e-Government Strategy for the Western Australian Public Sector
Late last year my Department released a Strategic Planning Framework for the Western Australian Public Sector. The title, *Better Planning: Better Services*, expressed the focus of the strategy – to enhance the operations of government through the integrated delivery of more effective services to the community.

Since coming to office, this Government has demonstrated its commitment to an ‘integrative approach’ to governance within Western Australia. The Machinery of Government Taskforce has made a series of fundamental recommendations to change the way in which the public sector is organised and to achieve much more with the resources that we have.

These recommendations have already had significant impact across government. Prime examples include the merger of many government agencies and the establishment of the Shared Service Centres initiative by the Functional Review Implementation Team (FRIT).

However, planning for a coordinated, cohesive and holistic delivery of public services is complex and takes time. The process does not stop here - it is ongoing.

The *e-Government Strategy for the Western Australian Public Sector* seizes the opportunity for building on the progress already made in drawing agencies closer together, and it recognises the need to nurture a continuous process of integration across government.

The experiences of governments around the world, within Australia and amongst our own Western Australian Public Sector shows us that Information and Communications Technologies (ICT) can be a vital tool in redesigning the way in which agencies work together and deliver better services to the public.

Some examples of successful e-government initiatives already being progressed in Western Australia include:

- **EAS2 (Electronic Advice of Sale)** - a partnership between the Western Australian Department of Land Information, the Office of State Revenue and the Water Corporation. EAS2 enables conveyancers around the State to conduct advice of sale enquiries, lodge enquiries and receive rate and tax information online. This enhances the accuracy of information, minimises manual tasks, reduces turnaround time for enquiries and improves efficiencies through the electronic transmission of data.

- **e-Briefs** is a joint Western Australian Police Service and Department of Justice initiative that enables the secure electronic exchange of Police complaints to the courts and the transmission of court results to the Police. e-Briefs now facilitates the processing of up to 90 per cent of prosecutions.

- **Tourism e-Marketplace** is a one-stop shop for consumers, industry and media representatives. It is designed to enhance the Western Australian Tourism Commission’s online presence and showcase the products, information, services and resources related to tourism in Western Australia.

- **Shared Land Information Platform (SLIP)** represents the development of a single web based access platform for all land and property information across government. SLIP incorporates shared spatial information infrastructure, hosting services and shared decision support tools.

Western Australians have a growing expectation that government will deliver quality services tailored to their needs. The fundamental challenge for the public sector is to engage in a process of ‘re-engineering’ to address not only how services will be delivered more efficiently, but how the machinery of government will operate in an e-government environment.
This process requires much more than a refocus of current government operations. It needs a paradigm shift in how government approaches its core business.

The e-Government Strategy for the Western Australian Public Sector sets the framework to help agencies examine their core business and move closer to the delivery of seamless, efficient and outcome-focused services.

This Strategy provides a clearer path for agencies as we endeavour to work towards a more ‘corporate’ or whole-of-government identity for the Western Australian Public Sector. The Office of e-Government will provide a leadership role in the initiation of whole-of-government e-government projects, policies and guidelines as well as a supporting role to agencies in their development of potential e-government initiatives.

e-Government offers exciting potential for agencies to better communicate with citizens and tailor service delivery in a manner that suits their needs. I encourage agencies to use this Strategy to focus and inform their strategic and business planning for the future.

THE HON DR GEOFF GALLOP MLA
THE PREMIER
Background
The e-Government Strategy for the Western Australian Public Sector represents an important step in placing e-government on the public sector agenda. The e-government vision for Western Australia that underpins this Strategy is: A more efficient public sector that delivers integrated services and improved opportunities for community participation.

This vision is one of a seamless interface between agencies and between government and its constituents. It involves integrated service delivery and a corporate Western Australian Government approach. In the context of this Strategy, the term 'corporate' refers to a collective identity amongst government agencies working toward common goals and objectives from a whole-of-government, rather than single agency, perspective.

e-Government adoption can lead to increased levels of citizen trust and confidence in government. Efficiency, improved and integrated service delivery, and the ability for Western Australians to communicate with agencies and with the Government are the three key drivers for this Strategy.

In developing this Strategy it has been acknowledged that the most critical challenge to the public sector in embracing e-government is the cultural change that needs to take place within agencies in order to achieve a firm foundation from which to cultivate e-government initiatives.

This Strategy is primarily aimed at agencies. However, private industry and business will play a critical and collaborative role in the development of e-government transformation across the Western Australian Government.

This Strategy is divided into three sections. This Background section gives agencies a theoretical grounding to the concept of e-government and identifies the stages of development that the Western Australian Public Sector will need to move through to achieve full e-government transformation. It also outlines why pursuing e-government is important and identifies the benefits that it can bring. This is exemplified in taking a citizen's view of what e-government transformation will look like.

The second section places this e-government transformation in a Western Australian Context. It outlines the role of the Office of e-Government in placing e-government on the public sector agenda. It also acknowledges the need to reflect on the experiences of, and lessons learned by, those pursuing e-government transformation in other sectors and jurisdictions.

Vision

A more efficient public sector that delivers integrated services and improved opportunities for community participation.
These sections culminate in The Strategy which identifies the goals and principles of e-government and the key enablers needed to effect e-government transformation in the Western Australian Public Sector. They are, therefore, the basis of an e-government work plan for agencies and for the Office of e-Government.

e-Government should not be viewed as simply an ‘add-on’ to current agency considerations. Employing the goals and principles of e-government is about changing the way all agencies approach their core business. It is about a shift in thinking in the public sector from a ‘silo’ or single-agency focused mentality towards a more collaborative, integrated and innovative understanding of the business of government. In order to meet the increasing service demands of the community, agencies will need to focus more on working in partnership, rather than in parallel, with their fellow public sector service providers.

Such fundamental change takes time and requires those who are responsible for enacting this transformation to have an understanding of where they have come from and, most importantly, where they are heading. This e-Government Strategy for the Western Australian Public Sector is intended to provide agencies, and those organisations that work closely with government, with a clear picture of Western Australia’s strategic e-government direction.
What is e-Government?

e-Government involves focusing on the use of Information and Communications Technology (ICT) to assist in the transformation of government structures and operations for cooperative and integrated service delivery. If the technology does not result in better outcomes for citizens and agencies it will mean nothing more than an added cost to government – a cost that government is increasingly being asked to account for by its citizens.

e-Government can be defined as the comprehensive application of Information and Communications Technology to government services.

This definition challenges the misconception that e-government is simply about developing more ICT projects across government. Certainly, if agencies are to operate effectively in the global environment of the 21st century and improve their decision-making, services, communication and participation with Western Australians, then improvements in the application and use of ICT is involved. However, this represents only part of the e-government picture. Getting the very best out of new technology means we must develop a culture of innovation, not just automation.

What are the Benefits of e-Government?

