

ICT Reporting Standard

for the Victorian Public Service

Standard

Departments and agencies will report ICT expenditure and details of ICT-enabled projects with budgets of \$1 million and above in accordance with the requirements set out in this standard

Document control

APPLIES TO	All departments and public bodies as defined by the Financial Management Act 1994 (Vic)	AUTHORITY	Victorian Secretaries Board
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Introduction

This document defines the Victorian Public Service standard for reporting on ICT-enabled projects and ICT expenditure¹.

Key objectives

- Increase government transparency in managing ICT expenditure and projects status.
- Improve visibility of emerging trends in ICT expenditure and projects types
- Enable collaboration and highlight opportunities for leverage across government
- Promote consistency in tracking the ICT expenditure and the performance of ICT-enabled projects.
- Provide strategic leadership and guidance in managing ICT expenditure and the performance of ICT-enabled projects, in line with the recommendations of the VAGO's *Digital Dashboard Status Review of ICT Projects and Initiatives*' Report in April 2015.

Agency scope

This standard applies to all departments and public bodies as defined by the Financial Management Act 1994 (Vic).

¹ Please see Glossary for the definition of ICT-enabled projects and ICT expenditure

Reporting requirements

There are two sections of reporting requirements in this standard:

1. ICT expenditure in annual financial reports.
2. ICT-enabled projects in the public dashboard.

ICT expenditure in annual financial reports

ICT expenditure data for a given financial year will be included in the agency's annual report.

Each reporting agency is the owner of their ICT expenditure data and is responsible for the quality, accuracy and internal approval of their reported data upon publication.

Please also refer to Financial Reporting Direction (FRD) 22H, Procedure - Section 5.17 - Disclosure of ICT expenditure, as directed and mandated by the Department of Treasury and Finance.

Table 1: ICT expenditure reporting requirements

Reference	Requirement	Detail
ICT-01	ICT BAU expenditure	Total agency ICT Business-As-Usual (BAU) expenditure for the full 12 month reporting period ☞ Refer to the glossary for a definition of ICT BAU expenditure
ICT-02	ICT Non-BAU expenditure	Total agency ICT Non-BAU expenditure for the full 12 month reporting period. Provide breakdown for: <ul style="list-style-type: none">▪ Operational expenditure (OPEX)▪ Capital expenditure (CAPEX) ☞ Refer to the glossary for a definition of ICT Non-BAU expenditure

ICT-enabled projects

Each agency will submit reporting data to form a quarterly summary for the public dashboard. The quarterly summary will be published at the end of the following quarter within a financial year.

Each reporting agency is the owner of its reported project data and is responsible for the quality, accuracy and internal approval of reported data upon publication.

Project inclusion criteria

Project information is required for every ICT-enabled project that has a total projected, estimated, current, or actual ICT cost of \$1 million or more AND:

- is in project initiated stage including preliminary planning or feasibility study or business case development stage OR
- is in business case approved stage, including funding allocation OR
- is in project delivery stage OR
- was completed during the financial year reporting period OR
- was postponed during the financial year reporting period OR
- was terminated before completion during the financial year reporting period.

An ICT component may often form part of a larger, non-ICT-related investment. In this case, agencies will report only on the ICT component (in accordance with the inclusion criteria above) of the larger investment.

Table 2: ICT project reporting requirements for public reporting (PR)

Reference	Requirement	Detail
PR-01	Agency name	The name of the public body.
PR-02	Government domain	Which government domain the reported ICT project will benefit (select one): <ul style="list-style-type: none">▪ Business and industry▪ Community services▪ Culture, sport and recreation▪ Education▪ Emergencies and safety▪ Employment and workplace▪ Environment and water▪ Government and economy▪ Health▪ Law and justice▪ Property and planning▪ Tourism▪ Transport and vehicles

