



# **Digital Strategy Roadmap 2023**

## **for the Western Australian 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.

# Delivering the Digital Strategy

Western Australian (WA) Government agencies are working together to deliver the vision and objectives of the [Digital Strategy for the Western Australian Government 2021-2025: Convenient, Smart and Secure Services for all Western Australians](#).

The Digital Strategy Roadmap provides an overview of the transformation journey and key initiatives we pursue to deliver the Digital Strategy.

The first Digital Strategy Roadmap was published in the beginning of 2022.

This second Roadmap demonstrates the WA Government's progress since then. The large number of new initiatives in this Roadmap is a testament to the WA Government's ongoing commitment to digital transformation as a key driver of reforms to deliver more convenient, smart and secure services for Western Australians.

The Digital Strategy Roadmap shows progress across the four strategic priorities of the Digital Strategy as well as a fifth priority, Supporting Digital Foundations, which is included to capture initiatives that improve government's internal operations and future ability to progress the Digital Strategy's four strategic priorities.



*Disclaimer: The projects in this Roadmap are dynamic and will require flexibility to ensure they continue to address the needs of Western Australians. The Roadmap will be updated once a year and will focus primarily on deliverables over the coming year, while longer term project plans and dates are subject to change over time based on learnings and evolving circumstances.*

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## 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.

Two key initiatives to deliver on the Better Services strategic priority are the digital identity system and the ServiceWA App, which are providing citizens with new ways of interacting with the WA Government.

### 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 transformation journey towards Better services**

### **1 Make most of your transactions with the WA Government available online.**

We have built a digital identity system that allows individuals to reuse their myGovID to safely and conveniently interact with any government agency that has connected to our digital identity system. The first implementation was used by almost one million Western Australians to manage their COVID-19 digital vaccination certificate, SafeWA check-ins and G2G passes during the pandemic. Now it can be used to securely access a growing number of WA Government online services anytime, from anywhere. The vision is that one day, you will be able to use your digital identity to independently complete most of your government transactions online, such as lodging an application or renewing a licence.



## Our transformation journey towards Better services

2

### **Integrate WA Government services to simplify the way you interact with us.**

We are bringing together WA Government services in one place: the ServiceWA App, which is unlocked by your digital identity. Launched in early 2022, the ServiceWA App has had over 1.4 million downloads and is continuing to evolve into a whole-of-government channel. You can now use the app to access up-to-date information on fuel prices, search for unclaimed money, check for shark warnings, view local weather data and receive bushfire warning notifications. Over the next twelve months, additional services are being added, such as a vehicle look up service to find out whether your vehicle registration is approaching renewal.

We are working towards a future where the ServiceWA App will also hold your driver's licence and other permits securely in one location and allow you to apply for and renew them directly through the App. You will also be able to easily pay for multiple items across different government agencies in one go. In due course we have plans to launch a ServiceWA desktop portal for anyone who prefers to interface with government via the web rather than the ServiceWA mobile App.

The digital transformation journey we are on is not just to provide better services to Western Australian individuals, but also Western Australian businesses. In the future we intend to develop a ServiceWA business portal so businesses can more easily and securely interact with the WA Government.



## Our transformation journey towards Better services

3

### Design WA Government services around your life events.

The consolidation of WA Government services through the ServiceWA App will lay the foundation for us to start designing services around key life events such as the birth of a child or the death of a loved one, so that your experience with us is as seamless as possible. Currently, we are focused on developing and implementing whole-of-government capabilities, such as the digital identity system and the payment platform, and integrating them with online services from across WA Government agencies. This will provide the basis for a future where, when life's major events occur, we can guide you through the journey.





