



Australian Government

Department of Finance and Deregulation

Australian Government Information Management Office

Strategic Vision for the Australian
Government's use of Information and
Communication Technology

DRAFT: Version 2 - 2011

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MINISTER'S FOREWORD

Under Development.

EXECUTIVE SUMMARY

Context

Information and communication technology (ICT) has profoundly changed almost all aspects of society. It is now central to how people communicate, interact, make decisions and do business. This includes the way governments operate and deliver services.

ICT plays a key role in social and economic transformation. It makes possible the transformation of government services, its business operations and enables open engagement with communities. Possibilities created by current and emerging technologies have also influenced and raised our expectations for dealing with government.

The *Strategic vision for Australian Government's use of Information and Communication Technology* sets the direction for the Government's use of ICT into the future. It identifies how we will realise the future we aspire to in 2020 – excellent delivery of government services to people and more efficient government operations that will enhance productivity in government and more widely through using the National Broadband Network and other information technologies.

The vision

In 2020, our interactions with government occur seamlessly as part of everyday life.

People easily access and automatically receive a range of services streamlined from across government and tailored to their individual needs, location and preferences.

Decisions are better informed through truly open, interactive government and support sustainable, vibrant communities.

Individuals, communities, business, not-for-profits and government collaborate more closely—all are actively involved in the conversation and in co-designing innovative and location-aware government policies and services.

Efficient government operations deliver more integrated, responsive and targeted information and services.

Individuals, communities and business spend less time and effort interacting with government, freeing up their time and resources for more productive activities.

Mobile devices and other new technologies offer people new ways to be more productive personally. Equally, through new applications and technology solutions that match their needs, business has opportunities to drive and increase organisational productivity.

The global connectedness arising from technology creates opportunities for Australia's participation in new economies, to be a leader in exploiting technology for national growth through the NBN and to be a preferred destination for new enterprises.

Figure 1: Alignment of the Strategic Priorities and Strategic Actions



A text description of this image is included at [Figure 1: Alignment of the Strategic Priorities and Strategic Actions](#)

Priority areas

To achieve this vision to increase productivity, the Government has identified strategic actions in three priority areas. These are:

1. **Deliver better services**—more effective government use of ICT delivers improved productivity and streamlined, high quality government services that are personalised, easy-to-use and can be linked to other services. To realise this vision we are:
 - **building capability**—improving ICT knowledge, skills and capacity across government to deliver more efficient, effective and improved services
 - **improving services**—using ICT to simplify and join together services that government provides to individuals and businesses, while ensuring security and privacy.
2. **Improve the efficiency of government operations**—more innovative and strategic use of ICT ensures greater value and more effective policy delivery that takes advantage of technology-enabled opportunities. To realise this vision we are:
 - **investing optimally**—targeting and coordinating ICT investment and sharing resources and services to deliver the greatest value and improve government efficiency and effectiveness
 - **encouraging innovation**—harnessing the full potential of the digital economy and new technologies to promote innovative ideas and take-up of technology-enabled improvements.
3. **Engage openly**—more active involvement of all stakeholders builds knowledge, sparks ideas and growth, and better informs decisions and solutions that meet local needs. To realise this vision we are:
 - **creating knowledge**—generating, sharing, managing and more effectively using information to improve decision-making, drive economic growth and tailor services and policies to local needs

- **collaborating effectively**—strengthening networks, creating partnerships and using a variety of technologies to involve the wider community in developing policy and informing service delivery.

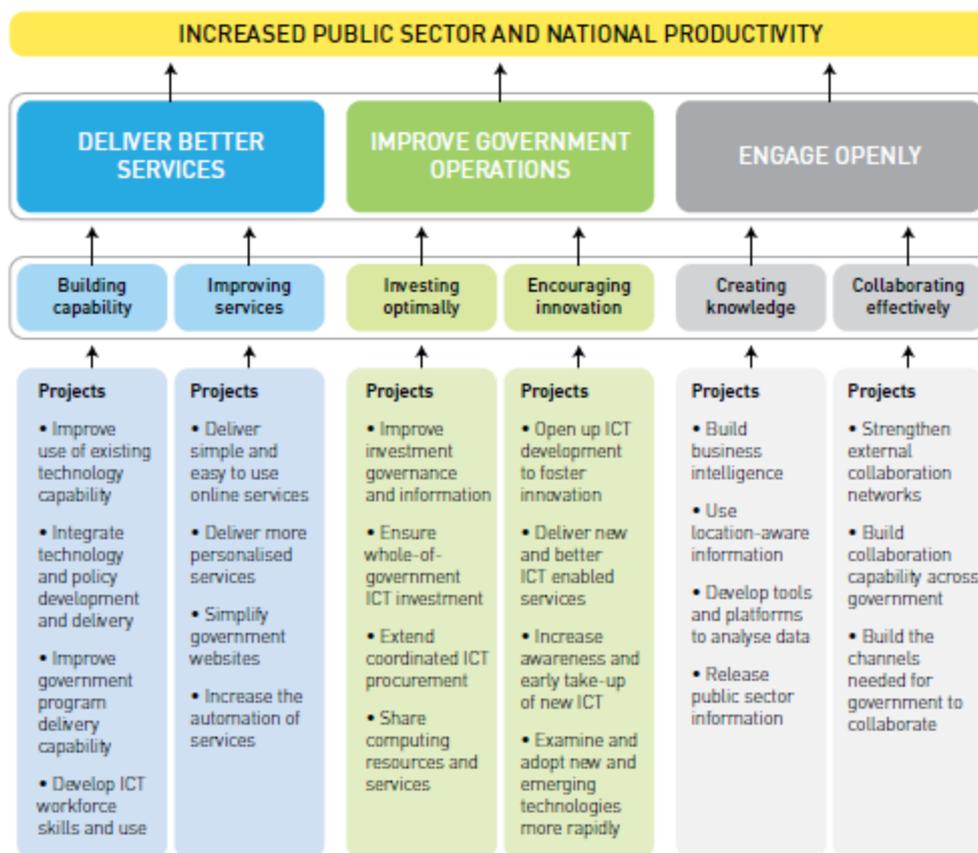
Implementation

This statement spells out the detailed vision, success indicators, strategic actions and related projects for each priority area, as well as the implementation road map and timeline.

The Vision is that, by 2020:

“ICT increases public sector and national productivity by enabling the delivery of better government services for the Australian people, communities and business, improving the efficiency of government operations and supporting open engagement to better inform decisions.”

Figure 2: The ICT Strategic Vision



A text description of this image is included at [Figure 2: The ICT Strategic Vision](#)

Why we need an ICT strategic vision

ICT has radically changed many aspects of society over the past 40 years. It is now an integral part of everyday life. We are more connected, more often and from more locations. Vast amounts of information and diverse opinions are literally at our fingertips. People rely on a range of technologies to communicate, interact, inform decisions, and to provide and receive services and products.

