver scaleable and flexible solutions that use both in-house and externally hosted solutions that rapidly scale to meet high demand
Critical systems at risk or unsupported due to technology obsolescence	
Highly customised and aged ICT infrastructure Skills base reflects historical delivery approach Significant level of functional duplication Low levels of investment in process efficiency and automation	Focus on the core functions and upskilled workforce able to use contemporary technologies and methods. Environment that has exploited advancements in the market and leveraged industry investments in automation. Adoption of whole of government shared services

Managing complexity

Removing the dependency between applications by developing independent business systems, or decoupled domains, enables the ability to more effectively and efficiently make changes to business functionality and it reduces the time to implement new functionality or change business processes. Using this approach, changes to business policy, process or functionality can occur without the need to impact or involve other business systems. By aggregating critical business information into a single service and providing this service to all business systems, each decoupled business system gains by:

- having access to a deeper set of information
- allowing more effective decision making
- simplifying and reducing maintenance requirements over time.

Migrating information and assessment functions out of each business system into a central service means the complexity of each business system is reduced. This supports other efforts in simplifying and underpinning the Department's business processes.

Connecting through the Internet and using automation

Connectivity of physical devices to the Internet has wide implications for creating efficiency in the use of operational technologies. Acquisition of data from sensor technology will drive down costs in maintenance and support, as well as developing greater business insight and situational awareness. Through this 'internet of things' the Department will integrate innovative solutions such as automated and remote vehicles, digitisation and digital delivery, biometrics and big data analytics, which all provide diverse avenues for delivering our core services.

This strategy comprises components that will guide the Department's future investment in technology. Development of this strategy has been framed around some core principles and its structure sets out the key decisions and approach that are important in delivering its outcomes.

Principles

Four core design principles underpin this strategy:

Information at the core	Enable intelligence-led, risk-based decisions through enterprise information capabilities that capture, structure, describe and govern shared information that improve accessibility, accuracy, currency and timeliness of information
Decouple business domains	Provide flexibility to adapt to a changing operating environment using separate platforms for different domains that apply common logic, rules and processes to ensure alignment, reduce dependencies and avoid duplication
Robust integration capabilities	Connect people, processes and information through enterprise capabilities with consistent, reusable business and information services for all business domains, allowing faster distribution of intelligence and information
Extensible and adaptable architecture	Allow innovation through an architecture that supports adoption of new technology without costly reengineering of existing systems

Elements of this strategy

Strategic decisions
The key things we are committing to achieve

Our approach
How we will achieve this

Objectives and actions
What we will deliver through this strategy

Aligning the strategy to business needs
Keeping a business focus

Blueprints for technology and business domains
A design to bring together all elements

Strategic decisions

Recognise the strategic value of ‘information at the core’

Information and how it is used is a fundamental asset for the Department and technology will improve the accessibility, accuracy, currency and timeliness of information through enterprise-wide information capabilities. The target state will consolidate and centralise duplicated information that is currently captured, stored and governed differently across the organisation.

Consolidated information will provide a broader base of information from which staff can make intelligence-informed, risk-based decisions using accurate, securely accessible information. An enterprise information core will provide a source of truth for common data to decision-makers across the organisation. This will enhance intelligence-based judgements, allow insight to be derived through analytics and provide enhanced search and discovery capabilities. Future expansion of information sources will be enabled through core information capability allowing information to be standardised and captured from the broader set of available operational data. Interfacing with partner organisations and external data sources will be made easier and supported by a clearly defined information structure.

Enhance the speed of change by decoupling business domains

Developing self-contained systems that focus on domain specific business logic, rules and processes, while sharing common services will reduce the size and complexity of business applications and their level of dependency on other tightly coupled systems. By developing systems as a highly integrated but independent collection of functional components we decrease system dependencies and increase the speed by which enhancements to business systems can be delivered.

This approach to systems development will also generate efficiencies. Over time, developing systems that have specialist functions reduces the effort required in development, testing and deployment of systems changes. Stand-alone systems also avoid having to be included in large, complex and highly integrated change releases. This decoupling of business domains will promote independent operations, which while highly integrated, are able to respond quickly to changes in technology, processes and priorities.

Implement robust integration capabilities

Enterprise integration capabilities will provide consistent, reusable business and information services to all business domains. It is key to supporting the decoupling of business systems. Integration will drive faster access and distribution of intelligence information and will deliver supporting services and infrastructure to enable flexible and agile business domains.