The adoption of e-government innovation and strategic planning will have benefits for government in the delivery of more effective and efficient information and services to the citizens of Western Australia. The key benefits for both agencies and citizens are outlined below:

• Assists in the development of a culture of integration and collaboration within and between agencies;
• Allows easier access for citizens to participate in government decision-making;
• Provides greater choice for citizens to access the type of information and services that best suits their individual circumstances;
• Minimises citizens needing to know how government is organised or who provides the information and services they require;
• Allows citizens to access information and services at times more convenient to them; and
• Allows agencies to deliver information and services more effectively, cheaply and conveniently.
e-Government Strategy for the Western Australian Public Sector

Understanding e-Government

Why Pursue e-Government?

In November 2003 the Government released its Strategic Planning Framework for the Western Australian Public Sector - Better Planning: Better Services. e-Government initiatives need to take place within the context of this strategic business direction set for government. By embracing e-government, agencies will have a clearer plan to achieve the service delivery goals that the State Strategic Planning Framework sets out. If strategically employed, ICT can form the backbone of initiatives that will help agencies achieve results against each of the five core goals of Better Planning: Better Services:

People and Communities

To enhance the quality of life and wellbeing of all people throughout Western Australia.

Improved service delivery, citizen focus and accessibility are all vital to the vision for e-government in Western Australia. As such, e-government represents a means by which agencies can work toward increasing the standard of living for Western Australians.

The Economy

To develop a strong economy that delivers more jobs, more opportunities and greater wealth to Western Australians by creating the conditions required for investment and growth.

e-Government provides the mechanisms for the Western Australian Public Sector to:

- Show leadership in its demand for new and efficient ICT products and services;
- Deliver business efficiencies through online channels for increased efficiency; and,
- Foster a culture of best practice in Western Australia conducive to excellence and innovation.

In addition, e-government can create conditions to assist in economic development. Already, the tourism sector benefits from harnessing online technologies to increase exposure and market share. Similar principles can be applied to opening the market for development of the local small business sector.

The Environment

To ensure that Western Australia has an environment in which resources are managed, developed and used sustainably, biological diversity is preserved and habitats protected.

e-Government calls for collaboration and a multi-agency approach affording a whole-of-government view of environmental and spatial data across government. Common infrastructure will also allow such data to be quickly shared with all parties (including non-government groups) with increased ease and speed so as to address environmental issues quicker and more effectively.
The Regions

To ensure that regional Western Australia is strong and vibrant.
e-Government transformation within Western Australia would entail meeting the need for rural and regional Western Australians to access services, communicate and transact with government through mechanisms that are appropriate to their situation in a manner equivalent to urban citizens.

There is considerable potential for e-government initiatives to bring both economic and social benefits to regional areas. Improved ICT infrastructure can provide flow-on benefits to business and residential users, and improved access to government services that can enhance the viability of small rural communities. Government agencies have a key role to play in enabling this to happen through their collaborative behaviour, including the joint buying of services. In acting as ‘anchor tenants' government agencies provide the sometimes much needed infrastructure to remote areas.

The above objectives also need to be considered in the context of the Government's decision to make substantial savings through procurement reform.

Governance

To govern for all Western Australians in an open, effective and efficient manner that also ensures a sustainable future.

The use of common systems and the practice of aggregating data that e-government advocates, allows for significantly increased levels of transparency and accountability in decision-making, and an increased ability to apply governance more effectively.

Much work has already been done in an effort to move the Western Australian Public Sector further down the path of delivering more collaborative, efficient, effective and innovative services to the public. Now more than ever there is a prime opportunity to harness the impetus of the Government and the diversity of skill sets within agencies to move further towards transforming the operations of government.

The development of the Shared Service Centres presents an opportunity to leverage the considerable investment the Government has made in ICT infrastructure to develop a range of whole-of-government service delivery platforms. Whole-of-government directory services, common email naming conventions and a whole-of-government information architecture are examples of projects that could build upon the concept of the Shared Service Centres.

Innovations in technology have contributed to our ability to operate more efficiently in the global economy. Technology has broken geographical boundaries and allowed a rapid increase in cross-border social, cultural and technological exchanges between citizens and business.

The Western Australian e-government experience reflects that of governments around the world. This Strategy is predicated on a considerable body of research into e-government initiatives and experiences in other jurisdictions – all filtered through the individual needs and drivers within the Western Australian context.

There must be a fundamental shift in the way the Government views and develops its relationship with citizens and business if the future is to be one of innovation, sustainability and a competitive force in the global economy. e-Government represents the vehicle by which public sector agencies can move from an agency-centric ‘silos’ service delivery model to a more cross-agency, whole-of-government environment.
The Western Australian Public Sector has made significant progress in the adoption of technology. There are many services and a variety of information available online. Indeed many agencies have moved past the online (web) presence stage and recognise the need to deliver services via a range of technologies and service delivery mechanisms. However, services still tend to be delivered in an agency-centric model designed around the programs and structure of the agency, rather than the needs of the citizen or business.

Gartner’s ‘Characteristics of the Four Phases of e-Government’ describes each stage of development within the service transformation model. These are – Online Presence, Interaction, Transaction and Transformation. Figure 1. Characteristics of the Four Phases of e-Government presents these four phases in the Western Australian context. Each phase in the diagram includes a brief overview of the characteristics pertinent to that stage in the development of e-government.

The key elements of the four phases are briefly outlined below to illustrate how the Western Australian Public Sector will progress to a transformational model of government service delivery. This model should serve as a guide. Each agency will progress according to its purpose and capacity to respond to the current environment and needs of citizens. There is not necessarily a clear division between the four phases and agencies may advance to a more complex phase in some capacities whilst still addressing aspects of a previous phase in other areas of their core business. Both the diagram and overview can provide a reference point for agencies to assess their progression in moving to a transformative service delivery model.

Phase One – Online Presence

This phase is represented by agencies raising awareness of their purpose and services through a web presence. It may simply be information that outlines what the agency does, what services it provides and how it operates. It may also include reference to contact points if citizens require further information or wish to conduct business with the agency. There is little opportunity for citizen interaction or two-way communication without resorting to use of traditional channels of service delivery, nor can citizens manipulate information or interact with it in any other way than simply viewing it.

Figure 1: Characteristics of the Four Phases of e-Government

- **WEB PRESENCE**: Growing use of website to deliver information to the public. WEB PRESENCE BEING DEVELOPED TO REFLECT A MORE CITIZEN-FOCUSED AND CITIZEN-DRIVEN ENVIRONMENT.

- **INTERACTION**: Online service delivery begins to transform the way citizens interact with government. WEBSITE CAPABILITY ALLOWS THE CHOICE OF ACCESSING SERVICES, INCLUDING TRANSACTIONS, ONLINE OR IN PERSON. COMMON ENTRY POINTS EMERGE REMOVING THE NEED TO UNDERSTAND GOVERNMENT STRUCTURES.

