



Digital Strategy

for the Western Australian Government

2021-2025

Convenient, smart and secure services for all Western Australians

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Office of Digital Government

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Acknowledgement of Country

The Government of Western Australia acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures; and to Elders past, present and emerging.

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Message from the Minister

Honourable Stephen N Dawson MLC

Minister for Emergency Services;
Innovation and ICT; Medical
Research; Volunteering

Digital technology is changing the way governments everywhere support their citizens. Digital innovation provides the WA Government with the opportunity to stimulate economic growth and allow Western Australian people, businesses and communities to thrive.

This is the future of government. During these challenging times, we are especially reminded of the power of digital platforms to better support those in need.

Western Australia should be at the forefront of digital change globally. *The Digital Strategy for the Western Australian Government 2021-2025* (the Digital Strategy) aims to change the way our community interacts with government. It puts Western Australian people, businesses and communities at its centre and sets the vision for a government that provides convenient and secure online services informed by quality data insights. It also recognises that as government delivers more services online and better leverages data to inform its operations, excellent cyber security capabilities are more important than ever.



The Digital Strategy will change the way government works and make it easier for people and businesses to interact with the WA Government.

**Honourable Stephen N Dawson
MLC**

To successfully deliver the Digital Strategy, the WA Government will work to ensure that no one is left behind. All Western Australians should be able to enjoy the benefits of digital technologies and services in their everyday lives. However, some members of our community cannot or simply do not want to access digital services.

Government services will importantly be digital first, not digital only — preserving and growing the ability to choose how services are accessed. Whether that is visiting a front counter, talking to us over the phone or accessing government services online — accessible and inclusive solutions will be available to optimise service delivery for all.

The Digital Strategy will accelerate the transformation initiated by *DigitalWA: Western Australian Government ICT Strategy 2016-20* and improve the WA Government's ability to confront future challenges holistically. This will be driven by new whole of government capabilities enabling the delivery of seamless digital services, and a public sector workforce with strong technology skills and the right internal capabilities to deliver convenient, smart and secure services for all Western Australians.

The Digital Strategy is ambitious and exciting. It will deliver the WA Government's vision for digital reform, and progress Western Australia towards a more secure, sustainable and inclusive digital future.

Where we are

The past four years have positioned us, the WA Government, to deliver the Digital Strategy.

Under the guidance of *DigitalWA: Western Australian Government ICT Strategy 2016-20*, we have been moving away from legacy ICT systems and practices, and adopting common digital approaches across agencies.

We established the **Office of Digital Government** to further advance digital reform across government. The Office is focused on six key digital transformation areas:

- improving our online services;
- implementing higher cyber security standards;
- building our data analytics capabilities;
- developing policies that support a culture of data protection and sharing;
- transforming how we purchase ICT services; and
- investigating strategies to reduce the digital divide in WA.

The WA Government is now more agile and efficient than ever before. We're ready to really harness digital, to transform the way we deliver services to Western Australian people, communities and businesses.



ServiceWA

We're starting to make it easier to connect with the WA Government by bringing services together in one place, both in-person at a trial ServiceWA centre; and online through our investment in digital capabilities.

Cyber security

We've established cyber security standards, improved coordination of cyber security efforts across government and strengthened engagement with key external partners.





Digital services

We've adopted a common approach to make our digital services more accessible and responsive to community needs. We're implementing this approach on our website, WA.gov.au, which brings together informational services from across government.



Reducing the digital divide

We've consulted on the draft *Digital Inclusion in WA Blueprint* to guide how to become a more digitally inclusive State.



Open data

We're more open to share and harness the value of data. We publish data that will drive innovation, research and better decision-making for the community and businesses on data.wa.gov.au.



ICT as a service

We're shifting from owning and operating ICT infrastructure to consuming ICT as a service. This allows us to be more agile, get more value for our money and focus on the business needs of agencies in delivering services to the community.



Our vision

With solid digital foundations in place, the WA Government now has the opportunity to reimagine the role of digital in how government serves people, businesses and communities.