The integration capabilities will orchestrate processes and information flows across the Department and its external partners. There will be seamless connectivity through unified access that will deliver 'search and discover' functionality inherent in core information. Integrating data from operational technologies will enhance the data and intelligence available to better support business decision making. For key information domains, such as identity and intelligence, the integration capability will help to identify valuable information to fulfil the Department's role in protecting the border. Enterprise integration will employ reusable business services that can be extended to meet changing business needs. Automated activities are also capable of deployment across the organisation.

Employ a business-driven, extensible and adaptable architecture

An architecture that is extensible and adaptable will support the adoption of new technologies without complex and costly reengineering of existing processes and systems while enabling rapid development, innovation and flexibility in how the Department will acquire, deploy and use technology.

Developing enterprise systems as a set of discrete application components and functions will create systems that are more easily changed. This approach to architecture also enables each component to be hosted on different technology platforms, making systems more extensible, able to scale in line with demand and able to support a flexible geographic footprint.

Our approach

The strategy supports the planned transformation of the Department's major business systems and sets the direction for building technology solutions that are more modular in nature, less complex, easier to maintain and more responsive in addressing changing business needs.

Importantly this strategy seeks to support major business transformation projects for the Department as well as making fundamental changes to the systems and operating model of the technology divisions. This will streamline operations, build platforms to support the reform projects, take advantage of commercial services where practicable and reduce the ongoing sustainment costs for existing and evolving technology. This will be achieved through the following strategies:

- Extracting the common elements from existing business applications and bringing them into central shared service functions that provide consistency and extensibility in their application across all business systems
- Carefully segmenting existing applications and framing new ones so that system elements can be hosted on a range of technology platforms either delivered in-house, in the cloud, or as a whole of government (WoG) shared service platform.
- Keeping critical information and sensitive assessment support services in-house and delivering this as a common service
- Providing a richer set of data, accessible to all applications, to support assessment and decision-making
- Integrating or converging operational technology with ICT where required
- Implementing an enterprise level business workflow engine to consistently integrate and orchestrate all business functions and systems
- Shifting operational support, where possible, to a lower cost operating model—moving much of today's sustainment functions to a service and taking steps to retire systems where practicable
- Adjusting the sourcing mix for services to simplify support and utilise commercial arrangements where they are most practical
- Reducing the range of technology patterns being supported and making clear decisions on those that will be managed in-house versus those supported by third parties or obtained as a commercial service
- Organising the technology functions within the Department to align with the delivery and support of these changed services.

Align with whole-of-government approaches

The Department is subject to broader government initiatives that seek to simplify and standardise the delivery of technology services by agencies and to deliver savings and efficiencies. The Department will provide some common services (and the enabling technology, processes and infrastructure) to other organisations and consume services provided by other agencies.

Implement a balanced sourcing approach

The Department will improve its service delivery by strengthening its engagement and collaboration capabilities. A key element of a flexible and robust technology system is the successful use of strategic sourcing. This will result in the selection of the most appropriate ICT procurement options and vendor management strategies to deliver the best business outcome.

A balanced sourcing approach will utilise in-house delivery for those core systems that require a high-degree of integration and systems knowledge, and use alternative sourcing models that engage industry and public/private partnership for commodity services that do not require either a high level of integration or detailed departmental knowledge.

Objectives and actions

Deliver enterprise information at the core

Enterprise information management is about how information is governed, described and structured throughout the organisation, and it defines the structure for the core data the Department relies on. Given the siloed information streams that exist within, and between, the former immigration and customs organisations, the integrated Department needs to make common information available throughout the Department as an enterprise information core. This should consolidate and centralise key information assets, particularly operational insight and business insight information, identity and biometrics, and intelligence. An enterprise information core will provide a source of truth for common data for decision-makers across the organisation. This will enable intelligence-informed judgements, allow insight to be derived from analytics, and provide enhanced search and discovery capabilities.

Build enterprise technology capabilities

To support the delivery of enterprise services and consistent, reliable business outcomes the Department will identify and deliver foundation technology capabilities that enable access to, and distribute, shared information and provide key technologies to business areas. This includes services needed to integrate people, process and information, such as enterprise information integration services, business processes orchestration and information exchange with partners. The Department also requires enterprise technology capabilities that are commonly used by operational business process such as case management, document and records management, knowledge and content management, and identity and access management. Delivering these enterprise capabilities will reduce duplication of systems supporting enterprise functions, ensure effective use of technology resources and improve information currency. It will also provide the opportunity to decommission systems and infrastructure that is no longer required.