Technological developments have increased personal, business and national productivity. ICT has also become fundamental to how government operates. The Government's use of ICT affects all Australians. People and businesses benefit from simpler, easier-to-use and quicker interactions with Government. The use of ICT-related opportunities is integral to developing government policies and services. ICT offers new ways to design, develop and deliver services, automate existing services, and more effectively consult and engage with a broader range of stakeholders.

Ongoing and rapid changes in the technology landscape include increasing business use of technology originally developed for personal use. Other developments include the unparalleled spread and influence of social media and the increased use of mobile services, broadband and cloud computing. Such changes can profoundly influence government and industry choices about investing in ICT and delivering government services.

A clear strategic vision for the Australian Government's use of ICT provides a roadmap for the future to guide service delivery strategies, ICT investment for government and will contribute to efficient government operations.

What this vision addresses

"By 2016, a newer generation of government leaders will measure their IT leaders by the productivity IT brings to the public sector service delivery rather than just the efficiency of IT."

Peter Sondergaard, SVP, Research, Gartner (16 November 2010)

This ICT strategic vision outlines how the Government will use ICT to transform its operations and services to achieve policy objectives.

To date, the Government's use of ICT has been largely agency-focused. The recent ICT Reform Program and coordinated ICT procurement arrangements have improved integration, cooperation and transparency. Now it is time to take the next step towards greater productivity and more streamlined interaction within government and between government, people and business.¹

More visibility of ICT design and investment intentions between government agencies is desirable. Decisions to acquire or upgrade ICT systems should consider the broader implications for government, people and business.

This vision supports the Government's broader policy objectives and major programs of work, including focusing on productivity growth, use of the National Broadband Network (NBN), the *National Digital Economy Strategy*, Service Delivery Reform, environmental sustainability, health and education reform, and Australian Public Service (APS) Reform.

The vision refocuses the Government's ICT priority to improving productivity. Productivity is about achieving outcomes in new or better ways. It is also about simplifying or ceasing processes that are inefficient. Reducing the compliance burden—the time people, communities and business take to interact with government—frees up time for us all to contribute to other, more productive activities. This ultimately leads to broader economic growth.

The vision outlines a future where interaction with the Government will occur seamlessly as part of people's everyday life, where people and communities are connected and engaged to provide input to government policies and services, and where efficient government operations deliver faster and more targeted services.

The Government will deliver this vision and increase productivity of the public sector and the nation through strategic actions in three priority areas: to **deliver** better services to people, communities and business; **improve** the efficiency of government operations; and **engage** openly.

Delivering on expectations

Australians are highly adept users of ICT. Broadband networks, fixed and mobile, have become critical enablers for our increasing demand for flexible, mobile and online services.²

We expect government services delivered by ICT to be secure, to protect our privacy and information, but also to be accessible. People and business expect high quality and easily available government services, equivalent to the standard and convenience of common private sector services such as online banking and travel bookings. The APS workforce expects technology at work to be just as capable as home-based options.

These expectations are driving government to adopt new tools and are establishing new platforms for innovation.

Driving productivity

The Government's productivity agenda is based on stability and capability to position Australia for the future. This involves increasing the skills and capacity of the Australian people, investing in infrastructure and creating the environment to enable flexible responses to global changes.

Research demonstrates that ICT is an important driver of productivity. Investment in ICT capital improves labour productivity and directly enables innovation.³ It also drives growth. Between 1985 and 2006, ICT capital investment contributed an estimated 17.5 per cent of total Australian gross domestic product (GDP) growth.⁴

Other research findings about the positive impacts of ICT on productivity include:

- internet-related activities contributed on average 21 per cent of GDP in mature economies between 2004 and 2009⁵
- the internet economy contributed \$50 billion, or 3.6 per cent, of Australia's GDP in 2010—roughly equivalent to the value of Australia's iron-ore exports⁶
- the decline in Australian productivity growth between 2000 and 2010 parallels a decline in Australia's relative expenditure on ICT as a proportion of GDP⁷

- evidence that ICT has improved productivity in the majority of the top 300 Australian companies⁸.

The Government's use of ICT provides opportunities to improve national productivity by increasing efficiency, streamlining processes and enhancing interactions with government.

Recent developments in the Government's use and management of ICT

Reforming government ICT

Since 2008, the ICT Reform Program has:

- delivered improved agency capability to manage large ICT-enabled programs
- focused on ICT sustainability and realised \$1 billion in efficiencies from agency ICT business-as-usual operations
- accelerated a coordinated, whole-of-government approach to data centres, which will avoid \$1 billion in costs over the next 10 to 15 years
- coordinated ICT procurement and associated efficiencies in high volume, high cost areas such as Microsoft licensing, telecommunications, desktops and data centres
- provided better information on agency ICT costs.⁹

The 2010 independent review of the ICT Reform Program implementation found that the '... very substantial implementation effort has positioned the Government for the next phase in the evolution of ICT policy and practice ... The challenge now is to exploit that effort to enable Government to deliver different and better services and to engage more closely with its citizens'.¹⁰

The Global Financial Crisis coincided with the Government's ICT Reform Program. The Government's medium-term fiscal strategy requires continued strong fiscal discipline and the need to maximise the return from existing ICT capability and future investments.¹¹

Moving to more engaging, open government (Gov 2.0)

The Gov 2.0 agenda, led by the Department of Finance and Deregulation, champions the value of data, transparency and targeted consultation using web tools to support policy development.

The Australian Government's *Declaration of Open Government* requires agencies to reduce barriers to online engagement, undertake social networking and online collaboration projects and support online engagement by employees.¹²

ICT can provide opportunities to create and support more sustainable and vibrant communities. It offers possibilities for more Australians to access services and participate in the economy, including people with disability or specific needs. The Government's existing mandate for agencies to comply with the World Wide Web Consortium's Web Content Accessibility Guidelines 2.0 standard will help ensure that agencies continue to deliver highly accessible online services for all Australians.

As part of the 'tell us once' initiative, the Government is investigating and testing preliminary developments to improve ease-of-use and access to government services. In addition, the

Department of Human Services has committed to expand significantly the range of services available online.

To promote online engagement with government and provide opportunities for greater public participation in policy development and service delivery, the Government has initiated several blogs for consultation and released an online catalogue of Government data at www.data.gov.au.

Emerging opportunities—a platform for transformation

National Broadband Network

The NBN will significantly enhance the communications capabilities currently available to most Australians. This is a critical enabling platform for further improving the delivery of current and future government services. For example, high-speed broadband can improve delivery of education and health services, and offers the potential for substantial productivity improvement for businesses, job creation and improved services and competition.¹³

National Digital Economy Strategy

On 31 May 2011, the Government released the *National Digital Economy Strategy* that sets out a vision for Australia to realise the benefits of the NBN and position Australia as a leading digital economy by 2020.¹⁴ The *National Digital Economy Strategy* notes that effective government participation in the digital economy can reduce costs, increase customer satisfaction and promote innovation. Encouraging people to access government services online, and making it easier for them to do so, increases people's digital confidence and digital literacy. This makes it easier for government to facilitate online engagement and collaboration with people, communities and business, to improve service delivery and contribute to policy and regulatory matters.