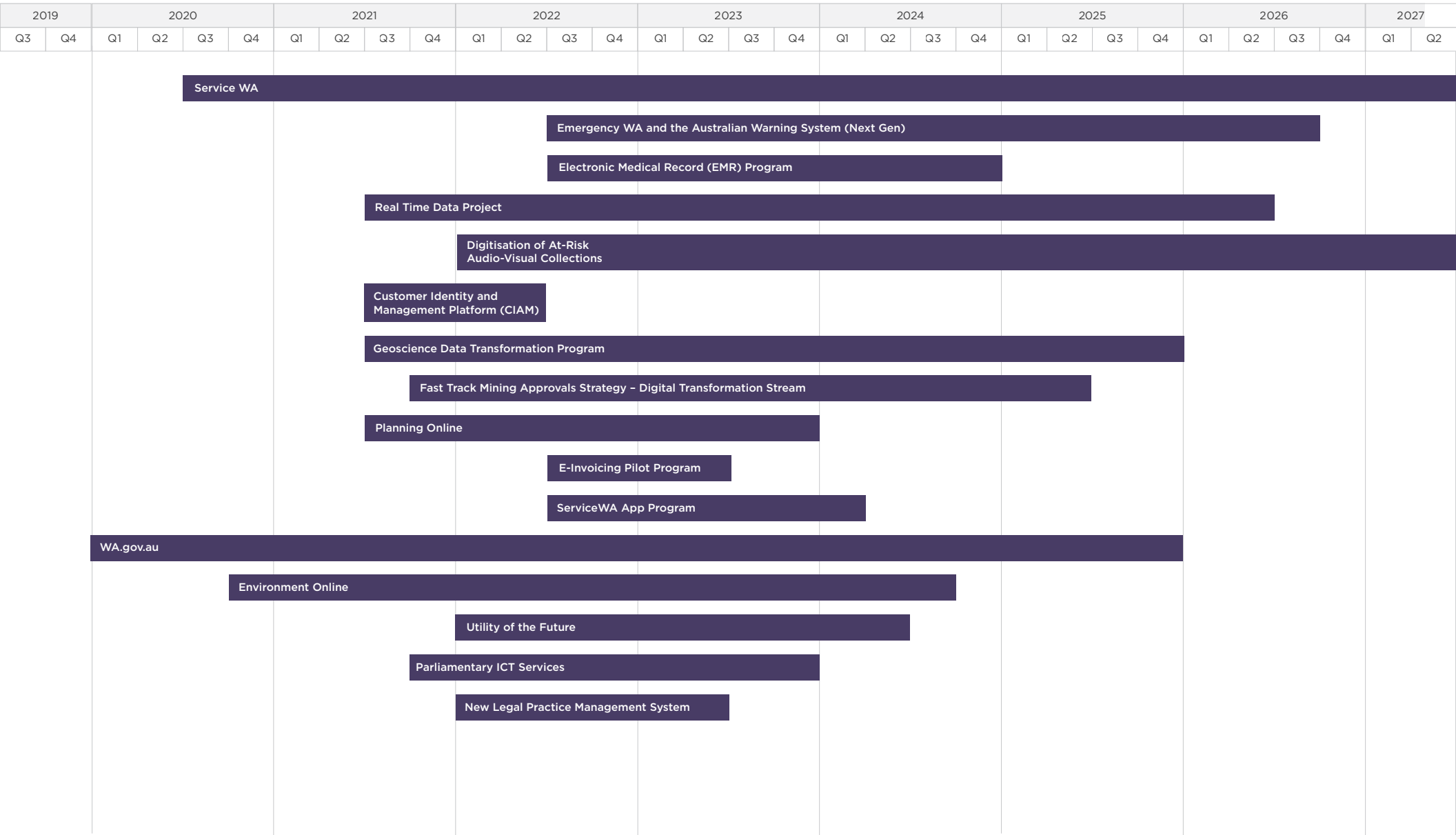
## Our transformation journey towards Better services

### 4 Be digital first, not digital only.

The progress towards consolidating WA Government services online complements the other ways you can already transact with us, such as visiting a WA Government front counter or talking to us over the phone. The growing number of WA Government services available in the ServiceWA App will pave the way for simpler and more convenient access to online services for those who wish to use them, as well as freeing up resources to offer better and more available in-person services. Complementing the growth in online government service delivery is the ServiceWA initiative, including the ServiceWA Service Centre in Bunbury, that provides a 'single service entity' and citizen centred experience.