- **TRANSACTION**: Agency services are moving towards a seamless and integrated model. CONVENIENCE AND CHOICE OF INTEGRATED SERVICE DELIVERY CHANNELS, ACCESS ANYWHERE ANYTIME TAILORED TO INDIVIDUAL. DOES NOT NECESSITATE KNOWLEDGE OF WHERE OR WHO IS RESPONSIBLE FOR DELIVERING SERVICE.

- **TRANSFORMATION**: e-Government has redefined and transformed the operations of government and its relationships between and with citizens and business. SEAMLESS, INTEGRATED AND CUSTOMISED DELIVERY. PUSH TECHNOLOGIES PROVIDE AUTO UPDATES AND 2-WAY COMMUNICATION ON ISSUES. PERSONAL INFORMATION IS SECURE AND MANAGED ETHICALLY. ENABLES DEMOCRATIC RESPONSIVENESS AND ACCOUNTABILITY.

**Service Delivery Architecture**

**Time and Complexity**

**Benefits and Costs**

**Cultural and Organisational Change**
Phase Two – Interaction

This phase represents the primary development of citizens interacting with government via online facilities. Whilst citizens may still access information and services through traditional channels, such as by phone or in person, phase two represents an environment in which citizens can order and execute services online. They may also manipulate information databases, use search mechanisms and linkages to other related sites. This phase also introduces the beginning of common entry points that aim to remove the need for citizens to understand government structures to access government services, and deliver the first high-volume transactions in limited instances.

Phase Three – Transaction

In this phase, citizens are able to equally access government services via many channels (e.g. online, wireless or PDA technologies) of delivery and agencies have begun to reform their business processes such that services can be delivered via a variety of channels as a matter of course. This will increase the convenience factor for citizens and businesses using government services.

There is a greater removal of the need for citizens to understand the structures of government as increased shared services and collaboration between agencies has resulted in greater information sharing and service initiation. Privacy and security concerns have been effectively managed such that civic and industrial trust in e-government services is high. Personalisation of service delivery is commonplace, and the value proposition of services has been maximised such that take-up of e-government initiatives is consistently high. Communication between citizens/business and government is now more akin to two-way conversation and the beginning of proactive service delivery is being seen.
Phase Four – Transformation

This phase is characterised by a seamless interface and integrated service delivery model in which the relationship between citizens, government and business has been transformed. Multiple channels of service delivery are a given, and new means of service delivery are being continuously explored. The mechanisms of e-government are taken for granted as part of everyday life and e-government as a concept effectively ‘disappears’ to become simply ‘government’.

Citizens and business have an implicit trust and confidence in their engagement with government, and the concept of ‘government as a servant of the public’ is truly realised as personalised, pro-active service delivery mechanisms abound.

The distinctions between agencies at all three levels of government (local, state, federal) are notional as collaborative service delivery is not only the norm, but a means of achieving and delivering previously unconceived levels of service. Government services are fundamentally personalised, independent of channel of delivery or service provider and frequently transparent.

Government itself is highly accountable, and the mechanisms for soliciting feedback from citizens have been replaced by mechanisms that afford citizens a highly participative role in decision-making, direction and policy.

This Strategy provides the framework by which the public sector may be able to move towards a transformed government that meets the needs and expectations of the citizens of Western Australia. Technology alone will not achieve this goal. It will require a long-term commitment to a program of continuous improvement that critically challenges longstanding, but outmoded, operational and cultural norms.

‘e-Government enables the dual goals of efficiency and democracy to be met more cheaply and easily than previously envisaged but the new technologies go much further than this. They are starting to redefine the landscape of government by changing the relationships (power and responsibility) between players - between service providers and industry, between the public and private sectors and between government and citizen - by forging new organisational and economic structures, by introducing new processes at work and in the community and above all by opening new opportunities as well as posing new challenges, not least the threat of new digital divides.’

The potential benefits of e-government to the citizens of Western Australia are considerable. It offers the prospects of:

- A more tailored approach to service delivery that recognises the particular needs of an individual and the range of services and resources that can be brought to bear to meet those needs;
- Access to services at a time and place convenient to the citizen or business; and
- A greater choice in the way services can be delivered.

The citizens of Western Australia, whether in the community or business, want more effective and efficient delivery of services that meet their individual requirements. The pace of life in the 21st century demands that these services save time, money and make access to government easier and more convenient.

Figure 2. From Web Presence to Full Service Delivery: A Citizen’s View represents a model of the e-government transition process from the perspective of the citizen. In the web presence phase, citizens are able to access a range of, generally 'static', information about an agency and its services. The interaction phase enhances the service delivery options for citizens by enabling new methods of interaction such as email and downloadable forms. This phase is also characterised by a move towards one or more common entry points that bring together a range of related services in a way that makes it more convenient for the citizen and puts less emphasis on the citizen needing to know who provides a particular service. Also characteristic of this phase is a move by some agencies to expand the channels available to citizens and business for conducting specific critical transactions (typically high-volume and revenue-related), through methods such as online payments and IVR telephone services. The interaction phase also provides an additional channel for the citizen to participate in areas of government policy and decision-making.

‘Technology will not determine the service – rather, better information management and improved business processes will be the means used to tailor the delivery of government services to meet the needs and demands of citizens’.

This will minimise the onus on citizens needing to know where to access government information and services.

Transformation

A citizen-centric Government providing seamless and integrated service delivery

Figure 2: From Web Presence to Full Service Delivery: A Citizen’s View
The transaction phase provides a continued expansion in the number and completeness of transactions that citizens can undertake in an online environment. As the requirements of citizens mature in this area there is growing emphasis on accessing services that are more tailored and personalised to the needs and circumstances of the individual. In order to meet this need, agencies adopt a much more collaborative approach to services and service delivery and utilise methods and channels of delivery that are more flexible and integrated. The pattern of two-way communication between citizen and government that this phase sets in train also provides a platform for establishing new ways for citizens to participate in the decision and policy-making processes of government. Similarly, it creates new avenues for government to increase its accountability to the citizenry through greater openness and transparency of its operations.

The transformation phase represents the full adoption of e-government into the everyday interactions between citizen and government. In this seamless service delivery environment, one of the key features for government is having the capacity to continually improve and build upon both the information and services it provides, based on interaction with citizens. This seamless environment allows the focus of service delivery to be citizen-centric, not government or agency-centric, and has the potential to inform government decision-making through a continuous channel of communication between government and citizens.
Western Australian Context
The Office of e-Government

The Role of the Office of e-Government

The Office of e-Government (OeG) was established within the Department of the Premier and Cabinet in February 2003, following recommendations by the Functional Review Taskforce.

In July 2003 OeG released its Strategic Plan for 2003 – 2005, which outlined its four key objectives as being:

- **Strategic Leadership**
  Lead the e-government agenda in the Western Australian Public Sector.