ICT and innovation

International and local research demonstrates that ICT has a significant impact on both product and process innovation.¹⁵ The 2009 Department of Innovation, Industry, Science and Research publication *Powering Ideas: An Innovation Agenda for the 21st Century* sets out a 10-year vision to strengthen Australia's innovation capability and increase productivity.¹⁶ It identifies the importance of ICT and business management to innovation. The Management Advisory Committee's 2010 report *Empowering Change* suggests how the APS can use innovation to improve the quality of policy and service delivery.¹⁷

Use of government data

Government generates large volumes of information including spatial and location data. Better use of this data through the use of ICT has the potential to improve public sector and national productivity. Improved use and analysis of government data, within privacy, security and legislative constraints, will improve policy development and better targeted services.

ICT and sustainability

Effective purchasing, use and disposal of ICT can improve sustainability and reduce carbon emissions through managing energy cost and use, reducing the environmental impact of communities and improving infrastructure management.¹⁸ In July 2010, the Government released the *Australian Government ICT Sustainability Plan 2010–2015*.¹⁹ The plan identifies standards in government purchasing of ICT products and services and introduces measures to improve environmental performance of ICT, particularly in terms of energy efficiency.

Cloud computing

Cloud computing offers the potential for flexible and cost-efficient computing solutions by using the internet to access software, hardware and storage solutions conveniently and as required. In April 2011, the Government released the *Cloud Computing Strategic Direction Paper: Opportunities and applicability for use by the Australian Government*.²⁰ The paper describes the whole-of-government policy position on cloud computing. Australian Government agencies will make greater use of cloud computing where it provides better value for money than the alternatives and is appropriately secure.

THE VISION

By 2020:

“ICT increases public sector and national productivity by enabling the delivery of better government services for the Australian people, communities and business, improving the efficiency of government operations and supporting open engagement to better inform decisions.”

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Individuals, communities, business, not-for-profits and government collaborate more closely—all are actively involved in the conversation and in co-designing innovative and location-aware government policies and services.

Efficient government operations deliver more integrated, responsive and targeted information and services.

Individuals, communities and business spend less time and effort interacting with government, freeing up their time and resources for more productive activities.

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The global connectedness arising from technology creates opportunities for Australia’s participation in new economies, to be a leader in exploiting technology for national growth through the NBN and to be a preferred destination for new enterprises.

Achieving this vision

To achieve this vision and increase productivity, the Government has identified strategic actions in three priority areas:

1. **Deliver better services**—more effective government use of ICT delivers improved productivity and streamlined, high quality government services that are personalised, easy-to-use and can be linked to other services. To realise this vision we are:
 - **building capability**—improving ICT knowledge, skills and capacity across government to deliver more efficient, effective and improved services
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2. **Improve the efficiency of government operations**—more innovative and strategic use of ICT ensures greater value and more effective policy delivery that takes advantage of technology-enabled opportunities. To realise this vision we are:
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 - ***collaborating effectively***—strengthening networks, creating partnerships and using a variety of technologies to involve the wider community in developing policy and informing service delivery.

Deliver better services

'People easily access and automatically receive a range of services streamlined from across government, tailored to their individual needs, location and preferences.'

What the future looks like

More effective government use of ICT delivers improved productivity and streamlined, high quality government services that are personalised, easy-to-use and can be linked to other services.

It is simpler and easier to access and use government services, where and when we want them, as part of our everyday activities.

For many services, we do not need to take any action at all—the service is delivered to us, based on our circumstances or location.

Government services are joined up with other services that we receive from the private or community sectors. Many government services are provided seamlessly through third party agents and community organisations.

Services are localised and personalised, reflecting individual and community needs and interests.

It is simple and easy to prove who we are to access services.

Government makes better use of ICT investments, more effectively meeting the expectations and needs of people, communities and business as well as those working in government agencies.

Government and policy makers understand and take advantage of technology to improve policy and service delivery.

The public sector offers exciting careers for ICT professionals.

How we know we have succeeded

- *People access government services the way they access other private sector or community services.*
- *Four out of five Australians will choose to engage with the government through the internet or other online service.²¹*
- *Government services are grouped together and accessed based on people's preferences, location and needs.*
- *People receive the government service they need or are entitled to, with minimal or no need to interact with government.*
- *Government policies make best use of the opportunities technology provides.*
- *Government is an attractive employer of ICT professionals.*

Strategic action one: Building capability

Improving ICT knowledge, skills and capacity across government to deliver more efficient, effective and improved services.

Government ICT capability is critical to the successful delivery of services and achieving improvements in productivity. At present, too much of this ICT capability is either duplicated or under-used. The vision increases use and effectiveness of this capability, to free up resources and better meet the expectations and needs of people, communities and business.

Sustained and strong governance will drive the strategic direction and more coordinated use of government ICT assets, reducing fragmentation and duplication. The Secretaries' ICT Governance Board continues to support the Government and agencies on whole-of-government ICT priorities, investments and arrangements. The Department of Finance and Deregulation continues to play a leadership role in identifying and building whole-of-government ICT capability.

Where the Government invests in an ICT capability, this capability will be available to other agencies to avoid duplication and re-work. Cloud computing will be used where appropriate, consistent with privacy and security considerations, to add new capability and capacity as well as drive down costs.

Demographic and social trends point to future technology skills shortages. Since 2007, the Government has had an extensive program in place to address ICT skills shortages. Further actions to address ICT skills shortages will include examining how to best use the existing government ICT skill base and make the APS an attractive workplace for ICT professionals.

The Government will also improve the digital literacy of the broader APS workforce to ensure it takes advantage of the benefits offered by technology, both to personal productivity and to policy development and implementation.

Action program to build capability

1.1	Improve use of existing technology capability	<ul style="list-style-type: none">• Use lead agency model to develop new shared capabilities and re-use existing capabilities.• Simplify and make consistent business processes for common activities across agencies to enable improved and more standardised approaches to service delivery and ICT capability.
1.2	Integrate technology with policy development and delivery	<ul style="list-style-type: none">• Build the consideration of ICT capability early into policy development and implementation to ensure that policy decisions are delivered in the most effective and timely way and that the opportunity costs of policy decisions are recognised and understood.• Improve the digital literacy of the broader APS workforce.
1.3	Improve government program delivery capability	<ul style="list-style-type: none">• Build capability across government and its partners to more effectively manage and deliver ICT-enabled programs and projects.
1.4	Develop ICT workforce skills and use	<ul style="list-style-type: none">• Build on existing ICT workforce planning approaches to make better use of the ICT skilled workforce across government.