These foundations will enable us to deliver **convenient, smart, and secure services for all Western Australians.**

Convenient services

Delivering whole of government digital capabilities that will connect the WA public sector, and transform the way government services are delivered to WA people and businesses based on their needs.



Smart services

Delivering data analytics to enable government to design, improve and evaluate its services, operations and policies based on good data insights.

Secure services

Delivering the right capabilities, frameworks and systems to protect information and services.



What does our vision mean for you?

Ashley and Alex just bought their first house together. **Congratulations!**

Moving furniture is difficult, but updating your address shouldn't be.

Instead of having to notify every agency they receive services from, Ashley and Alex only need to tell the WA Government once.

Ashley and Alex log on to WA.gov.au with their digital identities to register the changes. The information is then shared easily across agencies, with Ashley and Alex's consent.

The online services and data sharing also makes things easier in other important and challenging life events, such as the birth of a child, or the death of a loved one.



This is our vision for how we believe our services should look for Western Australian **people** in 2025.

Minh is starting a business —
it's complicated!

Fortunately, Minh can access everything they need through WA.gov.au

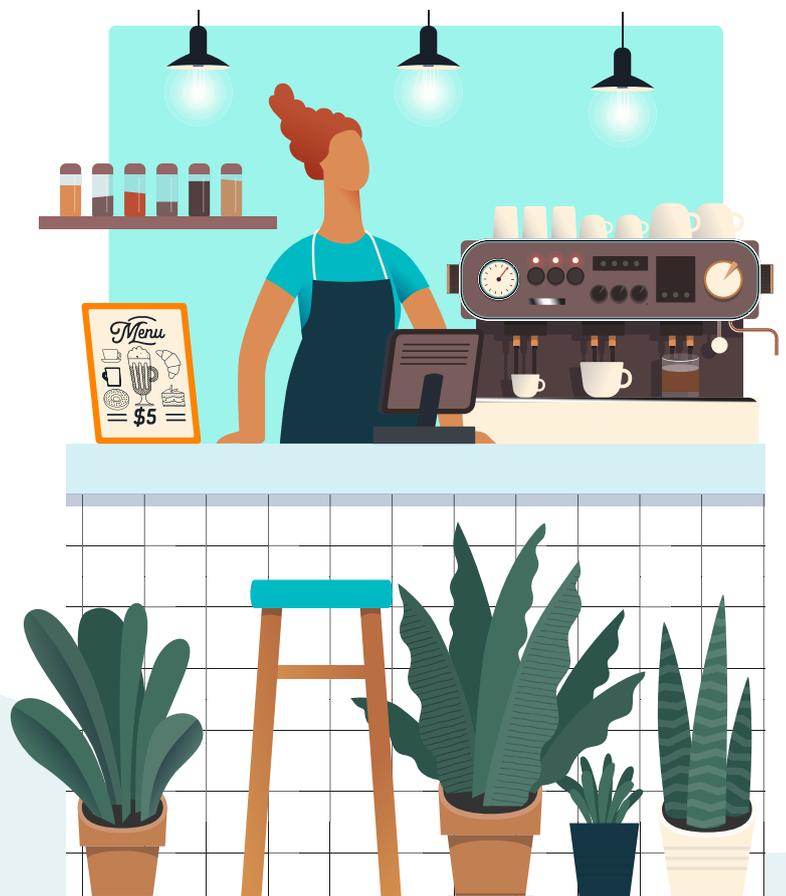
Minh is able to use one digital identity, so won't need a bunch of different logins and passwords. Minh can see what licences and registrations the business needs, the compliance obligations, and understand what support is available.

Minh has registered the business with the Australian Government, and has given consent for this information to be shared with WA Government agencies so we can pre-populate any information we might need, saving time.

Minh's business has to deal with Government a lot — but that's much easier in 2025. Minh's business is required to hold multiple licences, and they can all be seen and managed via WA.gov.au

This is our vision for how we believe services should look for Western Australian **businesses** in 2025.

CAFÉ



Our four strategic priorities

The WA Government will work towards our vision through four areas of development.



These four strategic priorities will be supported by key objectives, which are the more specific things we want to achieve.