- **Foundations and Frameworks**
  Establish standards-based frameworks, policies and guidelines that support the implementation of e-government in the Western Australian Public Sector.

- **Collaborative Approaches**
  Coordinate and develop whole-of-government and cross-agency initiatives designed to assist in achieving increased efficiency, improved service delivery and increased community participation.

- **Awareness Raising**
  Raise awareness and promote the benefits of e-government for government, business and the community.

OeG will provide a leadership role in the initiation of whole-of-government projects, policies and guidelines as well as a supporting role to agencies in their development of potential e-government initiatives. A considerable body of work designed to support this Strategy is already underway within OeG. This work involves:

- Identifying key policy areas that are critical to facilitating e-government initiatives;

- Adding to the information that has already been analysed by OeG via project survey material;

- Working with the Shared Corporate Services and Procurement Reform program teams; and,

- Ongoing consultation with agencies.

Follow up documents to this Strategy will contain more detailed discussion of specific cross-agency projects, grassroots e-government policy direction and examples of successful e-government initiatives that can serve as a guide for agencies.

OeG will work closely with agencies and is available to assist them in the development of e-government initiatives they may be exploring.

The OeG website can be found at: www.egov.dpc.wa.gov.au
It is vital for the ongoing success of e-government development within Western Australia that we remain connected to the work of other jurisdictions in this field. By sharing in the experiences and expertise of colleagues in other jurisdictions and countries it is possible for Western Australia to remain at the leading edge of e-government.

OeG invests considerable time in developing project-based partnerships with other jurisdictions as well as relationships that allow us to expand our knowledge in the field of e-government development.

Some of the strategic partnerships that OeG cultivates are reflected in the following:

**Local Government**

Local Government delivers a significant range of services and has a particularly close relationship with the community. The Western Australian Local Government Association (WALGA) has a significant project in place to improve online services to citizens who interact with local government – Linking Councils and Communities. The Australian Local Government Association (ALGA) is represented on the Online Council. Open dialogue already exists between representatives of WALGA, the Western Australian State Government and the Federal Government exploring ways to work together to improve service delivery and improve efficiency. These opportunities will continue to be pursued.

**Other Australian State Governments**

Members of OeG are in constant contact with their e-government colleagues in other States and Territories. So as to avoid duplicating the efforts of other jurisdictions, OeG has looked to the important work of Queensland and Victoria in particular, to learn as much as possible about the merits of certain e-government approaches. One example of this collaboration is OeG’s current investigation into the development of whole-of-government directory services, a project already underway in both of these States.

**Australian Federal Government**

OeG follows the work of Federal e-government agencies and seeks to ensure that Western Australian e-government policies and initiatives are compatible with standards developed at the Federal level. Many of the tenets of the Federal e-Government Strategy, ‘Better Services, Better Government’, are echoed in this Strategy.
International e-Government Community

e-Government is very much a global trend and as such there is a lot to be learned from the experiences of other countries, particularly those who have a longer history of working towards e-government transformation. In developing this Strategy OeG has gained a great deal of insight from e-government initiatives in the United Kingdom, Canada, New Zealand, Finland and the United States.

Business and Industry

Much of the focus of e-government is to make it easier and cheaper for business to work with government and to meet legal and regulatory requirements. Business requirements will play an important role in setting the priorities for, and shaping, e-government initiatives.

Information and Communications Technology Industry

There is already considerable dialogue between government and the ICT industry on strategic e-government issues. There are also regular opportunities for sharing of issues and ideas, for example, through the Information Industries Forum Working Group.

The Office of e-Government

The ICT industry can play a number of roles to assist agencies to successfully adopt e-government strategies such as:

- Advising on current and emerging standards;
- Identifying how ICT products and services can support e-government; and,
- Filling the gaps of knowledge and experience agencies have on e-government issues and technologies.

The Non-Government Sector and Community

Critical to the success of e-government development is a clear understanding of the needs of the community and those at the ‘coal-face’ of service delivery to the public. Like the business sector, e-government innovation and development will necessarily involve continued dialogue and collaboration with those working in the non-government sector. Their knowledge and expertise will be of great value to agencies that are looking to deliver more effective services to citizens.
The Strategy
Achieving the Goals of e-Government

At the centre of this Strategy are three core goals, all of which support the overarching vision for e-government in Western Australia:

Vision

A more efficient public sector that delivers integrated services and improved opportunities for community participation.

Goals

To transform the operations of government, using technology as a tool, to improve internal efficiency, service delivery to citizens and community participation.

- Service Delivery
  More personalised and accessible services that are easy for the community to use.

- Internal Efficiency
  Improved processes within and between agencies leading to lower costs and improved services.

- Community Participation
  Easier interaction so that people can understand and contribute to government.

The achievement of these three goals will require a genuine commitment by agencies to work in ways that will challenge existing structures and processes. As illustrated earlier in this document, these changes will require agencies to move through four phases to reach a transformational model of service delivery. This will not be a goal that can be achieved quickly or without overcoming a range of issues. However, the ultimate benefits will far outweigh the challenges confronting the public sector.

Figure 3. Achieving the Goals of e-Government sets out the three goals of e-government and the key features of the environment as agencies move from the interaction phase to the transformation phase. The timeframe placed on public sector agencies to reach the transformation phase by 2010, sets a target for agencies to integrate their strategic and business planning to meet the goals and principles of e-government.
A wide range of government services are accessible online.

Agencies begin to design citizen-centric services and seek ways to integrate services.

Agencies explore ways to both inform and seek the engagement of citizens through online services.

Many services delivered electronically. Traditional service delivery channels will be available but made more efficient by technology. Common entry points tailored to individual need and circumstance.

Many services have been redesigned and bundled together to better meet the individual needs of citizens. Better level of integration through the adoption of an interoperability framework and service delivery architecture.

The process of government e.g. voting may be electronically enabled. Online participation will become increasingly important as an adopted option by citizens. Push technologies keep citizens informed.

Increasing level of ‘push’ services tailored to citizens’ individual needs. Decreased reliance on traditional service delivery channels. The seamless delivery of services as and when required by citizens.

Cross agency collaboration and integration will be accepted best practice. Services will increasingly be designed for individual access, tailored to personal needs and circumstances. The value of information and cost sharing amongst agencies will be realised.

Online engagement will be the preferred choice of interaction with government by citizens. The machinery of government processes will be adapted to better fit the technological environment.
Underpinning the three goals of e-government are six principles to guide the way in which e-government transformation should be approached. These principles should act as the ‘critical questions’ that test all decisions made in relation to developing e-government initiatives.

Under each principle are examples of the sorts of questions agencies should be asking of their projects and strategic initiatives.

### Citizen-centric
Services and information will be designed and focused on the needs of Western Australians.

**Q:** Has the project’s potential customer base been fully realised?

### Accessibility and Choice
The service delivery model will enable Western Australians accessibility and choice of services to meet their individual needs and circumstances.