Strategic action two: Improving services

Strengthening networks, creating partnerships and using a variety of technologies to involve the wider community in developing policy and informing service delivery.

The Government is committed to improving the delivery of services. The vision is for simple, easy-to-use services that deliver coordinated transactions to people independent of the structure of government. These services will be available through fewer websites, with www.australia.gov.au a primary online entry point.

People will be able to consent to agencies sharing data, within security and privacy constraints, to enable a 'tell us once' approach. This involves seamless service delivery across Australian, state and territory, and local government jurisdictions, over time.

Online services will be simpler and easier to use within appropriate security and privacy constraints. People will be able to complete transactions, when and how best meets their needs, to the extent that technology allows. The NBN, in particular, will make possible the delivery of new online services and mobile models for service delivery to people and businesses throughout Australia, including those in rural and remote areas.

People will be able to access services across agencies through a single logon if they wish to link their dealings with various government agencies. Where possible, and based on consent, automated processes will deliver and support information and services.

Australian businesses will have online access to a wider range of government transactions using published standards and protocols that simplify their dealings with government.

Action program to improve services

2.1	Deliver simple and easy to use online services	<ul style="list-style-type: none">• Deliver automated online services that allow people to tell government once about a change in circumstance such as address, and that support new government service directories to help people find the services they need.• Continue to build on the www.australia.gov.au homepage to simplify people's access to government online services.• Provide people and business with a single logon that allows them to consent to sharing their information across government to provide more seamless, linked services.
2.2	Deliver more personalised services	<ul style="list-style-type: none">• Develop ICT-enabled services to capture, understand and deliver people's preferences when dealing with government.
2.3	Simplify government websites	<ul style="list-style-type: none">• Reduce the number of websites• Create a more consistent user experience for all government websites that is accessible to all Australians.
2.4	Increase the automation of services	<ul style="list-style-type: none">• Automate processes to improve interactions between people, communities, business and government.

Improve the efficiency of government operations

'Our interactions with government occur seamlessly as part of everyday life.

Efficient government operations deliver more integrated, responsive and targeted information and services.'

What the future looks like

More innovative and strategic use of ICT ensures greater value and more effective policy delivery to take advantage of technology-enabled opportunities.

Government services are more efficient, targeted and integrated so that we receive services seamlessly and faster.

We have more confidence in how government uses its ICT and other resources to meet our needs.

Targeted ICT investment drives greater efficiency and encourages innovation by government and third parties.

Better management of public sector ICT investment enables the Government to respond more rapidly to emerging issues. Better decisions about ICT investment consider all options, maximising value and reducing administration and service delivery costs.

The Government makes better use of ICT to improve service delivery. The Government targets ICT investments to improve public sector productivity and national productivity of people and business.

How we know we have succeeded

- *Industry and other stakeholders are significant contributors to innovative solutions for government service delivery.*
- *Technology underpins agile government responses to policy needs and events based on open standards.*
- *Government uses its buying power to procure technology at the best value for money.*
- *Government investments in ICT are delivered on time, at cost, to expected outcomes and reflect a whole-of-government view of ICT activities and capabilities.*
- *Government back-office functions will be more standardised and efficient.*

Strategic action three: Investing optimally

Targeting and coordinating ICT investment and sharing resources and services to deliver the greatest value and improve government efficiency and effectiveness.

The Government has implemented processes to ensure it is more aware of whole-of-government ICT expenditure and better informed when making decisions on major investments in ICT-enabled proposals.

To improve the practice and rigour in monitoring the effectiveness of ICT investments, the Government conducts annual ICT benchmarking analysis of agency ICT expenditure, based on common efficiency and effectiveness metrics. ICT Two Pass Review provides a two-stage process to

evaluate ICT-enabled proposals to inform Government decisions on major investments. The Risk Potential Assessment Tool assists the Government determine the potential risks involved in proposals and identify if additional risk assurance is required.

The vision builds on these processes through greater coordination of ICT investment planning, while maintaining the right mix of a distributed and central approach to balance the need for innovation with the need for greater commonality, efficiency and re-use.

To achieve this balance, there will be more transparency earlier in the investment cycle around the Government’s ICT activities, investments and plans, especially for common or generic systems such as human resource and financial management.

Annual ICT benchmarking will be refined to provide detailed information on agency ICT activities, investments and plans. This greater transparency will lead to better strategic investments focusing on re-using existing capability, modifying existing capability, or buying/building new capability for use across multiple agencies. This will include consideration of how best to deliver ICT capability to smaller agencies.

Greater transparency of existing ICT activities and investments will also better inform policy decisions. Understanding the full costs, implications and the possible consequences of decisions to adopt and use different ICT systems will be strengthened.

For example, the use of commodity hardware, off-the-shelf software, virtualisation and cloud computing will drive increased capability and improve efficiency through lower customisation and integration costs.

Extending the coordinated approach to ICT procurement will allow for greater efficiencies during product procurement and refresh. The Government will continue to use its advantage as a large-scale purchaser of ICT to reduce duplication of agency procurement efforts, simplify suppliers’ involvement in procurement and realise value for government.

Action program for investing optimally

3.1	Improve investment governance and information	<ul style="list-style-type: none"> • Increase the visibility of agency ICT activities, investments and plans, to reduce duplication. • Improve ICT investment by considering alternate approaches and greater acceptance of risk around the ability to deliver effective value for money solutions.
3.2	Ensure whole-of-government ICT investment	<ul style="list-style-type: none"> • Deploy a whole-of-government approach to strategic ICT investments.
3.3	Extend coordinated ICT procurement	<ul style="list-style-type: none"> • Target new areas for coordinated ICT procurement to reduce costs and remove duplication, while delivering current initiatives such as the data centre strategy.
3.4	Share computing resources and services	<ul style="list-style-type: none"> • Consider cloud computing to improve the efficiency and effectiveness of government ICT operations. • Explore opportunities for shared back-office corporate ICT services and operations.

Strategic action four: Encouraging innovation

Harnessing the full potential of the digital economy and new technologies to promote innovative ideas and take-up of technology-enabled improvements.

The Australian Government has a significant program underway to foster innovation. The Department of Industry, Innovation, Science, Research and Tertiary Education, the Department Education, Employment and Workplace Relations, the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and National ICT Australia (NICTA) all contribute to developing innovative ICT solutions for government and the broader economy.

The Government will use information about people's expectations and preferences to identify and inform the development of new services and improve existing services.

New business models enabled by technologies, such as cloud computing and the NBN, will be used to build efficient, flexible and responsive systems to deliver innovative services to people, communities and business.

The Government, in partnership with industry and other stakeholders, will use technology demonstrator hubs to build and trial innovative services and processes to address complex service delivery challenges.

Where appropriate, the Government will test these innovations through concept viability programs with industry before going to market to tender for solutions.

The Government will also seek innovative options from its strategic partners in the ICT and related industries.