Reference	Requirement	Detail
PR-03	ICT project category	<ul style="list-style-type: none"> ▪ Customer Relationship Management ▪ Customer Preferences ▪ Customer Initiated Assistance ▪ Tracking and Workflow ▪ Routing and Scheduling ▪ Management of Process ▪ Organisational Management ▪ Investment Management ▪ Supply Chain Management ▪ Content Management ▪ Document Management ▪ Knowledge Management ▪ Records Management ▪ Analyses and Statistics ▪ Visualisation ▪ Knowledge Discovery ▪ Business Intelligence ▪ Reporting ▪ Data Management ▪ Human Resources ▪ Financial Management ▪ Assets/Materials Management ▪ Development and Integration ▪ Human Capital / Workforce Management ▪ Security Management ▪ Collaboration ▪ Search ▪ Communication ▪ Systems Management ▪ Forms Management <p style="text-align: right; margin-top: 20px;"> <small>☞ Refer to the Australian Government Architecture Framework, Page 163 – Service Reference Model, for a definition on each category.</small> </p>
PR-04	Project title	The name of the project as per the business case.
PR-05	Description	Short description to state the output of the project and the overall value proposition and key outcome that is to be

Reference	Requirement	Detail
		<p>achieved from the project's implementation.</p> <p>☞ Refer to the glossary for a definition of 'Description'</p>
PR-06	Project management methodology used	<p>Primary project management methodology used/to be used to manage the project (select one):</p> <ul style="list-style-type: none"> ▪ PMBOK ▪ PRINCE2 ▪ Agile ▪ Hybrid – PRINCE2 and Agile ▪ Hybrid – Waterfall and Agile ▪ Other – please specify
PR-07	Current project stage	<p>The current project stage as defined below (select one):</p> <ul style="list-style-type: none"> ▪ Project Initiated – Pre 'Project Delivery' activities are underway including preliminary planning, feasibility study, preliminary business case development and/or funding request. ▪ Project Delivery – Project has commenced delivery. ▪ Project Completed – Project has delivered its intended scope and output and is being or has been closed. ▪ Project Postponed – Project has been temporarily put on hold. ▪ Project Terminated prior to 'Project Completed' – Work on the project has ended prematurely (i.e. a decision has been made to stop work). ▪ Project Merged – scope of the project has been merged into another project <p>☞ Refer to the glossary for a definition of 'Project Initiated' and 'Project Delivery' activities</p>
PR-08	Project benefit type	<p>The project benefits can be either:</p> <ul style="list-style-type: none"> ▪ Financial – project benefits that have direct advantage to monetary gains or savings ▪ Non-Financial - project benefits that have direct advantage to non-monetary gains. <p>Each project should report at least one of the above benefits.</p> <p>☞ Refer to the glossary for a definition of 'Project benefit' and benefit types and categories</p>

Reference	Requirement	Detail
PR-09	Project benefit category	<p>For each benefit type, project benefits are categorised as follows:</p> <ul style="list-style-type: none"> ▪ Financial benefit names: <ul style="list-style-type: none"> - Cost avoidance - Cost reduction - Increased revenue ▪ Non-financial benefit names: <ul style="list-style-type: none"> - Compliance - Customer satisfaction - Increased quality - Efficiency/Productivity - Reputation - Risk reduction - Workforce satisfaction - Eco improvement - Social improvement <p>🔗 Refer to the glossary for a definition of 'Project benefit' and benefit types and categories</p> <p>🔗 The list of benefit categories is not exhaustive, and any additions will be reflected in the next major revision of the standard</p>
PR-10	'Project Initiated' start date	<p>The start date or day one of the 'Project Initiated' activities.</p> <p>🔗 Refer to the glossary for a definition of 'Project Initiated' activities.</p> <p>🔗 This field will be locked down and cannot be modified once data is entered.</p>
PR-11	Planned 'Project Initiated' end date	<p>The planned end date for all 'Project Initiated' activities.</p> <p>🔗 This field will be locked down and cannot be modified once data is entered</p>
PR-12	Revised 'Project Initiated' end date (if applicable)	<p>The <u>revised</u> end date for all 'Project Initiated' activities if date differs from PR-11.</p>
PR-13	Planned 'Project Initiated' cost	<p>The planned expenditure for all 'Project Initiated' activities.</p> <p>🔗 This field will be locked down and cannot be modified once data is entered</p>