**Q:** Does this project or initiative improve the choice of service delivery channels for its customer base?

### Trust, Confidence and Security
The Western Australian Public Sector must earn the trust and confidence of citizens that government is collecting, using and disclosing their information in a manner which is consistent, secure and ethical and which respects privacy, and that online transactions with government are secure.

**Q:** What measures have been taken to ensure that the project effectively manages the security of personal information provided by its customer base?

### Better Governance
e-Government is an integral component in enabling government to improve its structures, governance frameworks and processes to better serve the citizens of Western Australia.

**Q:** Does this project encourage community participation in the decision-making process of government?

### Collaboration and Integration
Agencies will work in a more collaborative manner, prioritising the need for integration of government services.

**Q:** Has the potential for cross-agency collaboration and benefit maximisation in this project been thoroughly investigated?
Accountability

The tenets of transparency, accountability and ethically responsible governance will underpin e-government initiatives to transform the operations of government.

Q: Does this project improve the transparency of government decision-making and/or service provision within and across the agencies involved?

Figure 4. Employing the Principles of e-Government illustrates how these six principles should underpin all decisions made in the e-government transformation process. This diagram also highlights the influencing factors of the core goals of the State Strategic Framework in enacting e-government transformation.

For example, in making the first change noted in the diagram, that is, from an agency-centric service delivery model to a citizen-centric service delivery model, it would be expected that agencies address key questions regarding each of the e-government principles (as stated above) in relation to any service delivery initiatives they intend to develop. It is in the employment of these principles that the positive move towards e-government transformation is reinforced.
Figure 4: Employing the Principles of e-Government

From

Agency-Centric Process Driven Service Delivery
Citizens need to know where to go to access services

Isolated Knowledge Gathering and Learning
‘Silo’ information management practices

Geographic or Functional Bias Services delivery linked to physical structures

Internal Focus Limited opportunities for community participation in government

To

Citizen-Centric Outcome Driven Service Delivery
Citizens do not need to know how government is organised to access services

Sharing of Knowledge and Information
Valuing and sharing knowledge and experience across government

Anywhere-Anytime Access Seamless access to shared services regardless of location or channel of access

e-Engagement Government actively engages with citizens and provides opportunities for community participation

Applying the Principles of e-Government to Decision-Making
- Citizen-centric
- Accessibility & Choice
- Trust, Confidence, Security
- Better Governance
- Collaboration & Integration
- Accountability

Influencing Factors: Core Goals of the State Strategic Framework

People & Communities

The Economy

The Environment

The Regions

Governance
So far there has been discussion as to what e-government is, what e-government transformation might look like, what goals drive this process of transformation and what principles should guide e-government decision-making. The important questions remaining are: what needs to happen in order to effect e-government change? and, what needs to be done differently?

Despite the potential for ICT to provide more effective and efficient service delivery to citizens and greater community participation, the challenges in developing and maintaining a successful e-government environment are fundamentally cultural and political in nature, rather than technological. After all it is people who will drive the technology and through its use largely determine the nature and quality of engagement with citizens.

Effecting Change: The Key Enablers of e-Government

This section is dedicated to looking at the key enablers for e-government transformation within the Western Australian Public Sector and outlines what we must ‘get right’ before we can effect this desired change. These enablers are:

1. Leadership
2. Culture Change – Thinking ‘Corporate WA’
3. Governance Mechanisms
4. Citizen-Centric Approach
5. Collaborative Relationships – Looking for Synergies
6. Policy and Legislative Framework
7. Technology Architecture and Interoperability
8. Information Management

Each of these eight key enablers are interdependent and are of equal importance when it comes to enacting e-government within the Western Australian Public Sector. Each enabler requires the efforts of both agencies and OeG to be realised. Therefore, the role of agencies and OeG are outlined in each section, along with examples of work currently happening in each of these key areas.
1. Leadership

e-Government is a whole-of-government change that will require transformational leadership and commitment from both the political and administrative arms of government. The success of any fundamental change rests in the degree of ownership and commitment that those making the critical decisions have to the transformation process. In a rapidly developing environment, such as ICT, this commitment to the bigger picture is even more important.

The Role of OeG

OeG states in its Strategic Plan that one of the four key objectives of OeG is to provide strategic leadership by ‘leading the e-government agenda in the Western Australian Public Sector’.

This leadership will take a number of forms. *The e-Government Strategy for the Western Australian Public Sector* represents an important leadership role for OeG in elevating e-government on the public sector agenda and setting a course for agencies to follow in progressing e-government transformation.

Equal to establishing a strategic foundation for e-government development, OeG has several on-going leadership roles such as:

- Supporting and nurturing collaboration between agencies in their development of e-government initiatives;
- Raising awareness of e-government and its benefits both within government and in the community;
- Identifying gaps where policy, legislative and operational frameworks need developing or revising to facilitate e-government initiatives; and,
- Initiating projects that require a whole-of-government management approach. That is, projects that would have no logical lead agency due to their whole-of-government nature. An example of such a project would be initiating the development of a common groupware system for government in collaboration with agencies.

It is important to note that none of the leadership roles assumed by OeG in any way reduce the importance or impetus for agency participation in developing e-government initiatives.

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‘Leadership and commitment, at both political and administrative levels, are crucial to managing change. Committed leaders are required to deal with disruptive change, to persevere when benefits take time to emerge, to respond when things go wrong and to establish visions and plans for the future’.

The Role of Agencies

In agencies, a commitment to e-government needs to be demonstrated by the actions and understanding of senior executives. It is important that the leaders of the public sector are able to champion and integrate the vision, goals and principles of e-government into every aspect of their strategic decision-making and business planning.

e-Government transformation will not succeed if senior management relegate the carriage and implementation of e-government initiatives to their Information Technology departments. The development and maintenance of e-government initiatives needs to involve every level and aspect of agency business.

2010 Vision

• The leaders of the public sector champion and integrate the goals and principles of e-government into their strategic decision-making and business management.
• Chief Executive Officers and senior managers ensure that the carriage and implementation of e-government is the responsibility of the whole organisation, not just those involved in Information Communications Technology.
2. Culture Change - Thinking ‘Corporate WA’

As has been discussed throughout this Strategy, one of the biggest challenges to e-government development is the ‘silo’ or agency-centric approach of the Western Australian Public Sector. This extends from an organisational level down to the working patterns of individual public servants.

For e-government transformation to succeed, a fundamental cultural shift will need to take place at every level of government. The public sector should not be perceived as a collection of disparate agencies delivering services to citizens engaged on agency terms. Rather, the public sector should be viewed as a coordinated entity delivering services to the community in ways that best suit citizens’ needs.

In short, the public sector needs to start thinking of itself as ‘corporate Western Australia’. Without this sense of corporate identity, agencies will always remain limited to the possibilities available within their individual organisations and not be open to the opportunities for sharing and capitalising on the wealth of information, skills, knowledge and support that resides in the public sector as a whole.

