

The CSC logo is a red rectangle with the letters 'CSC' in white, bold, sans-serif font. The background of the entire page is a photograph of a modern building at dusk, featuring a large metal sculpture of two kangaroos flanking a shield with a star, and the word 'AUSTRALIA' on a structure above. A large, semi-transparent blue geometric shape is overlaid on the left and bottom of the image.

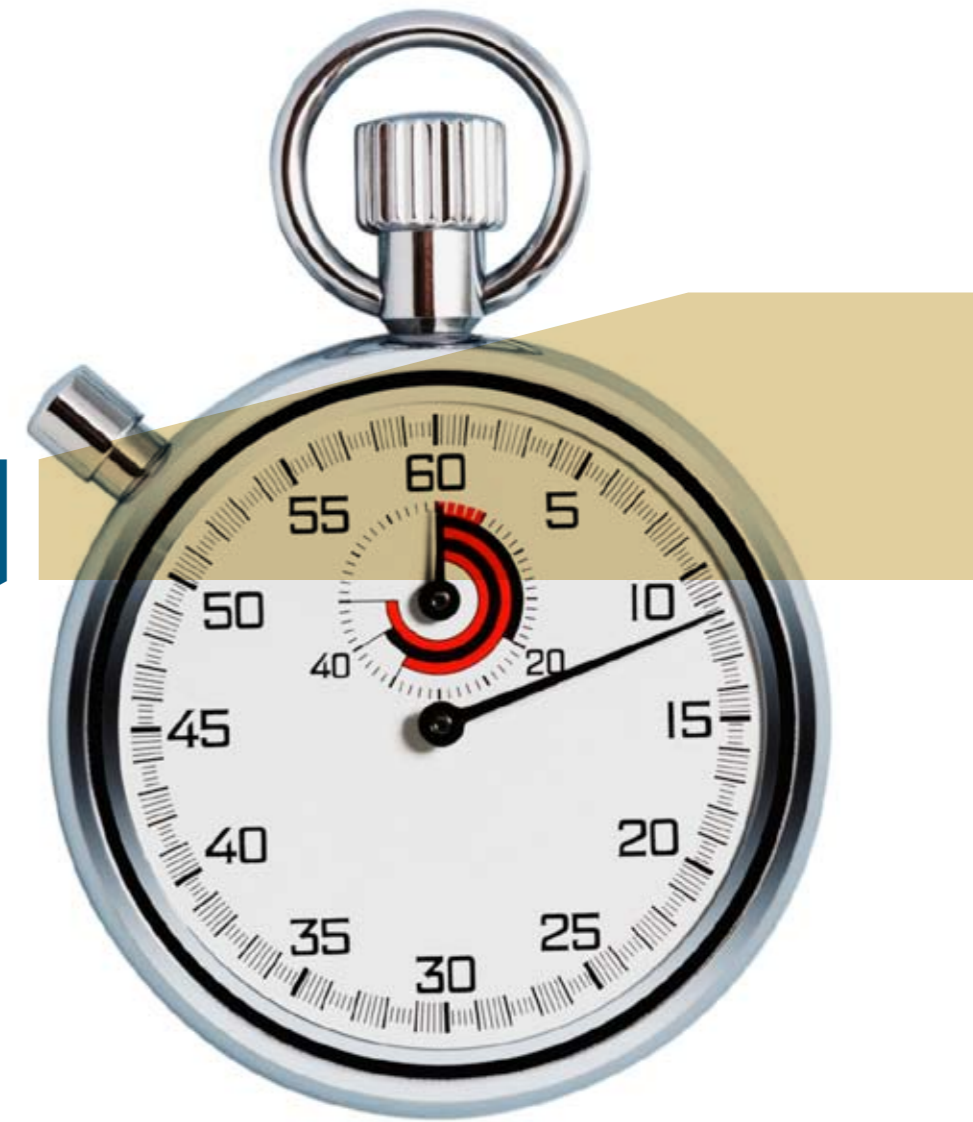
CSC

A CSC POINT OF VIEW

OPTIMISED LEGISLATION MANAGEMENT

OPTIMISED LEGISLATION MANAGEMENT

IT'S TIME FOR CHANGE: CHANGE IS HAPPENING ALL AROUND US. IT IS BOTH A CATALYST FOR AND A RESPONSE TO, OTHER CHANGES OCCURRING IN OUR SOCIAL, BUSINESS AND ECONOMIC ENVIRONMENTS.



The Federal Government in particular is a major driver of change, through their broad vision for the future they drive a constant stream of major changes and refinements out to the Australian people either directly or through the various operational arms of government. The pace of change is increasing, and this acceleration is having a significant impact on the various department's ability to action or operationalise the new and modified vision.

The way in which the government approaches the operationalisation of new policy has not evolved in a way that allows them to keep in pace with the changes.

