

ONLINE GOVERNMENT 2001

FROM VISION TO REALITY



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Multimedia Victoria
Department of State Development
Government of Victoria

TABLE OF CONTENTS

INTRODUCTION AND EXECUTIVE SUMMARY	4
Introduction	4
Issues	4
Executive Summary	4
PART I - THE DIRECTION	9
1.1 Vision	9
1.2 Working with other Jurisdictions	11
1.3 Objectives	11
1.4 Defining some Boundaries	12
SAMPLE Scenario - Moving House	13
PART II - BUILDING BLOCKS: EXISTING AND UNDER WAY	15
2.1 Electronic Service Delivery (maxi)	15
2.2 Business Channel	16
2.3 Land Channel	16
2.4 'Health' Channel	16
2.5 Tourism	17
2.6 Internet/Intranet Publishing (including TaskNET)	17
2.7 Electronic Data Interchange	17
2.8 Electronic procurement	18
2.9 VicOne (Wide Area Network)	18
2.10 Victorian Government Electronic Messaging Service	18
2.11 Victorian Government Electronic Directory Service	18
2.12 VICNET	19
2.13 Call Centres (including Interactive Voice Response systems)	19
2.14 Smart Cards	20
2.15 Standardised Desktop	20

2.16 Electronic Democracy	20
2.17 Policy, Regulatory and Cultural Initiatives	20
PART III - STRATEGIC FRAMEWORK TO 2001	21
3.1 Introduction	21
3.2 The Framework	21
PART IV - KEY ONLINE GOVERNMENT 2001 IMPLEMENTATION STRATEGIES AND REQUIRED ACTIONS	24
4.1 Strategy Summary	24
4.2 Demonstrate Government commitment	25
4.3 Define the targets	25
4.4 Set Intermediate Target Dates	25
4.5 Signal Program Priority	26
4.6 Marketing/Communication	26
4.7 Establish Management Structures	27
4.8 Establish Clear Responsibilities	29
4.9 Establish Project Teams	29
4.10 Standard Methodologies and Toolkits	30
4.11 Consistent Presentation and Navigation	31
4.12 Cost and Rank Opportunities	31
4.13 Access to Implementation Funds	32
4.14 Obtain Agencies' Commitments	32
4.15 Business Plan Integration Including Training	33
4.16 Monitor and measure progress	33

INTRODUCTION AND EXECUTIVE SUMMARY

INTRODUCTION

Much has been done to date. This document summarises the objectives, the issues, the building blocks and services already in place or under construction, the necessary strategies and actions, and the implementation planning and progress monitoring necessary, to deliver services online by 2001. **It recommends 15 separate strategies and actions.**

ISSUES

In working with senior officers across government, MMV has noted a degree of uncertainty among some agencies and officers in relation to this initiative:

- just what services are envisaged,
- where does this initiative rank in relation to other priorities and
- are there any special funds available?

Further, the initiative needs to be more widely communicated across the public sector.

In particular, members of the Premier's multimedia Task Force, Transforming Government group, have expressed a real concern that while there is considerable interest in this initiative within agencies, to date it doesn't appear to have had a high priority within agencies or be one that agency officers see as 'important to their performance assessments'.

The issues are almost certainly inter-related.

The IT Policy Committee has expressed concern that Online Government 2001 initiatives:

- have a 'common look and feel', or presentation style, so that the public see them as a coherent whole, and
- ensure that information provided electronically is always up-to-date and accurate.

The recommendations in this report include strategies and actions that directly address these issues.

EXECUTIVE SUMMARY

As well as being organised to suit the citizen in terms of time and place, electronic service delivery will provide more options for quickly identifying services. The citizen will be able to search by topic/index, 'key-word', 'life-event' and 'channel' as well as by agency or department.

While the primary objective of the Online Government 2001 strategy is to improve public sector service delivery to the citizens and businesses of Victoria, there will also be opportunity over time to reduce service costs and to reduce the cost to the citizen of doing business with government. A further objective is that of promoting Victoria as an exemplar user of multimedia.

The IT strategies and policies that the Government has been pursuing to date are entirely in line with the online services vision.

While there are some issues that need to be addressed, as summarised in the Introduction, a number of important prerequisite building blocks have been put in place, including key methodologies, and there are substantial online service delivery initiatives well under way in several agencies.

The **maxi** electronic service delivery system was ranked by the recently visiting G7 Government-On-Line project group as probably leading the world in the way it has tackled head-on the issues of providing a citizen-centred service crossing agency boundaries, levels of government and the private sector, as well as the issues of security and authentication. The Business Channel, also at an advanced stage of development, the recently commenced VicOne network and the Skillsnet initiative are other relevant developments that appear to rank with the best in the world.

Policy, regulatory and cultural change actions have been taken that will support achievement of the vision.

These and many other initiatives are described in Part II.

The strategic framework necessary to implement the online services vision involves Strategy Management, a Policy, Regulatory and Cultural framework, Service Access and Service Delivery infrastructures and, of course, Services. Responsibilities for these are clearly spelt out.

Fifteen specific strategies (each summarised below) and associated actions (unabridged), are recommended to address the identified issues and build on the good start that has been made:

Demonstrate Government commitment

Action: *The Online Government 2001 Strategy should be formally endorsed by the Premier and the Cabinet.*

Define the Targets

Agencies express uncertainty over just what is meant by the '2001' target.

Action: *Agree to a target that includes:*

- *lodgement of all forms & registrations,*
- *all applications for payments and grants,*

- *all payments to Government,*
- *information currently printed for public dissemination,*
- *all payments by Government (EFT), and*
- *all Government purchasing.*

Set Intermediate Target Dates

Action: *The following intermediate target dates should be set and agreed with all Departmental Secretaries:*

- *agencies to have Online Government 2001 strategies and full public information and transaction audits complete by mid 1998*
- *all Government tenders on the Internet by end of 1998*
- *all public forms electronically accessible by end 1998*
- *high volume printed information on the Internet by end 1998*
- *all Government publications on the Internet by end 1999*
- *high volume public transactions online by end 1999*
- *all Government purchasing electronic by December 2001*
- *all transactions online by December 2001*

Signal Program Priority

Task Force members working in the Transforming Government area with MMV are strongly of the opinion that support and commitment to the achievement of the Online Government 2001 strategy needs to be built into officer goals and reward systems to establish this as behaviour that gains recognition and promotion.

Action: *Establish Secretary level commitment by inclusion of Online Government 2001 with the other priority items in their performance plans.*
Build Online Government 2001 goals into senior executive and officer level performance plans.

Marketing/Communication

Significant effort will be required to communicate the concept, objectives and purpose of what is being pursued to all executive and non-executive officers.

Action: *The objectives, plans and expectations, and achievements of the Online Government 2001 Strategy must be clearly communicated to officers and the public via a professional and comprehensive marketing approach.*
Define 'whole-of-government' requirements for the branding and marketing of Online Government 2001 services by departments.

Establish Management Structures

Action: *Implement and staff the recommended management structure depicted in Figure 4.6 and explained in the following paragraphs. (in Part IV)*

Establish Clear responsibilities

Cross-organisational activity will be an everyday event in the implementation process and will require clearly established responsibility.