# Our initiatives for “Better services”



## ServiceWA

Q3 2020 - TBC

*Lead Agency: Department of Finance, Department of Transport, and Department of the Premier and Cabinet (Office of Digital Government)*

ServiceWA is a cross-sector service delivery reform program aimed at improving the public's experience when dealing with the government. It has a strong focus on driving a shift towards a 'single service entity' and citizen centred experience.

A business case is under development to determine the future for whole-of-government service delivery, and it will be submitted as part of 2024-25 budget. A range of delivery models will be explored (including 'digital only' and 'omni-channel' options), taking into account the ServiceWA app and other channels.

In 2023 the ServiceWA app will provide more services for citizens on their mobile devices. The ServiceWA Centre in Bunbury will continue to operate, providing citizens in the south-west with face-to-face service delivery.

The ServiceWA centre in Bunbury was transitioned to a business-as-usual arrangement in 2022 following its success as a trial and will be operational until 30 June 2025.

Further detail in relation to the [ServiceWA App](#) program can be found on page 24.



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## Emergency WA and the Australian Warning System (Next Gen)

Q3 2022 - TBC

Lead Agency: Department of Fire and Emergency Services (DFES)

The purpose of this project is to:

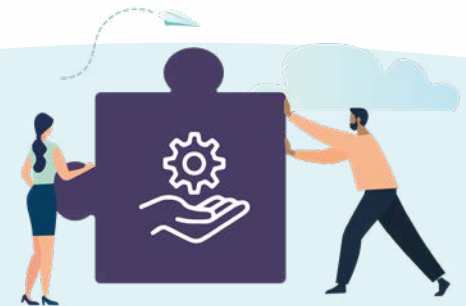
1. Provide an advanced and resilient emergency public information system for the WA community.
2. Provide faster and more tailored emergency public information including full implementation of the Australian Warning System.
3. Foster and lead greater interagency collaboration across all government agencies involved in the management of emergencies to provide better emergency information and reduce manual data entry.
4. Provide a platform for other agencies to issue warnings to the public in a manner never achieved previously.

The key deliverables of this project are:

1. Creation of a permanent DFES Public Information Branch to ensure WA remains at the forefront of best practice in this evolving discipline, as well as providing dedicated support and management across the 24/7 DFES Public Information function.
2. A new emergency public information system comprising of:
  - » Core communications module
  - » An advanced Emergency WA website aligning with the Australian Warning System
  - » An Emergency WA mobile application allowing the WA community to set custom watch zones and other personalised features.



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## Emergency WA and the Australian Warning System (Next Gen) (continued)

Q3 2022 - TBC

*Lead Agency: Department of Fire and Emergency Services (DFES)*

- » Integration with in-home and wearable devices, and voice assistants.
- » Warnings translated into other languages.
- » Greater accessibility to warnings content for people living with disabilities.
- » Two-way communication capabilities.

The project is working to deliver a core solution by the end of 2023.

1. The project has been subject to significant delays caused by labour market shortages and cost escalations but is determined to maintain its delivery schedule.
2. Delivery timeframes are continually reviewed and updated as the project progresses through its stage reviews to ensure its timeframes are accurate and achievable.

By the end of 2022, this project had delivered:

1. Establishment of a dedicated Public Information team of six full time resources and four project team members.
2. Twenty-six stakeholder consultation workshops, collaborating with various groups across five agencies as well as a volunteer survey.
3. Identification and capture of more than 348 business requirements for the new solution along with the solution architecture design.
4. Open market Request for Information, responded to by 20 suppliers from Australia and internationally.



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## Electronic Medical Record (EMR) Program

**Q3 2022 - Q4 2024**

*Lead Agency: Department of Health*

The EMR program aims to have a phased and prioritised rollout of an electronic medical record across the WA health system, with a goal of all health services having a functional electronic medical record or equivalent by July 2029.