The Role of OeG

OeG’s role in relation to this enabler is very much one of supporting agencies. Agencies themselves must make this shift in their thinking and mode of operation. OeG can help break down some of the ‘silo’ constraints by championing collaboration mechanisms and by developing channels for cross-agency communication. OeG will also identify and remove inhibitors to cross-government cultural change and will lead and facilitate whole-of-government initiatives that will effect cultural change. However, this challenge is grounded in traditional public sector ideology and is more about agencies learning to think and act differently, rather than implementing discrete policies or initiating particular projects.

OeG will continue to reinforce the need for the transition to a more corporate way of thinking for e-government to succeed.
The Role of Agencies

The role of agencies in realising this e-government enabler is particularly challenging. Currently, agency business is predicated on the specific remit of that particular agency, not the wider needs of the customers it serves, the potential of the information it may collect, the expertise it may harbour or the strategic direction of government as a whole.

As a starting point agencies need to introduce the notion of the Western Australian Public Sector as a corporate identity into their day-to-day and strategic decision-making processes. Agencies will also need to put in place workplace learning and knowledge sharing networks where staff across the whole of the sector can join together to solve problems and make decisions. The e-government environment will also require public sector staff to be more agile, flexible and adaptive to change.

Some guidance for how to go about this is discussed further in relation to ‘Collaborative Relationships – Looking for Synergies’.

2010 Vision

- The Western Australian Public Sector delivers effective and efficient services as a ‘corporate’ identity.
- e-Government initiatives are considered as an integral component of business planning processes across government.
- Knowledge sharing tools and processes are utilised across the whole of government to provide holistic solutions to service delivery.
- Public sector employees recognise the opportunities of e-government to deliver citizen-focused services and incorporate the principles of e-government into their day-to-day work.
3. Governance Mechanisms

As agencies become more interconnected, and the distinction between government and non-government service delivery becomes less obvious, there will be new challenges for public sector governance. Our current system of government is supported by legislation and regulations that segment information and services between Federal, State and Local Governments and often at agency level. e-Government will challenge these existing rules and regulations. A robust governance framework is required to support transformation to an integrated service delivery model.

Each year agencies spend significant resources on major infrastructure and services. Good e-government information management practices enable the aggregation of data across agencies so as to facilitate a better whole-of-government understanding of how these resources are being procured and deployed, thereby increasing the overall transparency and accountability of government.

Implementing collaborative multi-agency projects would deliver significant benefits to agencies and the community. However, in the present public sector environment there are many governance issues to consider:

- Which agency or agencies will pay the initial and ongoing charges to maintain the e-government initiative?
- How will the costs be recouped?
- Who will have the responsibility for managing the infrastructure and services?
- Will this add to their costs without fully compensating for the extra workload?
- How will intellectual property issues be managed?
- What affect will this have on suppliers to government?
- Where does accountability reside?

The Role of OeG

OeG is working to identify areas where the implementation of e-government initiatives would be impeded by a lack of adequate governance mechanisms and options for cross-government service delivery. Where possible, OeG will work with agencies to develop flexible collaboration frameworks to deal with these issues.

As highlighted by the questions above, funding for e-government projects is going to be a significant governance issue when trying to initiate, develop and subsequently maintain cross-agency initiatives. OeG is collaborating with the Department of Treasury and Finance to address issues such as the initial point of funding for collaborative projects, joint agency funding bids and ongoing project responsibility.
The National Service Improvement Framework\(^3\) developed by the Integrated Transactions Reference Group, in conjunction with OeG, outlines principles and statements of intent to collaborate on projects that span multiple agencies or jurisdictions.

### The Role of Agencies

Partnering on e-government initiatives across agency or jurisdictional boundaries requires flexibility and accommodation on behalf of all agencies. Senior managers need to take responsibility for reducing the systemic barriers that exist within their organisations that would prevent them from embracing collaborative opportunities.

As governance frameworks for working collaboratively are developed, agencies should adopt the principles they outline and seek to utilise the common ground this offers as a starting point for investigating partnerships to grow their service delivery potential.

### 2010 Vision

- A sound governance structure within government that supports the particular needs of e-government transformation.

\(^3\) Integrated Transaction Reference Group (on behalf of the Australian Online Council of Ministers), (2004), National Service Improvement Framework.
4. Citizen-Centric Approach

The first principle of e-government is that ‘services and information will be designed and focused on the needs of Western Australians’. As has been discussed, changing the agency-centric approach within the public sector to one of citizen-centricity is a vital step toward achieving e-government.

Putting citizens first in determining service delivery approaches involves many considerations. Government not only has to understand the needs of citizens, but also be able to identify their preferences such as: their most convenient means for accessing services, the channels for delivery they have available to them, and how they perceive their service delivery choices.

For government to understand the needs of citizens and identify their preferences it needs to actively engage with citizens.

ICT is emerging as a vital tool in building social capital and community sustainability...

A recent pilot project, based in the South West of the State, examined this issue. The project utilised ICT to build a community of interest for parents, child healthcare professionals and relevant government agencies. The ICT infrastructure enabled them to share information and expertise on parenting and healthy child rearing in a safe and secure environment.

This engagement is not just limited to identifying their service delivery requirements, but also provides a vehicle for citizens to actively contribute to government decision-making at both the ministerial and agency levels. Government must make decisions on a range of issues and the challenge will be to ensure that those citizens most directly affected and interested in a specific issue are identified and consulted so as to consider their views in the decision-making process.

Accessibility to government services in an e-government environment will require agencies to provide citizens with a choice of service delivery channels. It is important to note that ICT incorporates a number of different technologies each with their own benefits and appeal of access to different user groups. Channels such as Short Message Service (SMS) technology, digital TV and data casting may all be employed in an effort to achieve e-government service delivery transformation.

To achieve e-government transformation will require Western Australians to have access to affordable and appropriate telecommunications technology. For many living in regional areas this access is limited, therefore telecommunications represents a significant challenge for the Government of Western Australia. The task facing the Government is to ensure that the citizens of this State receive an equitable allocation of federal funding for telecommunications infrastructure resources, and that the effect of the ‘digital divide’ between those people who have access to appropriate technology to meet their needs and those who do not is reduced.

ICT is emerging as a vital tool in building social capital and community sustainability. Research undertaken in Australia and overseas shows that ICT offers considerable potential for impacting positively on the economic and social well being of communities. Amongst other applications it can be used to support communities of care and communities of interest at local levels. A recent pilot project, based in the South West of the State,
The Role of Agencies

Prioritising the needs of citizens in business planning processes is the first and most important step agencies need to take in relation to this enabler. To achieve this, agencies need to create an environment that supports and encourages citizens (especially those who may be subject to ‘digital divide’ issues) to engage with government.