Better services

- 1 Make most of your transactions with the WA Government available online.
- 2 Integrate WA Government services to simplify the way you interact with us.
- 3 Design WA Government services around your life events.
- 4 Be digital first, not digital only.

See [page 12](#) for details.



Informed decisions

- 1 Provide more and better ways for you to engage with the WA Government.
- 2 Use data to inform and evaluate WA Government decisions, operations and services.
- 3 Create the enabling environment for safe and effective data sharing.

See [page 15](#) for details.



Safe and secure

- 1 Improve cyber security resilience across the WA Government.
- 2 Enable the expanded delivery of secure online WA Government services.
- 3 Be transparent and accountable about how the WA Government manages your data.

See [page 18](#) for details.



Digitally inclusive

- 1 Connect more Western Australians to quality internet services that are fit for purpose.
- 2 Enable affordable access to digital devices, and quality internet services and data.
- 3 Promote digital skills for Western Australians to confidently and safely use digital technologies to succeed.
- 4 Promote technology, websites and apps that are inclusively designed for everyone's use.

See [page 21](#) for details.



Better services

The WA Government wants to make it easier for you to deal with us. We know that people and businesses expect to be able to connect with government from anywhere, at any time. This means that we need to invest in innovative whole of government digital technologies that allow us to provide more convenient, intuitive and accessible digital services.

Our objectives

- 1 Make most of your transactions with the WA Government available online.
- 2 Integrate WA Government services to simplify the way you interact with us.
- 3 Design WA Government services around your life events.
- 4 Be digital first, not digital only.



Our approach for better services

The WA Government will continue to focus on improving your customer service journey with us. To do this, we'll build **whole of government digital capabilities** that our agencies can connect their individual services to.

These capabilities will simplify online government interactions by allowing us to design services around your needs and life events, and will reduce the need to deal with multiple agencies or layers of government.

You'll be able to securely log in to our whole of government **portal WA.gov.au**, using your **trusted digital identity**. The portal will allow you to access services from agencies in one secure place. For businesses, this means spending less time transacting with different government agencies and more time with your customers.

With your consent, participating WA Government agencies will share information, so that you don't have to tell us the same thing again and again.

We'll **design our services around your life events**. The WA Government will work on integrating services that involve multiple agencies so that when you experience a significant life event, such as the birth of a child, the death of a loved one, or starting a business, your customer experience is seamless.

Investing in whole of government digital capabilities that agencies can connect to will result in **greater efficiencies** for agencies, and a **more convenient and intuitive customer experience** for our people and businesses.

We'll continue to reform the way that government procures and consumes ICT services. We'll ensure that WA Government ICT procurement processes are flexible and robust, and what we ask for delivers value for money. We'll continue to build a workforce that allows government to make better decisions on what ICT service capabilities it needs.

We'll also continue to move away from being owners and operators of ICT infrastructure, to agile consumers. This allows us to take full advantage of digital transformation utilising whole of government capabilities.

We want to give you the choice to visit a WA Government front counter, talk to us over the phone or access government services online. We'll continue to provide these different service channels to make sure that our services are accessible to all Western Australians.

Our initiatives for better services

Identify Me and My Business

You'll be able to use your digital identity to securely sign in to access multiple services.

WA.gov.au

You'll be able to access WA Government information from a range of agencies in one place. We'll expand WA.gov.au with self-service portal capabilities to allow you to access integrated services from agencies on the same portal.

Submit a form

You'll be able to complete and submit forms to participating agencies online, from one place.

Environment online

You'll be able to submit, monitor and review environmental submissions and approvals via one user-friendly online platform.