Action: *Allocate to an individual officer, Department or formally constituted group the responsibility for each major activity connected with the implementation of the Online Government 2001 Strategy*

Establish Project Teams

The concept of Centres of Excellence and Lead Agencies should be utilised wherever appropriate. Citizen/customer groups must be included in the consultation process. Channel based and or Department based project teams should be established for:

- the Citizens Channel
- the Business Channel (already under way)
- the Land Channel (already under way)
- Tourism
- the Health Channel
- Education (already well under way)
- Arts/Entertainment Channel

Action: *Project Teams need to be established along Channel and Departmental lines.*

Standard Methodologies and Toolkits

Standard methodologies and toolkits have been developed by MMV for use by project teams.

Action: *MMV to prepare and distribute standard methodologies and toolkits for use by project teams.*

Consistent Presentation and Navigation

Government needs to ensure that the information it provides electronically is always up-to-date and accurate. MMV have developed tools to assist in the management of web site content (TaskNET), but it is mainly an issue of ensuring appropriately assigned responsibilities.

Action: *Agencies to ensure clear lines of responsibility for the maintenance and accuracy of information provided electronically.
Information Victoria to redevelop the Government web site home page by mid 1988.*

Cost and Rank Opportunities

Agencies can prepare Online Government 2001 proposals in either of two ways; either as a conventional cost/benefit, positive NPV analysis business case, or as a strategic implementation of government policy based on more general economic benefits flowing from improved service delivery.

Action: *Online Government 2001 proposals need to be prepared by all agencies and project teams for prioritisation by the relevant agency or steering committee.
Priority to be directed to projects offering early electronic access deliverables to the public.*

Access to Implementation Funds

The Online Government 2001 program should be treated in the same way as any other important Government initiative: projects with a clear cost/benefit saving should be funded internally within agencies; equally, in the context of the annual BERC and Budget preparation process, agencies may find it necessary to apply for specific program assistance to enable implementation of the remainder of their Online Government 2001 strategy.

Departments have been advised to put forward any such proposals for special program funding for 1998/99 as part of their final Budget and Expenditure Review Committee (BERC) submission in the early months of 1998. The requirement to produce 'Online Government 2001 strategies, and broadly costed public information and transaction audits, by mid 1998' will enable departments to develop funding requirements for subsequent years in the normal manner for program proposals.

Action: *Whilst each proposal for additional funding will have to be assessed against other proposals in the Budget process, Cabinet believes that this is an important policy commitment and, in addition to funding available from the Micro-economic Reform Fund, agencies and Government as a whole should attach a high value to fulfilling the Online Government policy objective.*

Obtain Agencies' Commitments

The integrated and interdependent nature of projects associated with implementation of the Online Government 2001 Strategy require the full support of all participating agencies

Action: *Each cross-agency project authorisation process is to include recognition of each participating agencies' full commitment to the project.*
Agencies to have Online Government 2001 strategies and public information and transaction audits complete by mid 1998.

Business Plan Integration

Action: *All agency business plans are to include an Online Government 2001 component.*

Monitor and measure progress

Action: *Progress against the intermediate and final targets should be reviewed half yearly.*

PART I - THE DIRECTION

1.1 Vision

The Victoria 21 Directions Statement, which was released in 1995, identified a key strategy as “*transforming the quality, efficiency and effectiveness of Government service delivery, public management and communication*” by the use of improved computing, telecommunications, multimedia and online services.

It is the goal of the Victorian Government that all appropriate State of Victoria services and information will be available online, all the time, by 2001. Victorians will have equitable and seamless online access to state and, where possible, local and federal government services and information in convenient locations and in a manner suitable to their needs.



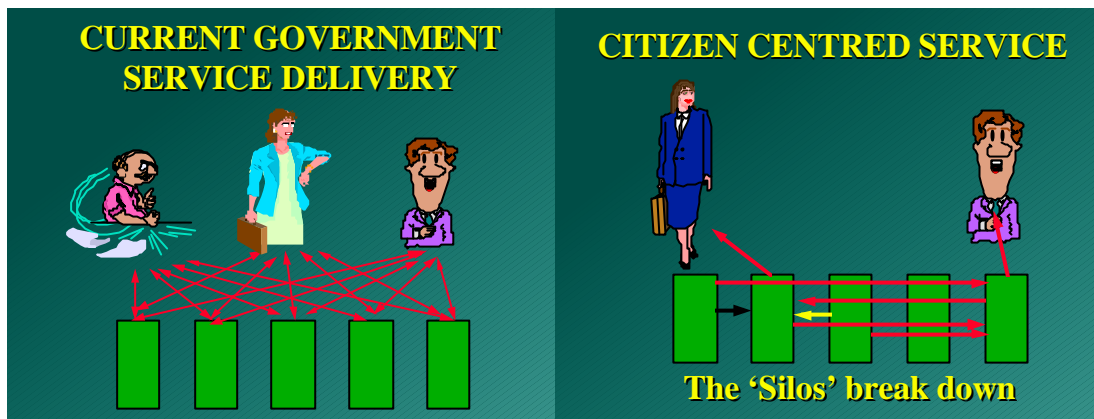
**“ALL GOVERNMENT SERVICES WILL BE AVAILABLE ONLINE BY 2001”
Jeff Kennett, Victorian Premier, 19 November 1996**

The government’s decision to deliver services electronically offers not just the opportunity to automate but also to integrate services in a way that enhances their delivery to the community. An integrated approach to electronic service delivery - sometimes referred to as a *single window* - has the potential to offer multiple services and therefore provide more convenient dealings with government for the community, including the business sector. An integrated approach becomes the electronic version of a one-stop shop where:

- citizens access all electronically available government services from a single access point,
- access is simple and cheap, available to all in a seamless or transparent manner, from a wide variety of locations, every day and all day; and

- navigation models will support access by Subject/Topic, Key-Word search, often by 'Channel' (a service grouping), some items by 'Life-Event' (eg a 'Moving House' cluster of transactions), as well as by Agency, rather than access solely being aligned with the structure of government, which the client might not readily recall.

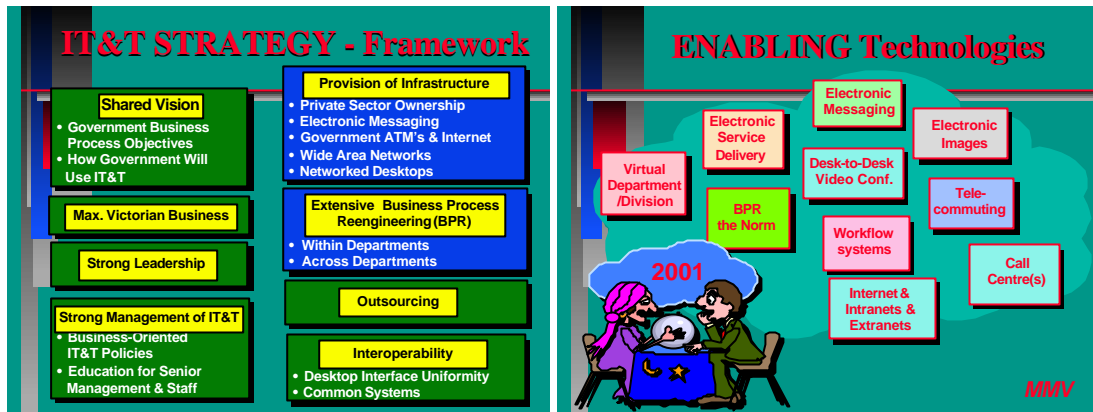
Those requesting service will only need to identify the services required, and not need to know which department or agency is responsible for the delivery of the service. Services will be accessible from the customer's location at a time suitable to the customer - a 'customer-centric' approach.