Enable business reform

The Department will support business reform by simplifying the technology capabilities that support front-line business operations. This includes decoupling business applications and technologies that support each business domain, so the technology environment is flexible, agile and able to adjust to changes in the operating environment. Dependencies between business domains will be reduced, enabling greater operational independence, reduced impact of business processes, system and operating change between business functions, and enhanced ability for business areas to implement innovative solutions.

Enhance operational technology

The Department will uplift frontline operational technologies and explore new solutions that enable the Department to better protect and manage the border. The Department will adopt leading-edge operational technology to drive innovation in surveillance, examination, inspection and detection. This will improve the ability to maximise the value of information generated by operational technologies, for example X-ray images and CCTV footage, by making it available across the Department and to trusted partners. This provides greater visibility of intervention activities, helps inform border risk assessments and profiling and forms part of a whole-of-case view that underpins case management efforts and subsequent legal work. This will lead to reduced cost and greater agility.

The Department will improve the management of technology assets including sourcing, tracking, maintenance and management. This will reduce duplication of operational technologies, rationalise systems and share technologies with other agencies. Improved management of operational technology will ensure the ABF has access to well-maintained, functioning equipment required to fulfil their role. Linking operational technology assets with learning and development systems will enable the Department to better track training, certification and ensure safety and compliance for use.

Operational technology

The Department uses a large number of operational technology capabilities to support its front-line activities, including the delivery and support of x-ray, radios and satellite communications, scanning equipment, detection and inspection technology and personal defence equipment and wearables. These technologies are required to operate in our office, at ports, at sea and in the air. This is illustrative of the Department's diverse operational environment supported by technology.

Improve resilience and sustainability

Department will decommission systems and technologies that have reached the end of their use to ensure resources are utilised more effectively, thus avoiding high ongoing support costs. The Department will optimise how it manages sustainment by focusing on core capabilities and using strategic partnerships to deliver solutions for non-core capabilities. Simplifying and consolidating technology platforms, uplifting development capability and enhancing technology management will reduce the future sustainment requirements and operational risk.

As we automate there will be a decreasing need for manual processing options. This places reliance on the availability, resilience and sustainability of all elements of the technology solution.

In the interim, the Department will need to continue to sustain the legacy technology capabilities as they are progressively decommissioned and replaced over the next 5–10 years. Actively managing the costs associated with making changes and enhancements to these legacy technology capabilities is essential to minimise the costs associated with the capabilities that are being replaced.

Deliver highly adaptive ICT systems

ICT systems provide key information with real-time access to information, enabling enhanced decision making. ICT systems will provide secure and responsive enterprise wide capabilities to ensure seamless daily support services for front-line activities. System that are adaptable are crucial in supporting the Department in protecting Australia and its interests from terrorism, illicit materials, illegal migration and organised crime by utilising real-time data matching, intelligence, identity and biometrics, operational capability technologies, and automated decision-making systems.

The integration capabilities will orchestrate processes and information flows across the Department and its external partners, and provide seamless connectivity through unified access to deliver the search and discover functionality.

Embed new ways of working

The Department is changing and adapting how it delivers ICT and operational technology services to implement technology transformation and operate within the future technology environment. Greater collaboration and engagement between partners, business and IT stakeholders will be promoted to ensure technology solutions align to business needs and direction, as well as expanding the knowledge base and capabilities to deliver services.

We will continue to implement innovative approaches to system development to deliver business value throughout a project lifecycle and to better align the final solution with business requirements. We will implement appropriate technology governance to support risk-based approaches to investment, delivery and operations to ensure technology initiatives are prioritised to deliver against business needs.

Aligning the strategy to business needs

To execute this strategy it will be necessary to develop a design and business solution blueprint that meets the needs of each business domain. These designs will reflect the Department's strategic objectives while considering the future trends that will affect the way the Department uses technology. They are being developed as part of a collaborative process between business areas and enterprise architecture and technology delivery teams.

These business solution blueprints aim to create a shared understanding between business and technology teams of the areas requiring change to achieve the Department's objectives. They will provide clarity and guidance for standing up specific projects to deliver these changes and helping drive investment decisions through well targeted investment planning.