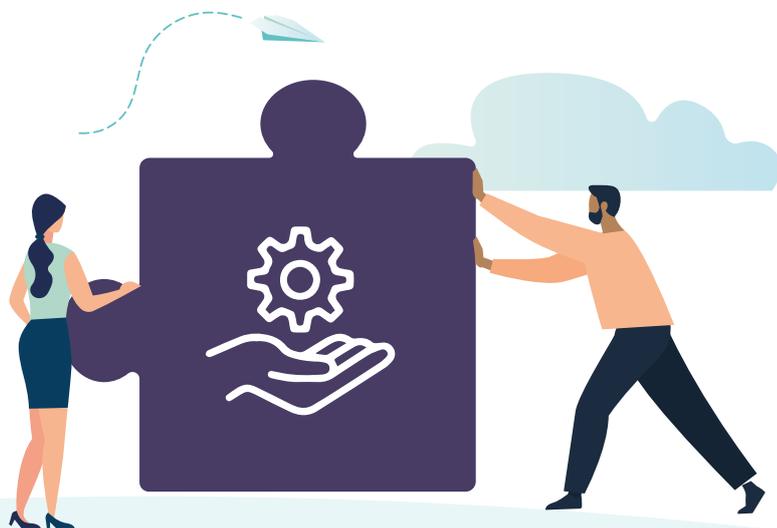
ServiceWA

ServiceWA is partnering in the WA Government's Digital Reform agenda, investing in the establishment of digital capabilities that will make connecting and getting things done with government easier and faster.

To best meet your needs, we will work to ensure customer insight is built into the design and delivery of services.

Tell-us-once

You'll be able to tell us your information once and with your consent, we'll tell other parts of government for you.





Informed decisions

We want WA Government services, operations and policy decisions to be as intelligent as they can be. We know that data is a valuable asset that can help us improve the quality and efficiency of government services and deliver a healthier society, environment and economy. This means using good data insights to inform what we do, from design to delivery.

Our objectives

- 1 Provide more and better ways for you to engage with the WA Government.
- 2 Use data to inform and evaluate WA Government decisions, operations and services.
- 3 Create the enabling environment for safe and effective data sharing.



Our approach for informed decisions

The WA Government will continue to listen to and learn from Western Australian people and businesses. To do this, we'll provide you with more ways to engage with us.

We'll develop user-friendly ways to enable you to tell us what matters to you or your business. Understanding community feedback will help government to improve the way we design and deliver our services, and invest in the things that matter to you.

New approaches to engagement mean you'll be able to more easily learn about the initiatives and programs we're working on, and how your feedback is influencing change.

We'll **accelerate data sharing and the development of analytics capabilities** across government. Good data insights will inform the design, evaluation, improvement and delivery of our services and operations. Importantly, these insights will also help us make good policy decisions for Western Australian people and businesses.

We know that data analytics is enabled by responsible information sharing. We'll continue to work towards **overcoming legislative and cultural barriers** to sharing information, where there are compelling public interest reasons to do so.

At the same time, we want to make sure that we share and use data responsibly. We're building a legislative **responsible information sharing framework** that will assist agencies to assess how to share, link and analyse data, and to implement robust governance around that sharing.

We've conducted a whole of government **data sharing and analytics pilot** that demonstrates the value of sharing and analytics to assist with COVID-19 recovery. Based on the learnings from the pilot, we'll keep building our whole of government data sharing and analytics capabilities.

Our initiatives for informed decisions

Responsible information sharing framework

We'll build a robust responsible information sharing framework to help agencies share data safely.

Data hub

We've piloted a central data hub and we'll continue to develop our capability to bring data sets from agencies together, to enable us to derive whole of government data insights.

Social Investment Data Resource

We developed the Social Investment Data Resource, which links data from multiple agencies to support early intervention and improve policy outcomes. We'll continue building our capability to use linked data to improve outcomes for Western Australians.

Open data

From humble beginnings, WA's open data portal now holds over 2000 data sets. We'll be reviewing the strategy supporting the **data.wa.gov.au** portal to ensure we continue to advance the open data agenda of making government data easy to find, available and usable.

Biodiversity Information Office

We're establishing the Biodiversity Information Office (BIO). The BIO will provide a system to capture, store, curate, publish and analyse biodiversity data throughout WA. This will facilitate better up-front decision making, reduce cost, and result in better environmental assessments.





Safe and secure

The WA Government wants your services and information to be protected and secure. We know that in developing our online service delivery and data analytics capabilities, good data protection and cyber security are more important than ever. This means that we must be a responsible and trustworthy custodian of your data. To do this, we'll build and use the right systems and processes to protect it. We'll also introduce legislative privacy protections, so that you know we're being accountable and transparent in how we manage your personal information.