The growth in public sector information available on www.data.gov.au will allow third parties to develop innovative applications and services to complement government services.

Engaging with people using Gov 2.0 and other contemporary engagement and communication approaches when developing policies and services will also encourage innovation. This level of participation will generate a wide range of ideas and possibilities that may be applied in the public sector.

APS employees will use ICT to improve operations and processes and to deliver better services to Australian people, communities and businesses.

Action program for encouraging innovation

4.1	Open up ICT development to foster innovation	<ul style="list-style-type: none">• Generate ideas through challenges and competitions, such as GovHack and MashupAustralia, to create opportunities for external and internal ICT innovation.
4.2	Deliver new and better ICT enabled services	<ul style="list-style-type: none">• Use the NBN to provide more government services online.
4.3	Increase awareness and early take-up of new ICT	<ul style="list-style-type: none">• Engage with industry and academia to identify policy and service delivery opportunities arising from new and emerging technologies.
4.4	Examine and adopt new and emerging technologies more rapidly	<ul style="list-style-type: none">• Quickly adopt new ICT models through a risk-based approach that balances issues of performance, usability, security, privacy and investment.• Promote agency-based innovation communities of practice so that new technologies and ideas can be deployed rapidly and assessed for their business use.

Engage openly

'Decisions are better informed through truly open, interactive government and support sustainable, vibrant communities.'

Individuals, communities, business, not-for-profits and government collaborate more closely—all are actively involved in the conversation and in co-designing innovative and location-aware government policies and services.'

What the future looks like

More active involvement of all stakeholders builds knowledge, sparks ideas and growth, and better informs decisions and solutions that meet local needs.

Government is more transparent and open, with improved access and availability of government information stimulating more effective engagement and collaboration.

Consultation processes supported by a variety of technologies allow people and communities to be actively involved in designing and developing policy and services.

We use high quality government data to inform ourselves and identify innovative approaches to public policy.

Innovative uses of interactive technologies offer more ways to participate in the conversation about our communities and the nation.

We are more aware of decisions that may affect our communities, with distance no longer a barrier.

Through technology, people in regional and remote Australia have equal say throughout the consultation process.

Government services are developed and delivered in partnership with industry, community organisations and research organisations.

How we know we have succeeded

- *Government services and policies reflect the needs of local communities.*
- *Government services span agencies, jurisdictions, and the community and private sector.*
- *Industry and research organisations actively contribute to the development of new services and policies.*
- *New services and policies are better informed.*
- *Published government data generates greater economic value.*

Strategic action five: Creating knowledge

Generating, sharing, managing and more effectively using information to improve decision-making, drive economic growth and tailor services and policies to local needs.

Government manages extensive information and knowledge resources that are critical to policy development and decision-making.

As recognised by the Gov 2.0 Taskforce, this data also has additional economic value that can only be realised when it is made available to those that can benefit from it.²²

Government can also gain more value and make better use of its information and knowledge resources (within necessary security, policy and legislative constraints) to inform policy decisions, improve service delivery based on need and streamline government operations.

The Government will also make greater use of location-aware information to inform policy and services design and delivery.

Increased knowledge of customer needs, preferences and activities will enable improved targeting of services and further automation of service delivery. Increasingly, people will no longer need to interact directly with government to fulfil their legal obligations or to receive services to which they are entitled.

Government will capture and publish data using agreed standards and build skills, both internally and externally, to interpret information and knowledge resources to improve policy and services. This will include the use of improved data analysis and visualisation tools. Government will continue to make data available to people and business through www.data.gov.au to drive greater openness and transparency in line with the *Declaration of Open Government*. Increased availability of government data will optimise its economic and social value and enable third parties to use information and knowledge resources to innovate and create additional value.

Action program to create knowledge

5.1	Build business intelligence	<ul style="list-style-type: none">• Create more holistic view of customer needs to improve targeting and delivery of services, in accordance with privacy and security.• APS staff are consulted and contribute operational knowledge to the development of policy and service delivery.
5.2	Use location-aware information	<ul style="list-style-type: none">• Develop standards and strategies for using location-aware information across agencies.
5.3	Develop tools and platforms to analyse data	<ul style="list-style-type: none">• Create capability within government to capture, share as appropriate, and analyse customer information to better identify trends and inform policy development.
5.4	Release public sector information	<ul style="list-style-type: none">• Continue the Gov 2.0 public release of government data for wider use, to share information and knowledge resources and unlock economic and social value.

Strategic action six: Collaborating effectively

Strengthening networks, creating partnerships and using a variety of technologies to involve the wider community in developing policy and informing service delivery.

The Government will build on existing partnerships and approaches to collaboration both within and outside government. Targeted consultations with people, communities and businesses will be supported using new technologies as they emerge. The Government will use a variety of media to engage in conversation with the community. The Government will use the information generated as one way of identifying existing needs and future trends to improve services and policies and to drive innovation.

Interactive technologies enable communities of interest and expertise to develop rapidly to enhance understanding of issues and solve problems as they emerge. Communities can filter information on the internet and identify the most useful information to meet their needs. Such technologies also enable people to find the most knowledgeable and valuable contributors in any given subject area, from those with international professional and academic reputations to those who possess significant local and community subject matter knowledge and expertise.²³

The Government will use a variety of technologies to engage in a targeted way with business, academia and other expert groups to address service delivery challenges. The Government will promote this collaboration through online tools and the technology demonstrator programs. Policies will be informed by new and emerging ICT capability and innovation.

Action program for collaborating effectively

6.1	Strengthen external collaboration networks	<ul style="list-style-type: none"> • Use a variety of online tools in a targeted way to engage with people and business, to improve policy development and service delivery. • Actively participate in external blogging forums to promote wide community engagement.
6.2	Build collaboration capability across government	<ul style="list-style-type: none"> • Create online communities of expertise based around common business processes, to develop and share standardised approaches. • Build mechanisms so that APS employees can engage with the community and collaborate with each other online.
6.3	Build the channels needed for government to collaborate	<ul style="list-style-type: none"> • Explore partnerships with industry, academia and the community/not-for-profit sector, and with third party agents and brokers of government services to inform policy and deliver services.