Once agreed these business solution blueprints will form the basis of design endorsement and approval for each business domain and will provide decision-makers with a clear vision of the future technology investment path that supports business requirements. Moreover, the set of blueprints for each business domain enable the Department to clearly identify areas needing investment, synergies, dependencies, or where there is duplication leading to poor investment. These blueprints will follow the design principles and maximise the re-use of enterprise services.

The common denominator within all of the business solution blueprints will be the drive to rationalise the number of applications in each domain as well as the underlying platforms and infrastructure. This complements the Department's move towards enterprise class technologies; as opposed to single, point solutions for each business area. By rationalising the number of applications, platforms and diverse technology infrastructure, the Department can reduce complexity and support costs, and position itself to more rapidly deploy technology capability in the future. It is important to constantly manage the trade-off between meeting immediate business needs and the retention and support of older systems.

During this period of rationalisation the Department will closely manage and control the pressures that exist to continually enhance end of life technologies. Such enhancements impact the budget and the number of staff who are available to support rationalisation activities consistent with this strategy. There will be a conscious plan to significantly reduce the volume of funded technology changes that are inconsistent with the business solution blueprints. This will in turn increase the organisation's capacity to deliver those changes that are aligned with the Department's Strategy 2020 objectives.

Implementation of this strategy and the blueprints addresses a number of the current issues experienced by the business, it will:

- provide a consistent and simplified user experience for staff and customers by implementing new applications on a consistent set of strategic technology platforms
- increase the use of automated decision-making by implementing consolidated information holdings for the Department and reducing duplication of client and operational data
- support the intelligence-informed approach to business operations through the use of a single enterprise set of identity and intelligence services across business applications
- decrease the time taken to make changes to applications and systems by decoupling complex business logic that currently links applications across logical business domains
- reduce ongoing technology support and sustainment costs and operational risk by replacing end-of-life systems, infrastructure and operational technology with enterprise technology solutions
- take advantage of information from operational technologies by linking them to the information environment and creating an 'internet of things' across connected devices
- increase the speed and agility in using available technology and innovation through a greater use of market providers and COTS products.

Blueprints for technology and business domains

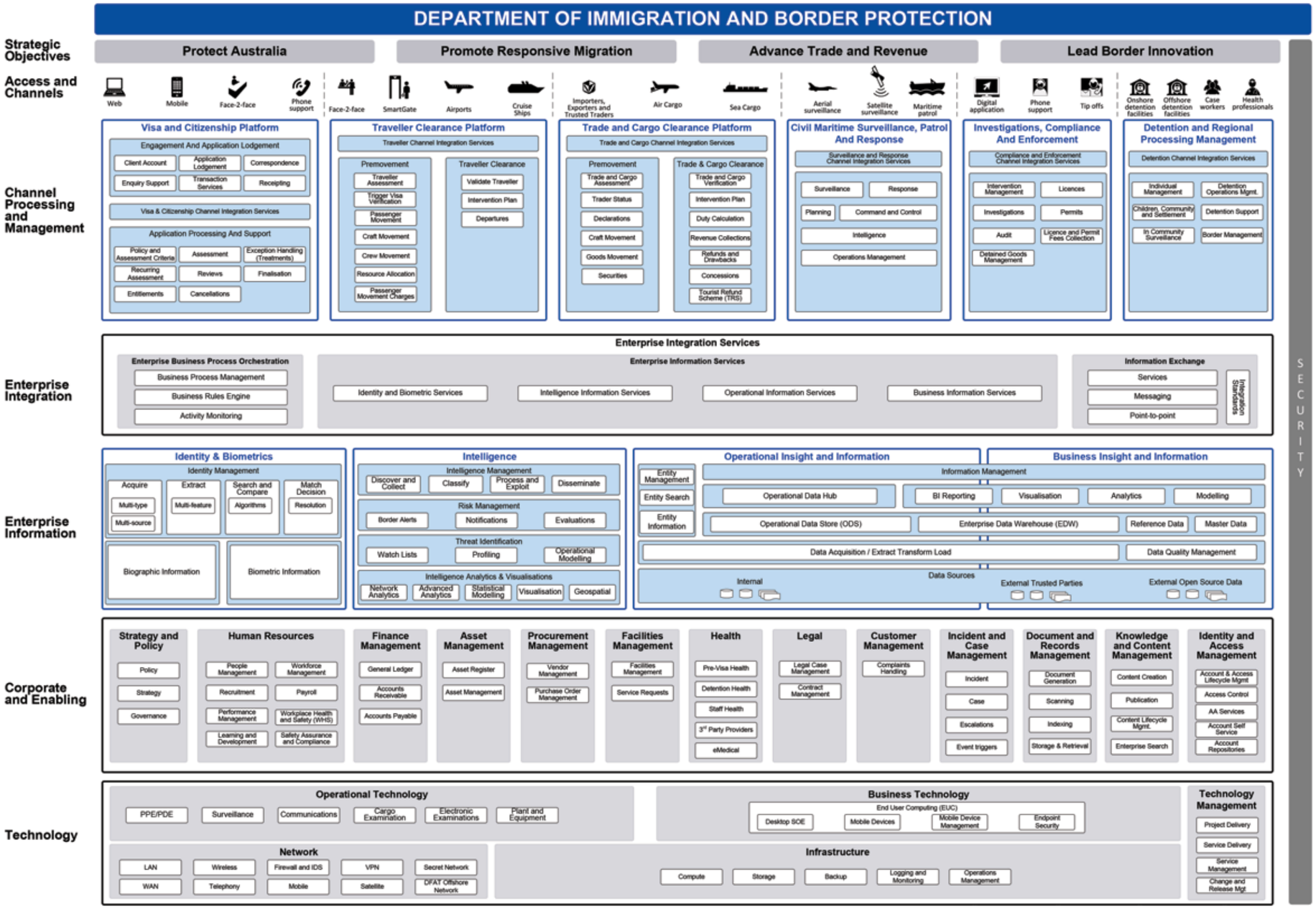
High-level technology blueprint(s)