Our objectives

- 1 Improve cyber security resilience across the WA Government.
- 2 Enable the expanded delivery of secure online WA Government services.
- 3 Be transparent and accountable about how the WA Government manages your data.

Our approach for safe and secure

The WA Government will continue to focus on protecting our systems, services and the information we hold from cyber threats and misuse. To do this, we'll improve our cyber security and how we manage your personal information.

In addition to a focus on prevention, the WA Government's cyber security efforts include the continued enhancement of our capability to detect cyber security incidents. We've established a **whole of government Cyber Security Operations Centre** to improve the visibility of any cyber threats against agencies' networks.

We'll also mature the way we manage incidents when they occur by strengthening our incident response capabilities and whole of government coordination.

Good cyber security requires collaboration. The WA Government is working to **strengthen our cooperation** with external partners including other Australian governments, research institutions and third party service providers.

We want you to feel confident that the WA Government is managing your personal information responsibly. We're already working on introducing **stronger privacy protections** for Western Australians.

We're also implementing a suite of policies across the public sector to provide a **common language** to communicate the sensitivity of the information we manage, to ensure that we put the right protections in place.



Our initiatives for safe and secure

Cyber Security Incident Reporting Portal

The Cyber Security Incident Portal will enable agencies to report cyber incidents and help coordinate whole of government responses to issues.

Building public sector capability

We've established a whole of government recruitment pool and we'll be facilitating the appointment of cyber security professionals to agencies.

Security operations centre

We've developed a whole of government Cyber Security Operations Centre that improves visibility of the cyber threats against agencies' networks and the WA Government's capability to detect and respond to cyber security incidents.

Stronger privacy protections

We're progressing Privacy and Responsible Information Sharing legislation to bring stronger protections to the personal information we hold on behalf of the community.

Information Classification Policy

We're implementing the WA Information Classification Policy. The Policy provides a common language for agencies to identify risks and apply appropriate security controls to protect, store and share their information assets.

Security controls

We've introduced cyber security controls outlining the standards government agencies must put in place to protect themselves against cyber threats. We'll review these controls and improve their use across the sector.





Digitally inclusive

The WA Government wants all Western Australians to be able to easily access and use digital technologies. We know that digital technologies and services are quickly becoming an essential part of everyday life, and that not having the access or skills to navigate them is a significant disadvantage for people and businesses. The WA Government will improve digital inclusion outcomes with a focus on connectivity, affordability, skills and the design of digital services.

Our objectives

- 1 Connect more Western Australians to quality internet services that are fit for purpose.
- 2 Enable affordable access to digital devices, and quality internet services and data.
- 3 Promote digital skills for Western Australians to confidently and safely use digital technologies to succeed.
- 4 Promote technology, websites and apps that are inclusively designed for everyone's use.



Our approach for digitally inclusive

Western Australia's large size has made connectivity in regional and remote communities difficult. As a result, many people have limited access to affordable, quality internet and mobile services, stifling local economic prosperity and social wellbeing.

The WA Government has developed the **Digital Inclusion in WA Blueprint** to guide how we make WA a more digitally-inclusive state. When we deliver the Blueprint, we'll be working closely with our partners to make sure government invests in initiatives that enable all Western Australians to participate in society, so that no one is left behind.

We'll continue investing in solutions that support **Western Australians to thrive in a digital economy**.

We're already doing this for farming enterprises and communities across regional WA, through our Digital Farms Grant Program and Regional Telecommunications Projects.

We'll also work with innovative industry-leaders to harness new technologies that deliver high bandwidth internet services to Western Australian communities.

The WA Government will investigate more ways to improve access to **affordable low or no cost digital technology**. So far, we've worked with the community services sector to repurpose government ICT equipment for young people to access critical government, community and education services. We'll continue to build upon

this work and other initiatives that support access to affordable digital technology and services.

We know that digital skills and literacy are an essential part of everyday life, whether you're applying for a job, banking or marketing your small business. We're currently exploring how local libraries across the state can support Western Australians to use and navigate government services online.