IMPLEMENTING THE ICT VISION

The implementation road map

STRATEGIC PRIORITY	STRATEGIC ACTION	ACTIVITIES	ACTION ITEMS	Agencies	2012-13	2013-14	2014-15			
DELIVER BETTER SERVICES By 2015: <ul style="list-style-type: none"> Agencies share and reuse common business processes, patterns and standards, increasing the consistency of services. Common business processes support greater sharing of capability and better services to people and business. Consideration of ICT implications improves policy and services. APS employees use the ICT that best enables them to deliver professional advice to government and high level services to people and business. <ul style="list-style-type: none"> People are able to personalise government online services to reduce the time and effort of dealing with government. Government services are automated where possible to provide seamless services and to reduce the compliance burden. Government websites are more accessible as agencies achieve Level AA compliance with WCAG 2.0 guidelines. 	BUILDING CAPABILITY									
	1.1 Improve use of existing technology capability	Use lead agency model to develop new shared capabilities and reuse existing capabilities	(New) Grants Management Solution							
			(New) Permits design and issuance							
			(New) ICT Services Catalogue (collection of products supporting re-use)	AGIMO	MIGRATION FROM EXCEL TO DATA BASE	ESTABLISH SINGLE COMMON ENTRY POINT				
			CIO Forum (smaller agency) clustering and shared services	CIO Forum agencies	INFORMATION SHARING					
			(New) Roll out GovShare repository	AGIMO	GOVSHARE					
			Implement shared internet gateways	Lead agencies, AGIMO	SHARED INTERNET GATEWAYS					
			Simplify and make consistent business processes for common activities across agencies	(New) Identify and develop priority areas for simplification of business processes	AGIMO with agencies	IDENTIFY PRIORITIES	DEVELOP COMMON BUSINESS PROCESSES			
			1.2 Integrate technology with policy development and delivery	Build consideration of capability early into policy development and implementation	(New) Include assessment of technology capability in new policy funding processes	Lead agencies	TECHNOLOGY CAPABILITY			
					Build APS digital literacy	AGIMO with agencies	ASSESS	BUILD AWARENESS		
			1.3 Improve government program delivery capability	Build capability across the APS and its partners to deliver ICT-enabled projects	(New) Improve the professionalism of ICT	APSC, AGIMO		ICT PROFESSIONALISM		
	P3M3 capability reviews	Agencies			P3M3					
	1.4 Develop ICT workforce skills and use	Build on ICT workforce planning to make better use of skilled ICT workforce across the APS	(New) Develop and implement strategy to address ICT skills shortages	APSC, AGIMO	ICT SKILLS STRATEGY	SKILLS TOOLS				
			(New) Improve the attractiveness of ICT as a profession within the APS	APSC, AGIMO		BUILD ICT CAREER ATTRACTIVENESS				
	IMPROVING SERVICES									
	2.1 Deliver simple and easy to use online services	Build automated online services and new services directories, continue to build on australia.gov.au homepage	Service Delivery Reform new and automated online services for individuals	DHS	DHS SERVICE DELIVERY REFORM					
			Reliance business case improving individuals access to online services	AGIMO						
		Build automated online services and new services, continue to build on business.gov.au	Build on business.gov.au and increase the range of products and services to make it easier for business to deal with government online, including SmartForms.	DIISRTE	EFFECTIVE SERVICES FOR BUSINESS					
			Business Online Services will provide a national system for business to access business licensing and information services.	DIISRTE	RED TAPE REDUCTION REFORM					
		Log on for people and business	Roll out authentication for business	ATO, DIISRTE	AUTHENTICATION FOR BUSINESS AND GOVERNMENT					
			Roll out authentication for individuals	DHS	AUTHENTICATION FOR INDIVIDUALS					
		2.2 Deliver more personalised services	Develop ICT-enabled services that serve people's preferences	(New) Build opt-in capability to personalise australia.gov.au account	AGIMO		OPT-IN PERSONALISATION			
				Personally controlled individual electronic health record	DOHA	PERSONALLY CONTROLLED INDIVIDUAL ELECTRONIC HEALTH RECORD				
		2.3. Simplify government websites	Reduce number of government websites	(New) Enhance web policy, optimise the number of government websites, guidance on mobile/web apps	AGIMO	POLICY	IMPLEMENTATION			
			Create a more consistent user experience	Continue to implement National Transition Strategy to WCAG 2.0	Agencies	WCAG 2.0				
	2.4 Increase the automation of services	Automate processes	(New) Scope possibilities to automate processes	Agencies		SCOPE	POLICY			
			Identify, build on further opportunities to use Standard Business Reporting	Treasury, agencies	BUILD BUSINESS AUTOMATION					

STRATEGIC PRIORITY	STRATEGIC ACTION	ACTIVITIES	ACTION ITEMS	Agencies	2012-13	2013-14	2014-15	
<p>IMPROVE THE EFFICIENCY OF GOVERNMENT OPERATIONS</p> <p>By 2015:</p> <ul style="list-style-type: none"> • Standard approaches are identified to reduce the cost of back office functions. • Government reduces the financial and environmental costs through better management of data centres and the use of cloud computing services where appropriate. • Internal barriers to agencies using ICT for innovation have been removed, resulting in more ideas to improve services. • Use of new and emerging ICT delivers improved services and government operations. 	INVESTING OPTIMALLY							
	3.1 Improve investment governance and information	Increase visibility of agency ICT activities, investments and plans	(New) Develop and implement a framework to increase visibility of ICT activities, investments and plans	AGIMO with agencies	DEVELOP DATA	MAP DATA TO AGA	COLLECT AGENCY ICT ACTIVITIES AND PLANS	
		Enhanced ICT project assurance	(New) Strengthen ICT 2-Pass process and enhance governance of major ICT enabled projects	AGIMO	REVIEW	IMPLEMENT		
		Consider alternate investment approaches	(New) Review ICT Investment Framework	AGIMO with agencies		REVIEW ICT INVESTMENT FRAMEWORK		
	3.2 Ensure whole-of-government ICT investment	Deploy a whole of government approach to strategic ICT investments	(New) Develop a whole-of-government approach to strategic ICT investment	AGIMO with agencies		CATALOGUE PROJECTS		
	3.3 Extend coordinated ICT procurement	Target new areas to reduce cost, remove duplication	(New) Identify new areas for coordinated procurement	AGIMO with agencies		IDENTIFY NEW AREAS		
			Continue to implement WofG data centre strategy	AGIMO with agencies	IMPLEMENT DATA CENTRE STRATEGY			
	3.4 Share computing resources and services	Consider cloud computing	Agencies implement cloud solutions where appropriate	AGIMO with early adopter agencies	CLOUD IMPLEMENTATION			
			(New) Consider the development of a Government community cloud approach	AGIMO with agencies		FEASIBILITY G-CLOUD		
			(New) Explore market approach for cloud services	AGIMO	EXPLORE			
			Shared back-office ICT operations and services	(New) Explore opportunities for common ICT systems to support common business processes	Lead agencies and AGIMO		EXPLORE	
	ENCOURAGING INNOVATION							
	4.1 Open ICT development	Generate ideas through challenges, competitions	(New) Conduct idea generation competitions	AGIMO with agencies	IDEA GENERATION COMPETITIONS			
			(New) Support ICT communities	AGIMO with agencies	SUPPORT ICT COMMUNITIES			
	4.2 Deliver new and better ICT enabled services	Use NBN for government services online	Deliver projects outlined in the National Digital Economy Strategy	DBCDE and agencies (Finance, FaHCSIA, AGD, DEEWR)	PROJECTS DELIVERED UNDER NATIONAL DIGITAL ECONOMY STRATEGY			
	4.3 Increase awareness and early take-up of new ICT	Engage with industry and academia to identify policy and service delivery opportunities arising from new and emerging technologies.	Continue to liaise with research centres to improve Government's use of ICT	AGIMO with agencies, ICT industry partners	BUILD GOVERNMENT INNOVATION AND RESEARCH			
			(New) Consider developing technology Demonstrator Hub with industry	AGIMO		TECHNOLOGY DEMONSTRATOR		
			(New) Participate in forums with industry and academia to share new technologies	AGIMO with agencies, industry		PARTICIPATE IN FORUMS		
	4.4 Examine and adopt new and emerging technologies more rapidly	Adopt new ICT models, engage with industry and promote agency-based innovation communities of practice	(New) Develop communities of interest around new and emerging technologies	AGIMO with agencies & industry	EMERGING TECHNOLOGIES COMMUNITIES OF INTEREST			
			(New) Identify inhibitors and challenges to ICT innovation	AGIMO with agencies, ICT industry	IDENTIFY INHIBITORS	ADAPT ORGANISATIONAL OPERATIONS		