A high-level technology blueprint has been developed to provide a functional representation of the Department's business environment aligned with the capability framework. This blueprint constitutes the core response to the issues identified in the Technology Review and represents an adaptable and innovative architecture that is responsive to changes in the evolving operating environment, while improving the delivery of core functions. The blueprint promotes the technology changes that enable intelligence-led, risk-based decision-making, innovation and connected people, processes and information. The high-level blueprint shows the underlying detail for each grouping to outline the platforms, services, enabling capabilities and technologies within. The blueprint outlines the information and access channels to the core operational business domains and the supporting enterprise integration capability that provide access to, and exchanges, core information. It also outlines the corporate enablers, technology support, enterprise information and integration capabilities for core operational functions.

Technology foundation platform blueprint

This technology blueprint describes the technology infrastructure foundation for the future, including networks, storage, processing, end user computing, data centres and unified communications requirements. This blueprint is vital because it represents the foundation upon which all ICT technology capabilities are built. In terms of processing capability, the blueprint is based on a decision to retire the mainframe platform by 2026. In the interim the Department will simplify and automate server platform 'builds' by standardising server patterns and configurations and relocating processing capabilities into lower cost public/ private hybrid cloud-based systems. This will rationalise the number of existing processing platforms, hence reducing complexity and lowering the ongoing cost of sustaining ICT infrastructure and services over the longer term. In addition, the blueprint will include the programme of consolidating data centres from seven to four through to 2017–18. Beyond this, the blueprint will outline how to consolidate all business applications and information in Canberra-based, secure data centres. The blueprint will also rationalise storage platforms used for archiving and information backup.

High-level technology blueprint



Execution and evolution of our strategy

This strategy sets out the framework to transform our technology and services to support emerging business needs and more efficiently deliver support to the business. Achieving the objectives established in this strategy will require a concerted effort across the Department over a number of years. As our technology landscape evolves it will require continued refinement of the technology blueprints and associated capability plans.

Practical steps will be taken towards implementing these changes. We will develop a cascading set of blueprints that describe the solution for each element of the environment and from this we will prepare the individual sub-plans that describe the actions needed to deliver to the broad objectives being set within the strategy. From a business perspective these actions need to be aligned to major change activities for reform of business processes that are occurring. Our plans will address how we will develop the overarching architectures, drive for efficient service delivery, deliver information at the core and improve the sustainability of technology.

We will work within the context of whole-of-government initiatives, but will lead in our thinking for developing centralised services and capabilities that support broader government programs where our organisation can play a role. As circumstances change we will refine our strategy to accommodate future initiatives, respond to policy directions, meet any challenges imposed by external factors and react to any global shifts in the movement of goods and people.

As an organisation we will remain flexible and adaptable to changes that occur around us.