Over the next few years, we'll be expanding our digital skills programs to ensure that Western Australians have **skills for the digital age**.

We've designed **WA.gov.au**, our whole of government website, to meet **universal accessibility standards** so that government information and services are inclusive by design. This includes people with disabilities, people who can't use or struggle with digital services, people living in remote locations and people using mobile devices. We'll be continuing to migrate more agencies and services onto WA.gov.au, so that all government information and services are equally accessible for everyone.

Western Australia has become a proud leader and champion for improving digital inclusion on the national stage, promoting collaboration amongst Australian Governments to **leverage opportunities that drive meaningful change**. We'll continue to play this role at national forums to develop strong solutions for shared problems.

Our initiatives for digitally inclusive

Digital inclusion in WA blueprint

We'll be working with industry, community services and WA communities in the coming years to implement initiatives that make WA a more digitally inclusive state.

Repurposing technology

We'll be working to repurpose more smart devices for Western Australians that can't afford access.

Self-service kiosks

At our trial ServiceWA centre, we'll provide a range of in-person assistance for transacting online and training that gives you the confidence to engage with government services at your own convenience.

WA.gov.au

We'll migrate more agencies onto WA.gov.au so that government information and services are accessible for all Western Australians.

Digital Farms

The Digital Farm Grants program provides funding for last-mile digital connectivity infrastructure for agribusinesses and regional communities across WA. This supports the adoption of technologies to help improve productivity and enhance the wellbeing of regional communities.



How we'll get there

The WA Government will deliver the Digital Strategy by working accountably and collaboratively within a robust governance framework. Most importantly, we'll be working together as one government to make sure we have the best chance of delivering the services Western Australians deserve.

Accountability

The WA government wants to make sure that the Digital Strategy is working for Western Australian people and businesses. That's why we'll review it periodically and update it when we need to – our approach will evolve with your expectations.

We'll be open and accountable about how we're progressing with delivering the Digital Strategy. We'll **publish roadmaps** that outline our digital transformation initiatives and projects over the course of each year, and **report our progress** against these roadmaps. We know it's important for you to understand what we're doing and why.

Collaboration

The WA Government will work as one government, rather than a set of agencies. **Strengthening collaboration** across the public sector is essential for delivering the Digital Strategy.

We know that we can't deliver the Digital Strategy alone. We'll partner with and learn from industry, business and academia to ensure that we're at the forefront of the digital transformation landscape. This means working with our private sector stakeholders in different ways that reflect the pace of change.

We'll continue to collaborate with other Australian governments on data and digital transformation, cyber security and digital inclusion, through our participation in various councils and working groups. Cross-jurisdictional cooperation will enable us to leverage knowledge and digital capabilities from around the country.

Governance

The WA Government will leverage and strengthen our existing governance processes and bodies to ensure that there is robust oversight of the delivery of the Digital Strategy. This includes oversight at the Ministerial and executive levels.

The Office of Digital Government, will continue to **drive, facilitate and support digital transformation** in the public sector, and support the governance bodies that will oversee the delivery of the Digital Strategy.



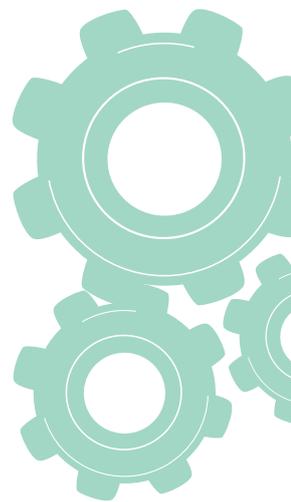
Our roadmaps

WA Government agencies will work together to deliver the vision and objectives of the Digital Strategy.

The Office of Digital Government and WA Government agencies will co-design annual strategy roadmaps, that will show you the different projects and initiatives we're working on and delivering that financial year.

The Digital Strategy Roadmaps will include whole of government and agency led initiatives that help to progress the strategic priorities and key objectives of the Digital Strategy.

Most importantly, the strategy roadmaps will help WA Government agencies to identify opportunities to participate in whole of government initiatives, or ways that they can leverage digital capabilities from other agencies.





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