Reference	Requirement	Detail
PR-14	Revised 'Project Initiated' cost (if applicable)	The <u>revised</u> expenditure for all 'Project Initiated' activities if expenditure differs from PR-13.
PR-15	'Business Case Approved' date	The date when the full project business case and total project budget/funding is approved and confirmed to proceed to project delivery. <ul style="list-style-type: none"> ☞ Refer to the glossary for a definition of 'Business Case Approved'.
PR-16	Planned 'Project Delivery' start date	The planned start date for all 'Project Delivery' activities specified on completion of the 'Business Case Approved' stage. <ul style="list-style-type: none"> ☞ Refer to the glossary for a definition of 'Project Delivery' activities. ☞ This field will be locked down and cannot be modified once data is entered.
PR-17	Revised 'Project Delivery' start date (if applicable)	The <u>revised</u> start date for all 'Project Delivery' activities if date differs from PR-16. <ul style="list-style-type: none"> ☞ The revised 'Project Delivery' stage start date approved by PCB.
PR-18	Planned 'Project Delivery' end date	The planned end date for all 'Project Delivery' activities specified on completion of the 'Business Case Approved' stage. <ul style="list-style-type: none"> ☞ This field will be locked down and cannot be modified once data is entered.
PR-19	Revised 'Project Delivery' end date (if applicable)	The <u>revised</u> end date for all 'Project Delivery' activities if date differs from PR-18. <ul style="list-style-type: none"> ☞ The revised 'Project Delivery' stage end date approved by PCB.
PR-20	Planned 'Project Delivery' cost	The planned expenditure for all 'Project Delivery' activities specified on completion of the 'Business Case Approved' stage. <ul style="list-style-type: none"> ☞ This field will be locked down and cannot be modified once data is entered.
PR-21	Revised 'Project Delivery' cost (if applicable)	The <u>revised</u> expenditure for all 'Project Delivery' activities if expenditure differs from PR-20. <ul style="list-style-type: none"> ☞ The project spending at postponed or terminated is reported in this field. ☞ The revised 'Project Delivery' stage cost approved by PCB.

Reference	Requirement	Detail
PR-21	Project status	<p>Overall status of the project, as per the latest Project Control Board (PCB) report of the reporting quarter, with either:</p> <ul style="list-style-type: none"> ▪ Green (G) – on track. ▪ Amber (A) – issues exist but they are under the project control. ▪ Red (R) – serious issues exist that are beyond the project control and have been escalated to the PCB.
PR-22	Previous project status	<p>Project status for the last <u>12</u> months:</p> <ul style="list-style-type: none"> ▪ Last reporting period – 3 months ago. ▪ Reporting period 6 months ago. ▪ Reporting period 9 months ago. ▪ Reporting period 12 months ago.
PR-23	Reporting period comments	<p>Overall comments for the reporting period including an explanation of any project variances and plans to recover if the project status is Amber (A) or Red (R) as per PR-21.</p> <p style="text-align: center;">🔗 The comments should be reflective of the entire project to date.</p>
PR-24	Date for project Completed, Postponed, Terminated, Or Merged	The date the project was completed, postponed, terminated or merged with another project.

Resources

- Please refer to [IT expenditure reporting data collection guideline](#) to help identify cost elements of ICT expenditure.
- ICT-enabled project with a total estimated investment of \$10 million and above must comply with the [Victorian Government ICT Project Quality Assurance Framework](#).

Document control

Approval

This document was approved by the Integrity and Corporate Reform Subcommittee under authority of the Victorian Secretaries Board on 27 September 2017 and applies from the date of issue (see first page).