Working on methods for identifying the needs of agencies’ customer base is also critical. This will require an assessment of the current modes of operation within the agency and an investigation into how agencies can better assess citizen needs. In conducting this evaluation agencies should be looking at where their customer base overlaps with other agencies so as to work toward developing cross-agency e-government solutions.

Agencies will also need to develop multiple channels for service delivery based on citizen requirements. These channels should be integrated. Agencies should also look for opportunities to use ICT in service delivery that engages the community via self-support mechanisms.

2010 Vision

- Citizens are able to actively participate in the governance of Western Australia through the use of e-government technology.
- Western Australians can access tailored government services through a variety of channels built on telecommunications infrastructure.
- Western Australian citizens have access to training and resources to use ICT tools for choosing the best services for their needs and personal circumstances.
- A whole-of-government platform for government service delivery that enables citizen participation, community sustainability and builds social capital is in use.
The traditional agency approach to planning and development within the public sector has led to considerable duplication of effort, expertise and expenditure. Re-developing applications or systems that are already present in other agencies has become common practice, with very few agencies looking outside of their own resource base for knowledge, ideas or best practice. Transformation to e-government necessitates that agencies seek to identify common requirements between their core business and that of their partner public sector service providers so as to reduce duplication and costs at both an agency and whole-of-government level.

This change in approach opens the door to a range of collaborative opportunities where agencies can capitalise on the wealth of skills and information being maintained across government in relation to a common customer base.

E-government can also assist in leveraging internal efficiencies. For example, the simple sharing of resource-booking systems can facilitate more efficient usage of existing government resources such as conference rooms. More advanced collaboration will see the sharing of ICT systems, human resources, knowledge and business processes.

Through collaboration, agencies can grow a culture of ‘best practice-ship’ whereby mistakes of the past need not be repeated and considerable time and cost savings can be made in the research and development of new modes of service delivery.

The Role of OeG

OeG will drive collaboration in e-government projects through the development of key governance and policy frameworks required to facilitate cross-agency initiatives. This process will proceed in conjunction with other central agencies such as the Department of Treasury and Finance.

OeG is working to identify areas where internal efficiencies can be leveraged across the public sector through collaboration. For example, determining the availability of other government employees across agencies would be made easier through a common groupware system.

OeG will also serve as a conduit between agencies for the sharing of information about planned ICT projects. Where appropriate, OeG may also initiate cross-agency projects in conjunction with a lead agency.

The Shared Land Information Platform (SLIP) project demonstrates the principle of cross-agency collaboration at work within the Western Australian Government. SLIP’s lead agency, the Department of Land Information, is working with other agencies to deliver a shared resource for managing and disseminating land information for a variety of business-specific purposes. SLIP represents a standards-based approach that reduces infrastructure and system maintenance costs for all participating agencies, but also provides for the opportunity for a combination of services that were previously prohibited by independent approaches.
The Role of Agencies

Thinking in terms of citizen, rather than agency, need will open the door to a range of collaborative opportunities where agencies can capitalize on the wealth of information being maintained across government in relation to a common customer base.

Through the Shared Services Centres and participation in the Procurement Reform Program, agencies will need to move to a model of collaboration, sharing and reuse that is predicated on the conception of the Western Australian State Government as a single entity. Business managers and senior project stakeholders within agencies will need to be responsible for ensuring other opportunities for collaboration between agencies are also identified as a fundamental component of project planning.

More importantly, agencies will need to recognise that successful collaboration is based upon open dialogue between agencies and a focus on outcomes. Agencies will need to be committed to establishing and maintaining relevant communications channels – including with OeG – in order to realise the benefits that collaboration brings.

2010 Vision

- Government agencies regularly engage in dialogue with a view to identifying opportunities for collaboration, resource pooling and knowledge sharing.
- Government agencies adopt a citizen-centric approach in the development of government services where collaboration between agencies is routine and transparent for citizens.
6. Policy and Legislative Framework

The goals of e-government cannot be achieved without laying firm foundations for e-government development. e-Government initiatives need to be supported by sound legislative frameworks, standards-based policies and guidelines to assist in the practical implementation of this change.

Figure 5. Foundations of e-Government illustrates the supporting role that this policy and legislative framework will have in underpinning all aspects of e-government development.

Figure 6. Building the Foundations of e-Government Over Time illustrates how these foundations of e-government will be built progressively. As the public sector moves through each stage of e-government transformation, the policies, applications and legislation needed to support the sorts of projects and initiatives that agencies will be engaging in will become more complex.

For example, many of the policies needed to support the web presence phase, such as the Guidelines for State Government Websites and the Guidelines for Management of Web Information, have already been developed. As the public sector moves through the interaction and transaction stages, governance and interoperability frameworks will become critical, as will a whole-of-government security policy infrastructure.

The Role of OeG

OeG will work with agencies to develop a sound policy and legislative framework that meets the management changes of e-government for the future.

The Role of Agencies

Agencies will need to adopt the standards, approaches and principles defined in the e-government policy and legislative framework and integrate them into their core business planning and service delivery.

Agencies will also need to play an important role in identifying challenges to their progression of e-government initiatives and in advising OeG as to the policies and guidelines needed to overcome these hurdles.

Vision 2010

• A sound and robust policy and legislative foundation on which e-government initiatives are developed.
Figure 5: The Foundations of e-Government

VISION
A more efficient public sector that delivers integrated services and improved opportunities for community participation.

- Internal Efficiency
- Service Delivery
- Community Participation

**e-Government Service Delivery Infrastructure**
- e.g. Cross-government applications such as SLIP, Shared Services Cluster Applications and Directory Services

**e-Government Policy Framework**
- e.g. Interoperability Framework (e-GIF), Information Management, Public Sector Web Guidelines, Security, Identity Management

**Legislation Framework**
- e.g. Privacy, Electronic Transactions, Criminal Code, Freedom of Information
7. Technology Architecture and Interoperability

The goals of internal efficiency, service delivery and community participation are predicated on the existence of a whole-of-government ICT infrastructure. As agencies seek to deliver more integrated services, access to this shared technology infrastructure and common business architectures will be key.

In initiating ICT projects, agencies are currently funded to develop all the tools and delivery mechanisms needed to deliver their desired business outcomes in isolation. This paradigm not only leads to the frequent duplication of business systems between agencies, but also limits the scope and creative thinking of what can be attempted, to only those projects that can be initiated within a single-agency cost/benefit analysis model.

The Procurement Reform Program is particularly relevant to this enabler, as standardization and aggregated procurement have been identified as key enablers of the shared ICT infrastructure needed to deliver e-government applications.

As we adopt an e-government focus, agencies will be encouraged to make use of whole-of-government ICT infrastructure, and develop common technology architectures where common business processes span agencies. These common architectures will facilitate more effective, highly standardised and more efficient approaches to the delivery of government services. More importantly, the inter-agency or whole-of-government benefits of sharing such infrastructure will allow for efficiencies and initiatives that had previously been prohibited by cost, complexity or agency remit to be progressed.