'On-line' services will allow a rethink of distribution channel strategies. It will be possible to run programs that draw on services and information from across agencies and focus on the composite needs of particular citizen groups, without setting up a whole new distribution channel organisation.

This vision for Online Government 2001 sits comfortably with and is supported by the other components of the vision for government use of IT, which includes:

- Business Process Re-engineering (BPR) initiatives supported by IT will be a normal management technique used to reduce costs and improve service delivery,
- the government worker will be a knowledge-worker in a "virtual-department",
- electronic messaging will displace other modes of communication,
- workflow systems will displace multiple data entry, multiple handling and reduce middle management,
- electronic images will displace paper for storage and retrieval systems, and
- telecommuting and ad hoc workgroups will be quite viable options in many situations.



1.2 Working with other Jurisdictions

The vision requires cross-jurisdictional integrated service delivery to the customer. The vision described in this document is consistent with that agreed to by the Online Council with Ministers from the Commonwealth Government, all State Governments and representatives from Local Government. The Minister for Multimedia and MMV will continue to work with all cross jurisdictional forums to ensure that Commonwealth and Local Government services are delivered seamlessly with Victorian Government services.

The key organisations include:

- National Office for the Information Economy (NOIE)
- Office of Government Information Technology (OGIT)
- Office of Local Government /MAV
- CENTRELINK
- Other State Governments

1.3 Objectives

Specific objectives for Online Government 2001 strategy include:

Improved public sector service delivery to the citizens and businesses in Victoria.

This improvement will be achieved by moving service delivery from its present 9 to 5, Monday to Friday, location specific model to identical services being available throughout the State 24 hours a day. Service delivery will no longer be constrained by geography or time.

Cost of Government - reduce the cost of service delivery by government. Online Government 2001 provides an opportunity to reduce service interaction costs over time by the use of electronic channels. Indicative cost structures from industry reports are that current channels (ie counter, mail, telephone, brochures, etc) cost from \$2 to \$200 per service interaction, while electronic channels (eg Internet, Interactive Voice Response systems, kiosks, call centres telephone services) cost from \$1 to \$7 per service interaction. Cost reductions can only be realised once a critical mass of services are delivered via electronic channels.

Cost to Customer - reduce the cost and time delays of doing business with government. The use of a “one stop virtual counter” approach, where the customer can initiate and complete government business on the spot, will remove the cost and time delay burden of having to attend multiple offices to complete business.

Exemplar environment - leading by example. The Victorian Government is promoting Victoria as a centre for high tech, job-generating industries of the future. Credibility is gained by the Government “walking the talk” in relation to electronic commerce generally.

1.4 Defining some Boundaries

Government. Within the terms of this strategy ‘government’ will mean those public sector organisations over which a Victorian Minister regularly and routinely issues directions.

However, the development of the ‘life event’ concept for the maxi, electronic service delivery (ESD) project will blur the line, from a citizens’ perspective, between the public and private sector provision of a service. Eastern Energy, for example, is utilising maxi alongside state and local government agencies. A further example is that the ‘Change Address’ life event will enable citizens to notify a change of address to government agencies and subscribing private organisations.

For the full Online Government 2001 vision to be achieved all levels of government and synergistic private sector organisations should make their services available to the public electronically.

Online. The provision of services using electronic means. For instance, Home Banking and ATM facilities are forms of electronic service delivery. Open networks like the Internet are seen as the future for ubiquitous online service delivery, complementing kiosks with bill payment and ticketing capabilities, and computerised telephone call centres. All these services are frequently referred to as *on-line services*. Services might include making or receiving payments, acquiring a certificate, or obtaining visitor information relating to a tourist attraction. On-line government services are a sub-set of electronic commerce.

Transactions requiring some level of human intervention in the processing chain, (eg a staffed call centres, counter service, etc) are not regarded as being truly ‘online’, but will remain an important part of overall government service delivery.

There is no one solution or technical approach to putting government online. There will be a wide range of projects, distribution channels and service delivery approaches. Examples of these are:

- the Internet for electronic publishing of information,
- the Internet for conducting transactions online,
- public access kiosks,
- interactive voice response systems,
- EDI systems,

- online database inquiry,
- Pay TV or Web TV, and
- automated and staffed call centres

Services Available On-line by 2001. If a ‘service’ is capable of being provided electronically then it should be considered for such delivery.

A significant proportion of government services delivered to business and citizens are information-based and have, until recently, relied heavily on the traditional forms of counter, mail and telephone facilities. These services may be grouped into four types:

- information provision:- information printed for public dissemination and other existing information services
- non-payment transactions that don’t require any authentication: - lodgement of many forms and requests,
- non-payment transactions that do require authentication:- lodgement of forms and registrations, (eg birth registration), applications for payments and grants, etc and
- payment transactions:- all Government purchasing and all payments to and by Government eg. tax payments, business licences, registration, ticket purchases etc.

Channels. Service groupings aimed at convenience for specific customer interest areas; eg a Business Channel of information (and transactions) aimed at making dealing with government easier for small business.

Life Event. Some common occurrence that results in a group of activities. For instance, the ‘Moving House’ scenario presented below, or ‘Turning 18’, result in groups of transactions that to the citizen form a logical group.

Information and Transaction Audits. These systematically identify the information and transactions that are provided for the public. (These have already been carried out by two departments with another well advanced.)

The future possibilities of Online Government 2001 services may be seen by the following simple scenario -

SAMPLE Scenario - Moving House

Examining a scenario lets us see the potential of electronic service delivery from the perspective of the citizen.

John and Karen Mackenzie and their two children are moving to a bigger house in their small country town. “ Well, we will have to notify the gas, power and both the phone companies and Australia Post. Then there is Jane’s school and Kirsty’s kindergarten, Medicare and DSS for the Family Payment, the bank, credit union and the department stores where we have accounts, our doctor, the dentist, the newsagent - this will take us ages before we even start to tell family and friends! “

“Let’s use that new Internet service, that government one-stop shop advertised the other day. We don’t have a PC yet and we don’t need to go near the kiosk at the shopping centre in the next few days, but I am going into the library tomorrow. I’ll take the new smart

Karen walks into the library and sits at one of the personal computers in a cubicle. She clicks on the Government Entry Point icon and types ‘moving house’ into the search screen which opens. Although she accesses the English language text version, she could have chosen to see the information in any of 10 other languages or the option for people with visual difficulties.