Version history

Version	Date	Comments
1.0	16 September 2015	Approved by VSB
2.0	27 September 2017	Approved by Integrity and Corporate Reform Subcommittee
2.1	5 June 2019	Approved by Integrity and Corporate Reform Subcommittee

Glossary

Term	Definition
Agency/Agencies	For the purpose of this Standard only, 'an agency' or 'agencies' refers to any public body subject to the <i>Financial Management Act 1994 (Vic)</i>
Annual report	Refer to the <i>Financial Management Act 1994 (Vic)</i>
Business case	A business case is the justification for a proposed project or undertaking that is presented in a standardised format, focusing on business values, risks and viability.
Business case approved	<p>The full project business case (in some cases Project Initiation Document) with total budget/costing that has been approved and confirmed by the relevant project governance authority to proceed to project delivery.</p> <p>This is not the preliminary business case where some funding is allocated to develop full business case or to allow procurement to proceed to determine the final costing of the full business case.</p>
BAU	Business as usual – refer to ICT expenditure.
Department	<p>For the purpose of this standard, a 'department' within the Victorian Government is defined by the <i>Financial Management Act 1994 (Vic)</i>:</p> <ul style="list-style-type: none"> ▪ a department within the meaning of the <i>Public Administration Act 2004</i> ▪ an office specified in section 16(1) of that Act.
Description	<p>For the purpose of this standard, project description will provide overview of:</p> <ul style="list-style-type: none"> ▪ what is the output the project will deliver; AND ▪ what will be the overall value proposition and key outcome to be achieved when the project is delivered. <p>An <u>example</u> of project description:</p> <p><i>The XYZ project will deliver a case management system (<u>output</u>) to improve information sharing and access of relevant cases between partner agencies (<u>value proposition</u>) to ensure timely case resolutions for citizens (<u>key outcome</u>)</i></p>
Financial Management Act 1994 (Vic)	This standard applies to all departments and public bodies as defined by the <i>Financial Management Act 1994 (Vic)</i> . The Act aims to improve financial administration of the public sector, make better provision for the accountability of the public sector, and provide for annual reporting to the Parliament by departments and public sector bodies.

Term	Definition
ICT	<p>Information and communications technology.</p> <p>For the purposes of this standard the definition of ICT is:</p> <p><i>any technology that stores, retrieves, manipulates, transmits or receives information electronically or in a digital form. It includes communication devices or applications, computer hardware, software, network infrastructure, video conferencing technology, telephones and mobile phones.</i></p>
ICT expenditure	<p>ICT expenditure represents an agency's costs in providing business-enabling ICT services and consists of the following cost elements:</p> <ul style="list-style-type: none"> ▪ Operating and capital expenditure (including depreciation) ▪ ICT services – internally and externally sourced ▪ Cost in providing ICT services (including personnel & facilities) across the agency, whether funded through a central ICT budget or through other budgets ▪ Cost in providing ICT services to other organisations. <p><u>Non-Business As Usual (Non-BAU)</u></p> <p>Non-BAU ICT expenditure is a subset of ICT expenditure that relates to extending or enhancing current ICT capabilities and is usually run as projects.</p> <p><u>Business As Usual (BAU)</u></p> <p>All remaining ICT expenditure is considered BAU ICT expenditure and typically relates to ongoing activities to operate and maintain the current ICT capability.</p> <p><i>Total ICT expenditure = ICT BAU expenditure + ICT Non-BAU expenditure</i></p>
ICT-enabled project	<p>Any business improvement project that is enabled by information and communications technology (ICT) or has an ICT component.</p> <p>For the purposes of this standard the definition of <u>ICT-enabled project</u> is any project or initiative with a defined start and end date, where:</p> <ul style="list-style-type: none"> ▪ ICT investment is fundamental to achieving the agreed business objectives, benefits and output ▪ business capability is enhanced through technology changes and may extend to information management, information security or infrastructure improvements, e.g. upgrades, asset replacement, etc; OR ▪ a government strategy or program where ICT is used in whole or in part to effect change and/or deliver outputs and outcomes and/or realise