We believe it is time for change in approach - a move towards a holistic method for managing change.

Agencies that continue to follow the same path, delivering business solutions using traditional ICT approaches, will rapidly find themselves in a death spiral, falling foul of limited Business as Usual budgets. Over time, their business systems will become unmaintainable.

KEEPING UP THE PACE

Government has a vision and enacts it through legislation. However the performance of Government is judged on the performance of the Australian Public Service and its ability to seamlessly operationalise the legislation.

The velocity with which government policy is changing has never been greater. Departments are having difficulty keeping up with the changes required to keep their business systems synchronised with government policy. For example the legislation for the GST was passed in 2000, however, it took until 2005 for the supporting ICT systems to be completed. Prior to that point, a significant portion of the processing was manual using departmental instructions.

CONSTRAINTS ARE INCREASING RISK

In line with the pace of change, is the increasing number of issues that service as constraints to the fast and seamless enactment of legislation:

- A limited number of people that understand and are capable of mapping legislation, departmental instructions and guidelines onto the supporting business systems
- For every day that is spent writing legislation, there is an exponential number more days of effort spent mapping and implementing that legislation onto departmental business systems
- The complexity of business systems is increasing as a consequence of the number of legislation permutations - and of course the number of legislative permutations will only continue to increase
- These changes are increasingly enabled through IT systems, however this is not matched by an increasing labour pool in Canberra, or funding for these IT projects.

These constraints have led to the situation where most Instructions and Guidelines are not codified into business systems, are left to

the manual processes and handling, and are subject to subjective interpretation. Evidence for this can be found in the Palmer and Comrie Reports.

To compound this, the funding to support the new agenda is being reduced by:

- The Gershon Review recommendation to reduce 'Business As Usual' expenditure coupled with a lack of differentiation between Adaptive Changes and Corrective changes
- Business performance challenges which impact the overall departmental budgets, with a flow-on impact to ICT budgets
- Increasing perception within departments that the return on investment for ICT solutions is less than spectacular.

As such, many agencies do not have the bandwidth to resolve issues other than those that are critical to the business (Severity 1). The maintenance backlog is growing which creates downstream problems, many of which require staff work-arounds, therefore reducing the efficiency of agency workforce.

As a consequence of these constraints and perception issues, there is a significant increase in organisational risk.



A HOLISTIC APPROACH - PEOPLE, PROCESS, TECHNOLOGY

The Australian Public Service will remain under pressure to deliver increased business performance with reduced budgets, while the legislative baselines supported by ICT will continue to increase in size for the foreseeable future.

We need to relieve the current pressure to 'deliver more with less' - we need to free up capacity to deliver more than basic legislative change. We need to create opportunities to accelerate return on investment and deliver new innovation.

Agencies must rethink the manner in which they manage Legislation, by reducing the gap between Legislation and implemented business solution where possible. Both ICT and Policy Units within agencies must optimise their respective delivery capabilities more effectively.

A holistic approach to the Management of Legislation is required. If the governance, business processes and supporting tools are managed in a synchronised way, it will facilitate:

- An increase in the velocity of codification of legislation, instructions and guidelines
- An accelerated return on investment, over and above that achieved through the introduction of tools in isolation.

All within existing budget and resource constraints.

As new legislation is passed, agencies can quickly adapt business processes based on the underlying rules engine, thereby quickly and efficiently operationalising the new policy into action.

CSC'S THREE STEP APPROACH

CSC's holistic approach to Legislative Change Management enables agencies to free themselves from the death spiral, through a two-phased approach:

STEP 1: ASSESSMENT

- Assessment of Legislative Governance identify inhibitors and recommend corrective action
- Assessment of the Legislation Management processes and the Legislation Repository identify inhibitors and recommend corrective action.

STEP 2: BUSINESS CASE

- The identification of business benefits associated with the introduction of Business Rules Technology
- Construction of a business case.

STEP 3: INTRODUCTION OF LEGISLATIVE CHANGE MANAGEMENT

- Establish Governance, Business Processes and the Metadata repository required to support the introduction of comprehensive and efficient Legislative Change Management
- Build and deploy a comprehensive Legislation Change Management Solution incorporating Business Rules Technology integrated to existing legacy components within the ICT environment and the Metadata repository
- Business Benefits assessment and realisation.

THE WAY FORWARD

In order to avoid the continuing spiral of partially automated business processes, reduced organisational efficiency and increased organisational risk, a holistic approach to governance, implementation of business processes and codification of business rules underpinned by the appropriate supporting tools should be introduced. Without taking this step change now, it will become increasingly difficult to untangle the web of manual and ICT processes currently used to enact legislation.

A success government will be judged by the way it is able to simply and easily deliver on its vision to the country, our businesses and our citizens. Optimising your legislation management approach will become a core enabler of success.

To find out more about how CSC can help your organisation, please visit www.csc.com.au



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