A menu opens and a number of options are available such as Buying and Selling which covers legal information and online conveyancing and Renting which includes online registration of bonds and a smart form standard lease, which asks questions to ensure all information is entered to protect the interests of landlord and tenant. But today Karen wants Notifications - who do you want to tell about your move? She clicks on that option and an announcer outlines the service:

“ Welcome to Notifications. You can inform all government agencies that you are changing your address. You can order disconnection and connection services from all utilities. You can also buy a service from Australia Post to inform any other organisations or people. To access these services you should insert your smartcard which will authenticate your identity “

Karen inserts the smartcard and a screen of options appears. She types in the old and new addresses, the dates of the move and selects the utilities options. Confirmations of service changes are displayed on screen. She chooses to print out a record of the transaction. Then she opens the menu of government and community services for the region and enters a tick beside those she chooses to notify. All these services are free of charge. Finally she opens the Australia Post service and using the Online White Pages, chooses which banks, stores, private medical services and individuals she wants to notify. There is a nominal charge from the service provider, lower where the recipient has an Internet connection; the other notifications are faxed or posted. The amount is calculated and Karen inserts her debit card to be charged for this section of the service.

Karen turns to her daughter and says “All done, Kirsty. See, I told you it wouldn’t take very long. Now let’s choose your books for this week”.

Source: “Government Electronic Services - The Opportunity” by the States/Commonwealth Electronic Service Delivery Reference Group (Nov 1996)

PART II - BUILDING BLOCKS: EXISTING AND UNDER WAY

For the past several years, the Victorian Government has been actively engaged in IT-based projects whose outcomes are the electronic infrastructure that is a fundamental pre-requisite to any significant reengineering of service delivery and of business processes between agencies. Additionally, although not discussed in this paper, there are many noteworthy individual agency initiatives that already provide enhanced service delivery via electronic means (eg CourtLink, telepsychiatry, Hansard-on-line, etc).

Electronic infrastructure developments include:

- maxi (Electronic Service Delivery)
- Internet /Intranet publishing (including the TaskNET tool)
- Business, Land and (the basis of) a 'Health' channel development
- Electronic Data Interchange
- Electronic procurement
- VicOne (Wide Area Network)
- Victorian Government Electronic Messaging Service
- Victorian Government Electronic Directory Service
- VICNET (including Skillsnet)
- Call Centres
- Electronic Democracy
- Smart Cards
- Standardised Desktop, and
- Policy, Regulatory and Cultural initiatives

2.1 Electronic Service Delivery (maxi)

The **maxi** (Electronic Service Delivery) project is an IT infrastructure that will provide agencies with a variety of electronic delivery channels and services that enable them to electronically deliver their services directly to their customers.

Presently **maxi** delivery channels include public information kiosks, the Internet and an Interactive Voice Response (IVR) system. Maxi services also include User Authentication and banking/financial transaction capabilities.

The **maxi** system is designed to enable connection to any agency computer-based system and also provide services over new channels as they are developed by the market place, for example, Interactive TV.

Maxi will play a key role in the implementation of the overall strategy and is intended as the principal mechanism for delivering services that involve either payment, authentication of the customer, or secure transactions. **Maxi** also provides for half a dozen 'screens' of

information per agency, but adds little value to the provision of electronic information, which will be mainly provided over the Internet.

The transactions/services provided in the initial implementation of **maxi** are the genesis of a Citizen's Channel.

The recently visiting G7 Government-On-Line project group ranked this project as probably leading the world in the way it has tackled head-on the issues of providing a citizen-centred service crossing agency boundaries, levels of government and the private sector, as well as the issues of security and authentication.

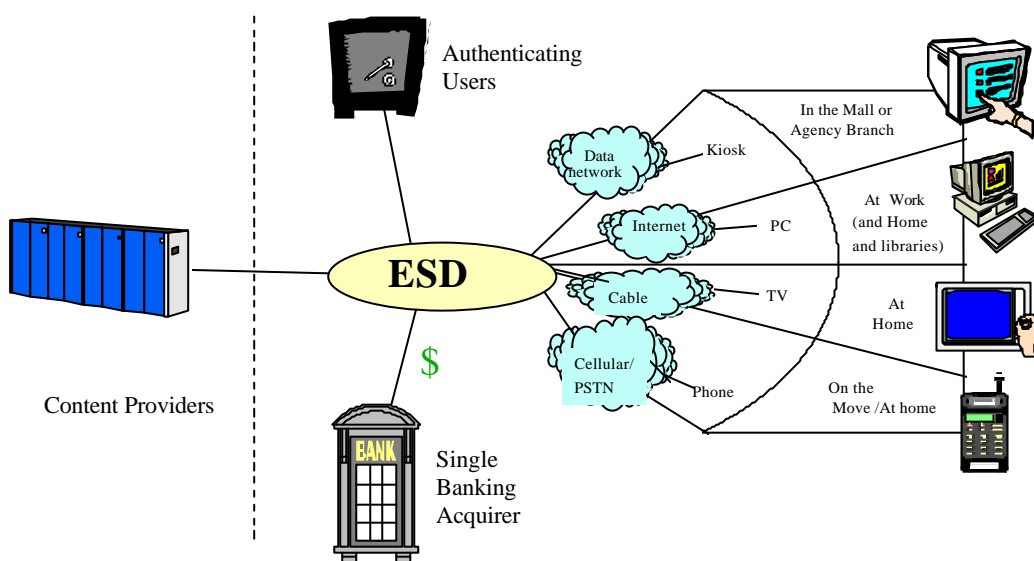


Figure 2.1 - maxi Schematic

2.2 Business Channel

Working with other departments, Local Government and the Australian Tax Office (ATO), DSD are about to launch the information provision side of a Business Channel on the Internet. Business Channel transactions through maxi will be available in the first half of 1998.

2.3 Land Channel

DNRE have a Land Channel project well under way, with the 'information and transaction audit' reports completed and construction of the information provision aspect under way.

2.4 'Health' Channel

Human Services have a number of existing Internet-based initiatives that will form the basis of a Health information channel and have completed a comprehensive Electronic Service Delivery strategy report that includes public health information, health worker information,

and electronic commerce between Human Services and the various health industry service providers.

2.5 Tourism

At time of writing, Tourism Victoria have drafted a Request For Tender for development of an electronic service delivery strategy.

2.6 Internet/Intranet Publishing (including TaskNET)

All departments have started to publish passive information electronically on the Internet. This has been consolidated into a single access point at **www.vic.gov.au**, however a rebuild of this site is required to ensure compatibility with the stated aims of customer-centred service delivery.

Control of **www.vic.gov.au** rests with Information Victoria in the Department of Premier and Cabinet, and their policy of a consistent 'look and feel' for government information is beginning to take shape across the public sector. Some overlap occurs between the **maxi** project and electronic publishing but the main differentiator is that the maxi project focuses on core business transactions whilst Internet publishing is limited to static information delivery.

A more aggressive and comprehensive approach is required to reverse the current focus on paper delivery with (occasional) electronic by-products, in order to meet the 2001 target.

To facilitate take-up of Internet publishing in a disciplined and consistent fashion, MMV has developed and distributed TaskNET to all Departments. This is the recommended methodology to use for electronic publishing. TaskNET also provides a blueprint for publishing within a Lotus Notes/Domino environment, the strategic publishing platform for the Victorian Government.