Term	Definition
	benefits, including business change – not necessarily technological in nature, e.g. business process improvement, community engagement, legislative policy.
ICT project expenditure	<p><u>ICT project expenditure</u> (including on costs such as accommodation) includes all funding that is fundamental to achieving the agreed objectives, benefits or outputs of the project.</p> <p><u>Note:</u> Funding for ongoing activities to operate and maintain the ICT capability should be excluded.</p> <p><u>Note:</u> VPS staff costs when 50% or more of their normal working week is allocated to the project should be included.</p>
ICT project category	<p>The ICT project category is based on the ‘Service Types’ outlined in the Australian Government Architecture (AGA) Framework (Page 163).</p> <p>Each category serves to identify business service or capability components that the reported project aims to support within the reporting agencies.</p> <p>The definition of each category can be found in AGA Framework (http://www.finance.gov.au/sites/default/files/aga-ref-models.pdf), under Service Reference Model.</p>
IM&T	Information management and technology.
PCB	The Project Control Board that comprises of relevant stakeholders who, as a group, control the change requests of and make decisions that have direct influence on the successful delivery of the project.
Project benefits	<p>For the purpose of this standard, project benefits, as identified in the approved project business case, will have direct advantages gained by the department/agency after the project is successfully delivered.</p> <p>The departments and agencies have to report at least one key benefit (the most critical benefit) and can report up to maximum five key benefits that are most relevant to the ICT investment.</p> <ul style="list-style-type: none"> ▪ Financial – project benefits that have direct advantage to monetary gains, including the following benefit categories: <ul style="list-style-type: none"> – Cost avoidance – benefit that avoid having to incur costs in the future – Cost reduction – benefit that contributes to lower current spending, investment, or debt levels – Increased revenue – benefit that contributes to increasing revenue ▪ Non-Financial – project benefits that have direct advantage to non-monetary gains, including the following benefit categories: <ul style="list-style-type: none"> – Compliance – benefit that contributes to the department’s or

Term	Definition
	<p>agency's compliance to government legislation, regulation, policy, security or audit requirements</p> <ul style="list-style-type: none"> – Customer satisfaction – benefit that increases the satisfaction of service users, including service accessibility and availability – Efficiency/Productivity – benefit that contributes to more output for the same unit of input or for an hour of work – Increased quality – benefit that increases the quality of output (e.g data quality) – Reputation – benefit that enhances credibility and positive reputation of a department or agency. – Risk reduction – benefit that reduces department/agency risks – Workforce satisfaction – benefit that increases employee satisfaction, including workplace safety – Eco improvement – benefit that improves environmental sustainability – Social improvement – benefit that improves social progress in quality of life in disadvantaged communities.

The list of benefit categories is not exhaustive, and any additions will be reflected in the next major revision of the standard.

<p>Project initiated</p>	<p>For the purpose of this standard, project initiated refers to projects that are undertaking:</p> <ul style="list-style-type: none"> ▪ feasibility study ▪ planning may include: <ul style="list-style-type: none"> - business case development - requirements definition - solution option analysis - planned procurement - funding request <p>On completion of the project initiation stage, the full business case is approved with project delivery schedule and total costs confirmed.</p>
<p>Project delivery</p>	<p>For the purpose of this standard, project delivery refers to projects that have business case approval and funding allocated and are in design, build, development, installation, configuration, customisation, hand-over, testing or training.</p> <p>On completion of project delivery, intended scope and product/output, as described in the business case, have been delivered, and the project is ready for closure activities.</p>

Term	Definition
Public body	<p>For the purpose of this standard, a ‘public body’ within the Victorian Government is defined by the <i>Financial Management Act 1994</i> (Vic):</p> <ul style="list-style-type: none"> a) a public statutory authority b) a State business corporation or State body within the meaning of the <i>State Owned Enterprises Act 1992</i> (Vic) c) a body, office or trust body: <ul style="list-style-type: none"> i. established by or under an Act or enactment; or ii. established by the Governor in Council or a Minister <p>and that is declared by the Minister, by notice published in the Government Gazette, to be a body or office to which Part 7 applies.</p>
VSB	<p>The Victorian Secretaries’ Board comprises the Secretaries of each department, the Chief Commissioner of Police and the Victorian Public Sector Commissioner. The board is chaired by the Secretary of the Department of Premier and Cabinet.</p>