In order to truly capitalise on the benefits of shared infrastructure, agencies must work towards ensuring that interoperability between systems is prioritised. Adherence to the principles of open standards ensures that the hindrance of proprietary systems and data formats do not prohibit the sharing of knowledge across government.

Further still, citizens and business must have the utmost confidence in the security of this government infrastructure in order for e-government services to be taken up by the public and business communities and integrated into their daily operations.

OeG has developed an Incident Response Plan that will help agencies prepare for, detect and respond to computer security incidents. This Incident Response Plan is the higher level companion document to OeG’s Forensic Plan that acts as a technical guide to assist agencies in the preservation of digital evidence in the event of computer security incidents. Such incidents are a serious problem and the Western Australian Public Sector will need to demonstrate that it can prevent and manage these in order to gain and retain the trust of citizens. This trust is essential to successful e-government.
The Role of OeG

OeG will identify, champion and where appropriate initiate the development of whole-of-government e-government infrastructure projects. These projects will either be developed through OeG partnering with lead agencies, or OeG giving support to an existing agency-led project in order to increase its potential as a cross-agency or whole-of-government tool.

OeG has played a significant role in developing and implementing the Network WA project to provide improved telecommunications infrastructure for regional Western Australia. The Departments of Health and Education and Training are already utilising this infrastructure, and OeG hopes many more agencies will benefit from this project in the future.

The Role of Agencies

Agencies engaged in delivering e-government initiatives should seek to implement a ‘share and reuse before you buy – buy before you build’ approach in which collaboration between agencies is standard practice. When building or investing in ICT infrastructure, agencies should adopt the standards contained in the Electronic Government Interoperability Framework of Technical Standards for State Government Agencies’ (e-GIF Standards) to ensure the compatibility of their projects with future service delivery initiatives.

Agencies should also look to identify and act upon opportunities to expand the depth and breadth of e-government technology infrastructure. Cross-agency dialogues should be maintained in order to locate and pre-empt such opportunities.

2010 Vision

- Government delivers effective integrated services through the application of shared e-government technology infrastructure and interoperable systems.

Examples of some of the technology infrastructure required to deliver world-class e-government services in Western Australia include broadband communications and high-speed internet networks, the Shared Services Centres and other whole-of-government applications like common Groupware or Directory Services applications.

8. Information Management

The information which agencies collect and maintain, and the knowledge which they gather and create, are important resources which the Government can better utilise to improve service delivery. The adoption of a framework for the management of information is necessary to support integrated service delivery, transparency and collaborative decision-making across agencies. Similarly, embracing a culture of sharing knowledge and know-how across agencies will greatly assist in delivering services of a consistently high standard.

Improved service delivery and internal efficiencies will require extensive sharing of data and information. At the same time, the Western Australian Public Sector must earn the trust and confidence of citizens that government is collecting, using and disclosing their information in a manner which is consistent, secure and ethical and which respects privacy. Experience in other Australian jurisdictions has shown that privacy is an issue that need not be an inhibitor to delivering e-government, provided that it is addressed at an appropriately early stage.

Western Australia is well placed to develop an interoperable technical environment to support this sharing of data by adopting the standards identified in the Electronic Government Interoperability Framework of Technical Standards for State Government Agencies (e-GIF Standards). A coordinated approach to the development of ICT solutions will support the adoption of consistent information and data standards and ICT infrastructure that can be shared across government.

The Role of OeG

The development of the e-GIF Standards was an important first step in whole-of-government information management. OeG continues to work with a number of stakeholders to identify the key building blocks necessary for a whole-of-government information architecture. Priorities in this area include a review of metadata and extensible mark-up language (XML) standards across government.

OeG will provide agencies with guidance and assistance in managing information in an e-government context, including information security and compliance with future privacy legislation.
The Role of Agencies

Agencies will need to integrate information management into their strategic planning, particularly in relation to future privacy legislation. Agencies will also need to recognise the value of the information and knowledge in their possession, not just with respect to use by their own agency, but also with respect to the potential value that information and knowledge may have to others.

2010 Vision

• The information and knowledge in the possession of agencies is used to greatest value in delivering services to the community.

• Citizens have trust and confidence that government is collecting, using and disclosing their information in a manner which is consistent, secure and ethical and which respects privacy.
Figure 6: Building the Foundations of e-Government Over Time

- Legislation
- Policies
- Applications

WEB PRESENCE
- Freedom of Information
  - Public Sector Web Guidelines
  - Metadata/Information Discovery Standards
- Criminal Code
- Electronic Transactions
- Security Policy Framework
- Interoperability Framework – e-GIF
- Common e-mail Naming Conventions
- Privacy Management
- Knowledge Management

INTERACTION
- Online Consultation Guidelines
- Authentication Policy Framework
- Access Management
- Identity Management
- Business Rules Framework

TRANSFORMATION
- Financial framework
- Legal Framework for Collaborative Service Delivery

TIME AND COMPLEXITY
- e-Government Project Evaluation Guidelines
- Cross-Government Projects such as Shared Land Information Platform
- Cross-Government Directory Services
- Electronic Procurement
- Groupware
- Whole of Government Directory Services
The release of the e-Government Strategy for the Western Australian Public Sector is the first step in developing the framework under which e-government will be progressed by the public sector.

e-Government requires ongoing change. OeG will continue to work closely with agencies to provide leadership and direction in e-government, to develop standards-based frameworks, policies and guidelines that support e-government, to facilitate agency collaboration and to raise awareness and promote the benefits of e-government.

Engage in Dialogue with Agencies

Agencies will be encouraged to engage in open dialogue with OeG to assist in understanding the key challenges in e-government projects, relate previous experiences in implementing such projects and increase cross-government awareness of planned ICT projects with the potential for cross or whole-of-government applications. Such dialogues may occur as informal discussions, the initiation of specific reference or working groups, surveys or some combination of formal and informal channels.

Develop Tools and Frameworks to Assist e-Government Projects

OeG will update governance structures and develop decision-making tools to address the challenges faced when attempting to initiate and run cross-agency e-government projects. This will make it easier for agencies to work collaboratively and provide an environment that encourages the move towards e-government.

Encourage, Identify and Initiate e-Government Projects

Lastly, OeG will seek to champion e-government projects. OeG will work with agencies to support and assist the development of multi-agency projects. Where appropriate, OeG will also independently identify key e-government projects and initiate their development in collaboration with other lead agencies.

The goals of e-government rest heavily upon the presence of key infrastructure, like networks and telecommunications systems, shared corporate services and common service delivery mechanisms like payment gateways. OeG will work with the Shared Corporate Services and Procurement Reform program teams to map the architecture for Western Australia's e-government infrastructure in the aforementioned areas.