A whole-of-government search engine licence is currently being negotiated, (with Altavista), to ensure a consistent customer centric approach to free text searching across all government web sites, and the state is participating in a joint project with the Commonwealth and other states to define some 'navigational' consistency for governmental Internet sites.

Intranet pilots are under way in most departments and across government with the whole of government Intranet site **vic.gov@work**

2.7 Electronic Data Interchange

Legacy approaches to government online (eg systems utilising traditional EDI) are considered an integral part of an Online Government 2001. Examples of this within the Victorian Government are lodgement of court documents and some purchasing.

The next generation of these existing systems will be planned around a more flexible and open approach to electronic commerce.

2.8 Electronic procurement

The Victorian Government Purchasing Board (VGPB), which has responsibility for electronic procurement, has encouraged the development of TRANSIGO, an electronic trading environment being established by the private sector for the Commonwealth Government, seeing it as a strategic opportunity for transforming purchasing in government.

In addition the VGPB is testing the marketplace for alternative electronic procurement services that could be used by Victorian Government agencies, and need to rationalise the placement of government tenders on the Internet as an initial step.

2.9 VicOne (Wide Area Network)

The VicOne project will provide the underlying data communications network transmission and management infrastructure within the Victorian Government. The VicOne infrastructure is managed by AAPT as a service to the Victorian Government and will provide 'any-to-any' connectivity between all government locations - fundamental to any radical reengineering of services across agencies and a huge step forward.

2.10 Victorian Government Electronic Messaging Service

Currently VGEMS is the system used to interconnect agency electronic mail systems and it is designed to interconnect disparate systems with as little loss of format and style as possible. The move to a more uniform set of desktop products (refer below) will improve the position further.

VGEMS also provides an X400 infrastructure that can be used for EDI applications.

2.11 Victorian Government Electronic Directory Service

The Victorian Government Directory Service (VGEDS) provides a single source of reference across government to officers and services. The directory was constructed in accordance with the X.500 series of protocols and currently holds detail on almost 5000 staff.

A comprehensive cross-agency directory is a powerful tool and a vital element of any Online Government 2001 strategy. VGEDS would enable the implementation of government wide

call centres, e-mail communication access to government officers, etc. VGEDS would be the directory that would be used to provide public access via the Internet to (nominated) departmental officers.

2.12 VICNET

VICNET is a joint initiative of the State Library, RMIT and the State Government which has three key goals:

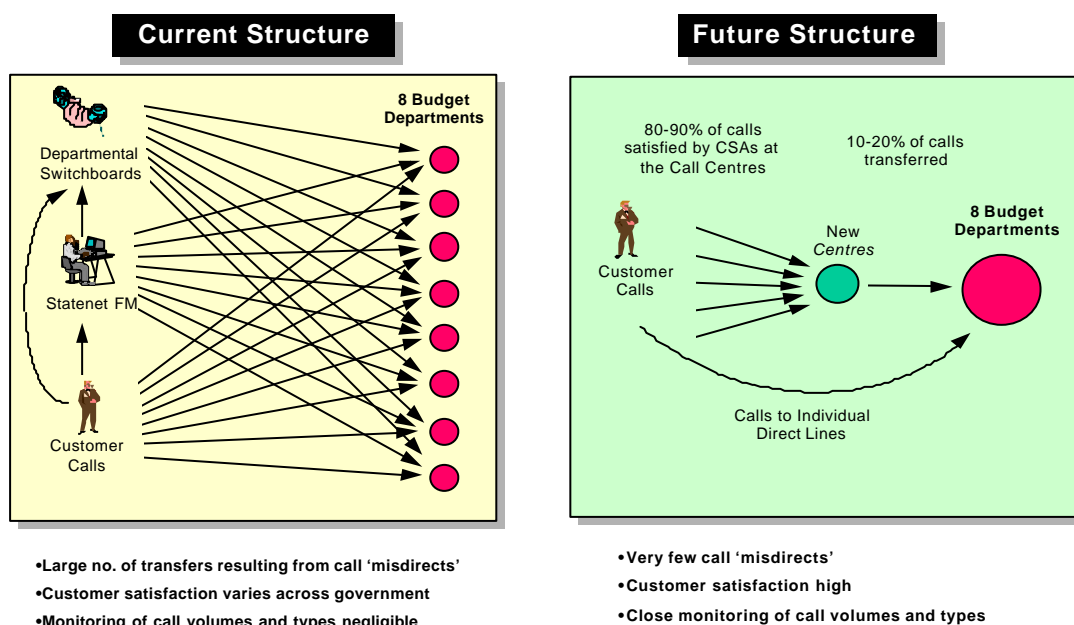
- to create a unique Victorian presence on the Internet
- to provide a free Internet publishing service for community groups, and
- to provide free public access terminals in all public libraries

The last goal provides the capability for government services to be accessed and transacted at libraries without the public requiring a PC at home. This provides strong equity of access.

To assist the community to master online services, the Skillsnet program has been established which will provide community based training across Victoria to assist in this cultural change.

2.13 Call Centres (including Interactive Voice Response systems)

As part of the **maxi** project an initial telephone channel is being implemented which will provide some transaction services by an operator-assisted telephone channel. A Call Centre strategy for Government was prepared in March 1997 and will form the basis for improved service delivery when followed through. Some rationalisation is under way in agencies, but no coordinated action has yet been taken due to other priorities. The key thrust of the strategy is depicted graphically under:



2.14 Smart Cards

Smart cards are as a key aspect of an electronic commerce environment. A fully integrated strategy study was undertaken with the aim that it would form the basis for future government action. Given the national implications of deploying smart card technology, it is important to note that the recommendations are consistent with the national direction described in "Smart Cards as National Infrastructure". Indeed, the work done for Victoria has been picked up by the Commonwealth and other states and extended - at their expense.

Smart card pilots are being considered by the Victorian Taxi Directorate and the Southern Health Care Network.

2.15 Standardised Desktop

The Government has moved to a more standardised desktop product set. There has been a major consolidation of desktop software and hardware within departments and, following recent establishment of a whole of government Lotus Notes licensing arrangement, a move to Lotus Notes for groupware, messaging and scheduling is well under way in most agencies. Together with Microsoft Office, this will allow more streamlined communications internally, the capability for cross departmental workflow applications and improve Internet connectivity and publishing.

Work to establish workable 'version management' policies for Desktop software is under way.

2.16 Electronic Democracy

Supporting citizen access to the democratic processes, Hansard proceedings and all legislative materials are routinely published and available via the Internet. Additionally, all parliamentarians will be accessible to citizens online via the PARLYNET project.

2.17 Policy, Regulatory and Cultural Initiatives

The key initiatives include consideration of approaches to:

- personal data protection,
- electronic commerce including the recognition of electronic signatures,
- business process re-engineering (BPR), where over 500 senior executives have undertaken basic courses, and
- performance assessment of senior executives to include BPR and online achievements

PART III - STRATEGIC FRAMEWORK TO 2001

3.1 Introduction

The Online Government 2001 goal signals the commencement of a new organisational and service delivery era for the Victorian public sector. The trend of service provision will be to focus more on citizen service needs than on the underlying organisational structures.