IMPLEMENTATION GOVERNANCE

Timeframe

The ICT strategic vision provides the Government's vision and direction for the use of ICT to 2020. The Implementation road map outlines proposed projects which will progressively be rolled out to achieve the 2020 objectives.

Delivery of the implementation road map will be assessed and reviewed annually by the Secretaries' ICT Governance Board (SIGB), with a report to Government on progress against the milestones set down in the roadmap.

Governance

The SIGB has responsibility for the whole-of-government use of ICT. The SIGB provides advice to Government on ICT matters and strategic ICT investments.

The SIGB will continue to support the Government and agencies on whole-of-government ICT priorities, investments and arrangements. The SIGB will oversee implementation of the ICT strategic vision and the Government's ICT work program. The SIGB will work closely with the Secretaries Committee on Service Delivery, particularly for ICT-enabled improvements to government services.

The SIGB will also oversee key projects supporting the realisation of the ICT strategic vision.

Under the vision, whole-of-government ICT governance will focus on greater transparency in areas such as the management of ICT costs and investment, capability, reducing duplication of services and whole-of-government ICT procurement.

The SIGB will continue to be responsible for determining priority areas for standardisation, consolidation and common approaches, based on demonstrated business value to the Government. The SIGB will oversee whole-of-government ICT arrangements that provide clear, superior outcomes for the Government, over autonomous approaches by agencies.

The Chief Information Officer Committee (CIOC) reports to SIGB. The CIOC considers ICT matters including technical, operational and business related issues and provides advice and guidance to SIGB. Groups of agency senior executives also bring a greater business focus to specific matters when required.

ICT matters that span jurisdictional boundaries will continue to be governed by the Cross Jurisdictional Chief Information Officers' Committee (CJCIOC), chaired by the Australian Government CIO, and comprising CIOs or their equivalents from each state and territory government.

Agencies

Financial Management and Accountability Act 1997 (FMA Act) agencies will implement the vision and the Government's ICT work program. Defence and Australian intelligence community agencies will implement the strategic actions of the vision that are relevant to their administrative, financial, personnel and other non-specialist and non-defence capability ICT systems.

The implementation road map identifies timeframes and expected outcomes. The SIGB will appoint lead agencies, which may take the role of program leaders for a specific range of projects, as mentors or as thought leaders sharing expertise and experience with other agencies.

Australian Government Information Management Office

The Australian Government Information Management Office (AGIMO), in the Department of Finance and Deregulation plays a lead role in driving the efficiency and effectiveness of the Government's use of ICT.

AGIMO also implements specific reforms including coordinated ICT procurement, the Gov 2.0 agenda, data centre consolidation and ICT investment management. Building on its position as lead agency, including for adoption of Gov 2.0 across government, AGIMO will collect and analyse information to assist the Government and SIGB in setting future directions.

AGIMO will continue to work closely with agencies including the Department of the Prime Minister and Cabinet in relation to the digital productivity agenda and cyber security, and the Department of Broadband, Communications and the Digital Economy on the digital economy.

AGIMO will continue to take a leading role with other agencies to improve government service delivery to Australians under the digital productivity agenda.

AGIMO will work with agencies to develop detailed implementation approaches that deliver the strategic priorities and improve productivity. AGIMO will advocate strategies to SIGB and the Government for endorsement and will support SIGB in its portfolio coordination and governance roles.

AGIMO will work closely with stakeholders, within and external to government, to implement the ICT strategic vision. This includes working agency Chief Information Officers, the National Security Chief Information Officer and the Australian Government security community, the Australian Information Commissioner, ICT vendors and ICT industry representative groups, and the not-for-profit sector.

AGIMO will continue to work closely with the CJCIO on strategic approaches to government ICT that span jurisdictional boundaries. AGIMO will maintain close relationships with international organisations and other jurisdictions on the productive application of ICT to government administration, information and services.

A small dedicated program management office in AGIMO will assist the SIGB to govern implementation of the ICT strategic vision. AGIMO will play a critical role in working with agencies and governance boards to ensure that the vision is delivered.

APPENDIX A: AGENCY VIGNETTES

Teleworking at IP Australia

IP Australia supports and encourages innovation, investment and international competitiveness and administers Australia's intellectual property rights system. The organisation offers a range of flexible employment arrangements to assist employees to balance their work and other commitments.

As of early 2011, nearly nine per cent of IP Australia's workforce have formal agreement to telecommute for some or all of their working week. In addition to these standing arrangements, around half of IP Australia's employees have remote access to the network away from the office, allowing them to telework on an ad-hoc basis, such as to address short-term requirements or during travel.

IP Australia has found that teleworking has provided improved employee retention and engagement, additional individual productivity and reduced impact on the environment.

A goal of the National Digital Economy Strategy is that by 2020 Australia will have doubled the level of teleworking so that at least 12 per cent of Australian employees report teleworking arrangements with their employers.

Personally Controlled Electronic Health Records

Commencing in 2012-13, Australians and their authorised health care providers will be able to securely access shared personal health records online, improving patient safety, health care delivery and cutting waste and duplication.

The PECHR will empower patients to participate more actively in the management of their healthcare. Patients will no longer have to remember or request their medication information, and with consent, multiple health care providers will be able to build on an accurate view of a patient's medical history, enabling more informed health care delivery and better outcomes for patients.

Key features of the new online record include:

- Opt-in: the new online record will not be mandatory to receive health care. You choose whether you would like to create the online record
- Personal control: patients will control what is stored on their medical records and will decide which healthcare organisations can view or add to their files, providing a strong privacy control
- Ease of access: patients and their health care providers will be able to access their records from any location in Australia, improving the speed and penetration of health care services
- 16 digit electronic healthcare identifier number will be used to ensure accuracy of matching the right information to the right patient.
- Single view of multiple sources of information: the new record will enable access to health information created in State and Local health care systems as agreed by patients.