This will require an implementation strategy that maximises achievement of cross-agency cooperation and teamwork to achieve outcomes that often won't align cleanly with agency organisational boundaries. The strategy will need to ensure:

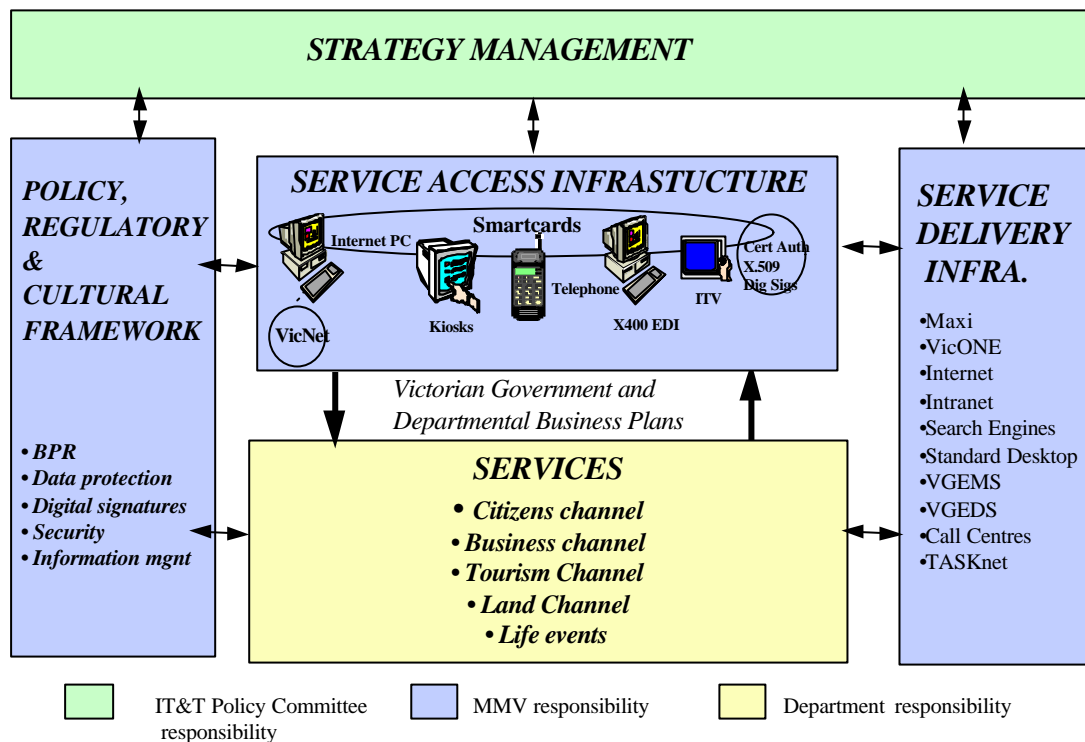
- effective communication and marketing - to inform customer/citizens and officers alike of direction, plans and objectives,
- commitment and buy-in by agencies and officers,
- clear identification of the range of services and information provided by the state,
- an agreed, consistent approach to the presentation of services and information electronically,
- effective and simple means of cooperation across agencies,
- effective management and control of all aspects of the strategy and projects, and
- flexibility to adapt to changing circumstances whilst maintaining focus on the ultimate objective;

3.2 The Framework

Successful application of Information Technology is only one aspect of delivering services on-line.

The figure below depicts the major components of the strategic model and the primary responsibilities within government for their achievement. Although this model is sufficiently abstract to accommodate significant change it is neither exhaustive nor definitive. The current initiatives (see Part II) are mapped onto this broad online model.

The various components are discussed in more detail in the paragraphs following the figure below.



3.2.1 STRATEGY MANAGEMENT

This strategy and its implementation will require ongoing and extensive coordination and cooperation across agencies. (For example, the 'Channel' and 'Life Event' concepts, (eg the Business Channel), require cooperative work across a number of agencies, albeit led by a nominated agency.)

Implementation will be spread over several years and will develop into an ongoing improvement program.

During implementation the project environment can be guaranteed to change, due to the project itself generating new opportunities, and as a result of general change in the commercial and social community. For the Online Government 2001 initiative to retain its usefulness, the strategy will require continual updating. This is an important issue as the personnel involved will change over time and the strategy will be the principal means of communication of purpose and direction.

3.2.2 SERVICE ACCESS INFRASTRUCTURE

The Service Access Infrastructure is the electronic means of access to agency and external services.

The design and implementation of that infrastructure must allow for ongoing developments in technology.

Presently the **maxi** project has implemented three access mechanisms, i.e. public information kiosks, the Internet, and Interactive Voice Response. These three access methods have been specifically designed to provide interconnection with a wide variety of back-end systems. The design and implementation effort has been focused on *re-usability* and *non-duplication*, (good systems engineering principles which are seldom implemented). Adherence to these principles will provide cost benefits to the project and simplify the effort of participating agencies.

Other external services and products (eg smart cards, electronic signatures etc) comprise the remainder of the service access infrastructure.

3.2.3 POLICY, REGULATORY AND CULTURAL FRAMEWORK

Online Government 2001, a subset of global electronic commerce, opens up new frontiers in service delivery.

Obvious enablers that can be put in place to facilitate electronic commerce include:

- a privacy regime for the public and private sectors will provide a bedrock for the development of electronic commerce,
- clear legal recognition of electronic signatures, and
- businessmen and ordinary citizens alike need to understand the potential and practicalities of utilising the technology. (Citizen education in these areas is a key objective of the Government's Victoria 21 policies.)

3.2.4 SERVICE DELIVERY INFRASTRUCTURES

These information technology based services, (ubiquitous e-mail, wide area network, whole-of-government directory, etc.), provide a wide range of supporting functions that will allow agencies to re-engineer the delivery of services. The main philosophy behind the establishment of these service infrastructures, similar to the service access infrastructure principles, is that of *re-usability* and *non-duplication* .

PART IV - KEY ONLINE GOVERNMENT 2001 IMPLEMENTATION STRATEGIES AND REQUIRED ACTIONS

4.1 STRATEGY SUMMARY

The following 15 strategies have been identified as being critical to the success of the Online Government 2001 initiative. Each strategy has an impact across the whole of the Victorian public sector.

1. *Demonstrate Government commitment*
2. *Define the targets*
3. *Set intermediate target dates*
4. *Signal Program Priority*
5. *Marketing/Communication*
6. *Establish management structures*
7. *Establish clear responsibilities*
8. *Establish project teams*
9. *Methodologies and Toolkits*
10. *Consistent presentation and navigation*
11. *Cost and rank opportunities*
12. *Access to implementation funds*
13. *Obtain agencies' commitments*
14. *Business Plan integration*
15. *Monitor and measure progress*

Figure 4.1 illustrates the scope of the Online Government 2001 Strategy and the breadth of the implementation strategies.

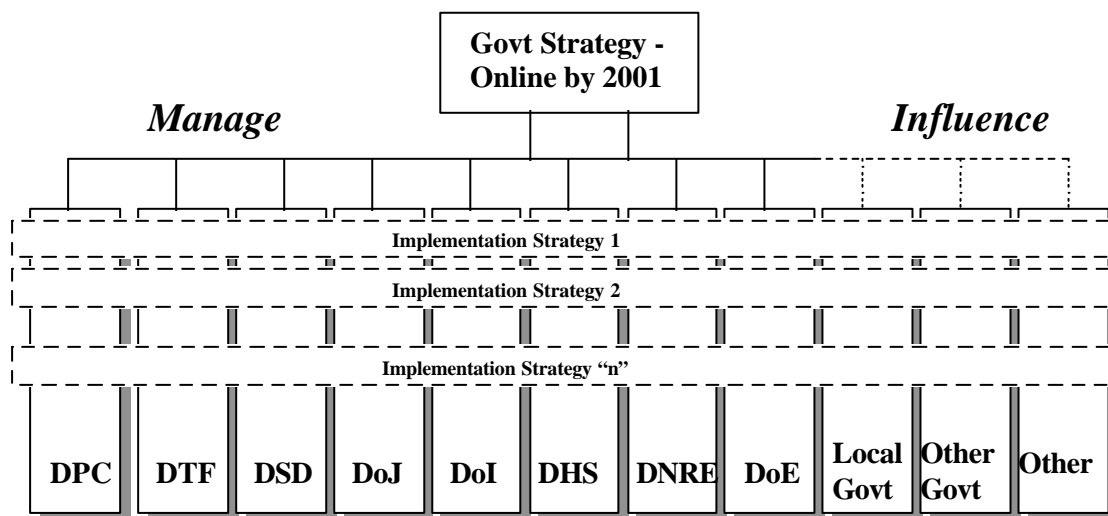


Figure 4.1 - Breadth of Online Government 2001 Implementation Strategies

The implementation strategy for each is discussed in detail in the remainder of this Part.

4.2 Demonstrate Government commitment

The implementation of the Online Government 2001 strategy will fundamentally change the manner in which the government will deliver its services to and conduct business with its Citizens/customers. New technology will not suddenly replace traditional methods but will complement existing delivery channels. Online Government 2001 needs to be formally recognised as a priority.

Action: *The Online Government 2001 Strategy should be formally endorsed by the Premier and the Cabinet.*

4.3 Define the targets

Agencies express uncertainty over just what is meant by the '2001' target. Broad definitions are set out below. Departmental Online Government 2001 strategies, (refer next sub-section), should describe the extent to which they will implement against those definitions and any additional cost implications over the implementation period.

Action: *Agree to a target that includes:*

- *lodgement of all forms & registrations,*
- *all applications for payments and grants,*
- *all payments to Government,*
- *information currently printed for public dissemination,*
- *all payments by Government (EFT), and*
- *all Government purchasing.*

4.4 Set Intermediate Target Dates

As in all large endeavours some may see the Online Government 2001 Strategy as daunting. Achievable intermediate target dates will help ensure widespread prompt action, and generate early momentum and confidence.

Action: *The following intermediate target dates should be set and agreed with all Departmental Secretaries:*

- *agencies to have broadly costed Online Government 2001 strategies in place and public information and transaction audits complete by mid 1998*
- *all Government tenders on the Internet by end of 1998*
- *all public forms electronically accessible by end 1998*
- *high volume printed information on the Internet by end 1998*
- *all Government publications on the Internet by end 1999*
- *high volume public transactions online by end 1999*

- *all Government purchasing electronic by December 2001*
- *all transactions online by December 2001*

4.5 Signal Program Priority

The Customer-centric design philosophy within the Online Government 2001 Strategy directly challenges the traditional notion of organisation boundaries and clear-cut lines of demarcation. Much has been achieved in recent years in the Victorian public service in changing that thinking and style, but organisational structure, in both public and private sector organisations, still frequently dictates the manner in which services are delivered and mitigates against cross-agency service delivery.

Task Force members working in the Transforming Government area with MMV believe strongly that support and commitment to the achievement of the Online Government 2001 strategy needs to be built into officer goals and reward systems to establish this as behaviour that gains recognition and promotion. Those Task Force members met with the Public Service Commissioner in order to understand the Executive Officer performance management and reward system and useful suggestions were put forward for using the system to reinforce the importance of the Online Government 2001 goals.

Action: *Establish Secretary level commitment by inclusion of Online Government 2001 with the other priority items in their performance plans.*
 Build Online Government 2001 goals into senior executive and officer level performance plans.

4.6 Marketing/Communication

Officers and the public will need to understand what the Government is setting out to achieve. The public will also need to understand how to take advantage of the services when they are delivered. For all involved in building, operating and using the electronic facilities, long-standing habits and attitudes will require adjustment. To assist this process significant effort will be required to communicate the concept, objectives and purpose of what is being attempted.

In general the following is a list of who needs to know:

- vision - the public and all officers,
- availability and use - the public,
- funding - business unit managers,
- legal issues - business unit managers,
- impact on distribution channels - business unit managers,
- process - agency Online Government 2001 project managers, and
- architecture and technology - information technology professionals

It is important that this initiative is seen as being ‘whole-of-government’, as various departments bring their services online. Issues to be addressed include overall site design, branding, and the importance of a consistent message in the marketing of new service options.

Action: *The objectives, plans and expectations, and achievements of the Online Government 2001 Strategy must be clearly communicated to officers and the public via a professional and comprehensive marketing approach.*
Define ‘whole-of-government’ requirements for the branding and marketing of Online Government 2001 services by departments.

4.7 Establish Management Structures

The implementation of the Online Government 2001 Strategy will have a number of demanding characteristics. It will continually cross organisational boundaries; it will continually raise new issues to be resolved; it will have to remain in step with similar contemporary development; and above all, it must not lose sight of the citizen/customer perspective.

The management structure must be capable of effectively handling present requirements, provide continuity of purpose and direction, have the flexibility to adapt to changing requirements and possess the ability to resolve issues as they arise. The structure must also provide an even balance in the work-load and enhance ownership, while at the same time retaining sufficient central control to properly coordinate the entire effort.

Action: *Implement and staff the recommended management structure depicted in Figure 4.6 and explained in the following paragraphs.*

MMV - MMV should:

- ensure that actions recommended in this report are implemented and that responsibilities are assigned in all areas of the initiative,
- continue to provide support and report to the IT&T Policy Committee,
- coordinate the activities of the project teams, and
- continue to manage related infrastructure projects.

Project Teams - Each channel should have a dedicated project manager. They will manage the reengineering and implementation of the services over the related infrastructures. The Office of Local Government must play a key role in all project teams to ensure that local government requirements are catered for in each channel.

Supporting Mechanisms - as an exemplar of the objectives of Online Government 2001, the management and operations of the whole project will use electronic office tools and systems. An Online Government 2001 Web site will be established, as a subset of the MMV Web site, to assist in marketing the Government's plans and achievements in this area. (A similar approach, but using Lotus Notes 'Teamroom' technology has commenced to help coordinate the cross-agency Lotus Notes implementation, and ongoing IT Manager business.)

The Implementation Directorate will have the responsibility to ensure compatibility and interoperability of systems and equipment across the entire project.