Online Reporting Easing the Burden on Business

Standard Business Reporting (SBR) is a key COAG initiative under the National Partnership Agreement to Deliver a Seamless National Economy.

The SBR Program aims to simplify and improve business-to-government reporting and reduce the regulatory reporting burden. Treasury, as the lead agency, is supported by the Australian Prudential Regulation Authority (APRA), the Australian Securities and Investments Commission (ASIC), the Australian Taxation Office (ATO), the Australian Bureau of Statistics (ABS), and the eight State and Territory revenue offices (SROs). SBR services commenced on 1 July 2010, with commercial users progressively adopting this new capability.

Australia's SBR Program has delivered a 'world class' infrastructure for the business and government communities. It is made up of four capabilities that can be used individually. However, when used together, they provide a complete electronic reporting service. These comprise:

- the SBR Taxonomy (standard data definitions or dictionary)
- SBR Web Services (standard web services and message structure)
- the AUSkey Credential (single sign-on for business); and
- Core Services (the SBR transaction hub/electronic machine-to-machine channel).

Standardising the machine-to-machine interface between business and government, and between governments, delivers considerable productivity benefits to the Australian economy and business

Tell Us Once

The Department of Finance and Deregulation is undertaking the development of the Reliance Framework Business Case to explore service delivery reforms to enable individuals to manage their government transactions and personal information via a single on-line account. This will provide the basis for a range of new services, including:

- a tell us once capability that would allow people to communicate updated details to multiple agencies simultaneously and pre-fill forms with information previously provided to an agency;
- a platform that will make it easier to find and access services and information from multiple agencies, with self-service options supported by "click-to-chat" assistance; and
- an improved interface that would enable people to view all their communications with government in one place.

Data analysis: Providing personalised service to the public

The ATO supports Australians who want to do the right thing by actively developing strategies that make it easy to participate in Australia's tax and superannuation systems. Analytics plays an important role in this approach by supporting an automated approach to individualised engagement with taxpayers. The Corporate Analytics area within the Office of the Chief Knowledge Officer has been leading the introduction of predictive models which allow the ATO to provide a more personalised service tailored to the needs of taxpayers.

Australia's tax and superannuation systems are one of the Australian Government's largest administrative 'points of contact' with the public. In turn, the sharing of the analytics expertise which enables effective engagement on such a large scale, supports a broader objective: that being to sustain and enhance the wellbeing of all Australians.

MyRegion website

The myregion website (www.myregion.gov.au) has been developed as part of the Australian Government's *Commitment to Regional Australia*. The purpose of the website is to "make it easy for people to see the results of improved budget reporting for their region" and provide "interactive 'contact us' opportunities for the community to find out more and make enquiries". The myregion website also reports publicly on "Other public indicators of service performance and social, economic and population outcomes".

Managed by the Department of Regional Australia, Regional Development and Local Government, myregion is a 'peoples site' providing opportunities for people across Australia to hold discussions within their communities, and with all levels of government, that will help inform regional policies and national solutions.

myregion builds on the government's data.gov.au website by providing a central place for Australians to view, explore and visualise government information about their region. The website has been built using web 2.0 technologies that will allow rapid and cost-effective implementation of new functionality, data and content.

myregion also supports discussion through over 60 forums and blogs to empower Australians to participate in community-based discussions on regional and national challenges.

The first version of myregion was publicly released on Friday, 26 August and the website is being progressively extended and developed over time.

Future releases of myregion will see more detailed spatial reporting of Government expenditure progressively added as well as other location-based data and community engagement functionality. The community can suggest and vote on improvement ideas for myregion at <http://myregion.gov.au/ideas>

APPENDIX B: TEXT DESCRIPTIONS OF IMAGES

Figure 1: Alignment of the Strategic Priorities and Strategic Actions

This figure shows how the three strategic priorities and six strategic actions of the vision align to support the objective of increased public sector and national productivity.

1. The strategic actions aligned to the strategic priority “*Deliver better services*” are “Building capability” and “Improving services”.
2. The strategic actions aligned to the strategic priority “*Improve the efficiency of Government operations*” are “Investing optimally” and “Encouraging innovation”.
3. The strategic actions aligned to the strategic priority “*Engage openly*” are “Creating knowledge” and “Collaborating effectively”.

Figure 2: The ICT Strategic Vision

This figure is a visual representation of how the ICT Strategic Vision describes Government use of ICT to increase public sector and national productivity.

There are three strategic priorities and six strategic actions outlined in the Vision. Projects support implementation of each strategic action.

The first strategic priority is to *Deliver better services*.

- The strategic actions supporting the strategic priority to *Deliver better services* are *Building capability* and *improving services*.
- The projects that support building capability are: improve use of existing technology capability; integrate technology with policy development and delivery; improve government program delivery capability; and develop ICT workforce skills and use.
- The projects that support improving services are: deliver simple and easy to use online services; deliver more personalised services; simplify government websites; and increase the automation of services.

The second strategic priority is to *Improve the efficiency of Government operations*.

- The strategic actions supporting the strategic priority to *Improve the efficiency of Government operations* are *Investing optimally* and *Encouraging innovation*.
- The projects that support investing optimally are: improve investment governance and information; ensure whole-of-government ICT investment; extend coordinated ICT procurement; and share computing resources and services.
- The projects that support encouraging innovation are: open up ICT development to foster innovation; deliver new and better ICT enabled services; increase awareness and early take-up of new ICT; and examine and adopt new and emerging technologies more rapidly.

The third strategic priority is to *Engage openly*.

- The strategic actions supporting the strategic priority to *Engage openly* are *Creating knowledge* and *Collaborating effectively*.
- The projects that support creating knowledge are: build business intelligence; use location-aware information; develop tools and platforms to analyse data; and release public sector information.
- The projects that support collaborating effectively are: strengthen external collaboration networks; build collaboration capability across government; and build the channels needed for government to collaborate.

ENDNOTES

¹ References to business include not-for-profit and community organisations

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⁶ Deloitte Access Economics (2011), *The Connected Continent* report, <http://connected-continent.appspot.com/media/illustrations/download.pdf>

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¹⁵ <http://is.jrc.ec.europa.eu/pages/ISG/modelling/documents/Brussels29.09.10MeasuringtheImpactofICT.pdf>
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¹⁶ http://www.innovation.gov.au/innovationreview/documents/poweringideas_fullreport.pdf

¹⁷ <http://www.apsc.gov.au/mac/empoweringchange.htm>

¹⁸ http://www.aiia.com.au/resource/resmgr/Green_IT_Docs/AIIA_Low_Carbon_Economy.pdf

¹⁹ <http://www.environment.gov.au/sustainability/government/ictplan/index.html>

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²² <http://www.finance.gov.au/e-government/strategy-and-governance/gov2.html>

²³ <http://www.finance.gov.au/publications/gov20taskforcereport/summary.htm>