4.8 Establish Clear Responsibilities

Cross-organisational activity will be an everyday event in the implementation process and will require clearly established responsibility.

Action: *Allocate to an individual officer, Department or formally constituted group the responsibility for each major activity connected with the implementation of the Online Government 2001 Strategy*

4.9 Establish Project Teams

Project Teams will carry the day-to-day responsibility for the success of their portion of the implementation. As the functionality being implemented is often cross-agency, it necessarily follows that the Project Teams will require representation from a variety of organisations and disciplines or have good access to that range of resources. Officers assigned to Project Teams need to be of the high quality and project managers must be full time.

The concept of Centres of Excellence and Lead Agencies should be utilised where ever appropriate. Citizen/customer groups and other relevant stake-holders must be included in the consultation process

Channel based and or Department based project teams should be established for:

- the Citizens Channel
- the Business Channel (already under way)
- the Land Channel (already under way)
- the Tourism Channel
- the Health Channel
- the Education Channel (already under way)
- Arts/Entertainment Channel

Action: *Project Teams need to be established along Channel and Departmental lines.*

4.10 Standard Methodologies and Toolkits

Standard methodologies and toolkits will be developed by MMV for use by project teams. This will ensure consistency of approach and will minimise the “reinventing of the wheel” by project teams. It will also allow the integration of agency services and transactions into common “life events”.

Tools currently available include:

- a generic Business Case skeleton, developed by MMV for use by potential **maxi** content providers,
- A summary of process lessons from the Land Channel development,
- A ‘channel’ and ‘life-event’ methodology report produced for MMV by Simsion Bowles,
- The Dr Julia Schofield presentation guidelines, ‘Use and Usability’, produced for MMV, and
- TaskNET - a quality process and a toolkit for web site production, produced for MMV.
- **maxi** provides a generic transaction processing capability, with eight ‘common transactions’, a common approach to handling authentication and payments, and a ‘Starter Kit’ for new entrants.

Action: *MMV to prepare and distribute standard methodologies and toolkits for use by project teams.*

4.11 Consistent Presentation and Navigation

Government needs to ensure that the information it provides electronically is always up-to-date and accurate. MMV have developed tools to assist in the management of web site content (TaskNET), but it is mainly an issue of ensuring appropriate assigned responsibilities.

Experience with the Land Channel implementation has demonstrated the need for an ongoing Channel Content manager, within each major channel grouping, to ensure consistency and integrity of the data available to the public.

Navigation models will support access by Subject/Topic, by key-word search, by 'Channel' (a service grouping) and, for some items, by 'Life-Event' (eg a 'Moving House' or 'Turning 18' cluster of transactions), in addition to the traditional organisational entry point Agency). Methodology to facilitate development in this manner is in place.

Agencies are concerned to ensure that Online Government 2001 has structure and consistency in the way services and information are grouped, in the 'navigation' structure and in the presentation style ('look and feel').

As noted earlier, a whole-of-government search engine licence is being negotiated to ensure a consistent customer centric approach to free text searching across all government Web sites, and the state is participating in a joint project with the Commonwealth and other states to define some 'navigational' consistency for governmental Internet sites. *Information Victoria* will redevelop the Government web site home page in line with these aims. Sound presentation guidelines are available in the Schofield booklet referred to above.

Action: *Agencies to ensure clear lines of responsibility for the maintenance and accuracy of information provided electronically. Information Victoria to redevelop the Government web site home page by mid 1988.*

4.12 Cost and Rank Opportunities

Many projects, IT-based and others, frequently fail for lack of sustained support which will only be forthcoming where the project is supported by a sound strategic or business case. As noted above, MMV have developed a methodology and toolkit to assist agencies in developing business cases for use of **maxi**.

Agencies can prepare Online Government 2001 proposals in either of two ways; either as a conventional cost/benefit, positive NPV analysis business case, or as a strategic implementation of government policy based on more general economic benefits flowing from improved service delivery.

From these proposals agencies will then need to rank their options based on factors including the number of people the transaction will benefit, the impact on society, and cost and revenue opportunities. Schedules for individual deliverables should be similarly determined.

Action: *Online Government 2001 proposals need to be prepared by all agencies and project teams for prioritisation by the relevant agency or Steering Committee.
Priority should be directed to projects offering early electronic access deliverables to the public.*

4.13 Access to Implementation Funds

Although still rarely capitalised, most information technology based projects are like any other investment in the future, taking some time to generate a positive cumulative cashflow and needing initial funding support.

The Online Government 2001 program should be treated in the same way as any other important Government initiative: projects with a clear cost/benefit saving should be funded internally within agencies; equally, in the context of the annual BERC and Budget preparation process, agencies may find it necessary to apply for specific program assistance to enable implementation of the remainder of their Online Government 2001 strategy.

Departments have been advised to put forward any such proposals for special program funding for 1998/99 as part of their final Budget and Expenditure Review Committee (BERC) submission in the early months of 1998. The requirement to produce 'Online Government 2001 strategies, and broadly costed public information and transaction audits, by mid 1998' will enable departments to develop funding requirements for subsequent years in the normal manner for program proposals.

Action: *Whilst each proposal for additional funding will have to be assessed against other proposals in the Budget process, Cabinet believes that this is an important policy commitment and, in addition to funding available from the Micro-economic Reform Fund, agencies and Government as a whole should attach a high value to fulfilling the Online Government policy objective.*

4.14 Obtain Agencies' Commitments

The integrated and interdependent nature of projects associated with implementation of the Online Government 2001 Strategy require the full support of all participating agencies.

Departmental strategies should be put in place as soon as possible and information and transaction audits completed for all *publicly available* information and transactions.

Departments planning electronic commerce initiatives with industry or business will need longer timescales to plan those aspects. Departmental Online Government 2001 strategies should describe the extent to which they will implement against those definitions and any additional cost implications over the implementation period.

Action: *Each cross-agency project authorisation process is to include recognition of each participating agencies' full commitment to the project.
Agencies to have Online Government 2001 strategies and broadly costed, public information and transaction audits complete by mid 1998.*

4.15 Business Plan Integration Including Training

Implementation of the Online Government 2001 Strategy is a key business initiative and needs to be tightly integrated into Departmental business plans.

While the main focus of implementation will be on the service delivery mechanisms, there will be a range of associated political, social, cultural and technical issues to factor into agency business plans. The technical aspects are not particularly difficult or risky; they will be overshadowed by human and business elements.

Experience shows that staff training (eg basic information management principles, etc) must receive adequate priority.

Action: *All agency business plans are to include an Online Government 2001 component*

4.16 Monitor and measure progress

Measurement of achievements and progress is an essential component in the implementation of the Online Government 2001 Strategy and establishing a baseline of the type, extent and level of services currently being delivered is a pre-requisite for the monitoring process. The initial audit by all departments will provide a matrix of services and information that can subsequently be plotted against customer focussed 'life events' for the 'Channel' project team to implement. This approach is detailed the toolkits and methodologies being prepared by MMV.

Progress will be reviewed half yearly and reported to the Premier and Minister for Multimedia.

Action: *Progress against the intermediate and final targets should be reviewed half yearly.*