The Program will deliver an EMR – a smart, intuitive, consumer-focused system that clinicians use to fulfil their consumer-care duties, without reliance on paper. It is both a medical record and a suite of capabilities that support clinical decisions and workflows. Clinical decision supports allow evidence-based clinical pathways to be delivered everywhere and proactive real-time alerts prompt clinicians to reduce avoidable errors in care. An EMR is integrated to biomedical devices and requires up to date infrastructure such as wi-fi within our hospital sites. It has a patient portal allowing consumers to be partners in improving their health outcomes.

By the end of 2023 the EMR Program will have completed the Business Case for the Electronic Medical Record initiative.

In 2022, the EMR Program commenced year one of Stage 1 – noting that the Program is intended to be progressed as a phased approach with the delivery of an EMR by 2029. In 2022 work focused on expanding the footprint of Digital Medical Records (DMR) enabled hospitals to encompass two additional WA Country Health Service regions and three additional metropolitan hospitals and also scope the requirements for community care system. These initiatives are considered as foundational activities to set up subsequent phases of the EMR Program.





## Real Time Data Project

*Lead Agency: Department of Health*

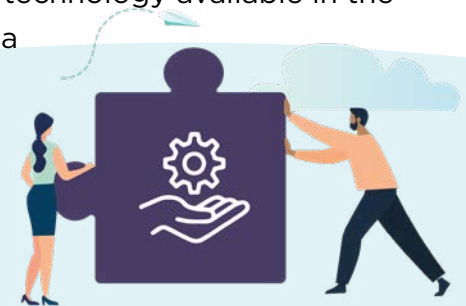
**Q3 2021 - Q2 2026**

The WA Health Real - time Data Platform (the Platform) is a critical process improvement investment for the ongoing monitoring and awareness of WA Health system demand and capacity as it moves into the living with COVID phase. The Platform is a fundamental requirement for the establishment of the State Health Operations Centre and supporting WA Health to maximise its capacity and improve efficiency.

A Realtime Demand Data Platform will be established as an enterprise solution including support structures, governance and processes. This will provide the foundation for WA Health to be able to unlock the power of the enterprise data enabling informed decisions making. Ingestion and data modelling of key data sources will support capacity and demand management within the system through the provision of real - time data.

By the end of 2023 it is expected that than enterprise solution will have been deployed including support, governance and processes required. Health Service Providers (HSPs) will be engaged, and a roadmap developed including processes for onboarding HSPs to the platform, unlocking the power of the enterprise real - time data that has been made available.

In 2022, a proof of concept was delivered successfully proving the technology available in the market can be used to source data from ley systems, visualise it in a meaningful design and make this available in “real - time” for decision making. Also, in 2022 a program of work was established with a focus on requirements for resiliency, support and operation as an enterprise solution.





## Digitisation of At-Risk Audio-Visual Collections

**Q1 2022 – Q2 2027**

*Lead Agency: Department of Local Government, Sport and Cultural Industries*

Digitisation of irreplaceable and at-risk audio-visual media will enable the State Library to safeguard these collections against total loss due to physical degradation and technological obsolescence and will make them more readily accessible to all West Australians regardless of their location.

The project will digitise and preserve around 40,000 items, including unique film and sound heritage. These digital assets will be described and catalogued with copyright status and other metadata assigned where applicable.

Around 18,000 items will be digitised by end of 2023. The project has an estimated throughput of 8,000 items in 2022/23, and 10,000 to 12,000 items digitised for each of the next 3 financial years.

More than 90% of Year 1 material across film, video and sound collections were identified. Procurement of digitisation services completed, and a 12-month contract was awarded. First consignment of 1860 items were shipped to contractor on 1 December 2022.







## Customer Identity and Management Platform (CIAM)

**Q3 2021 - Q2 2022  
(Completed)**

*Lead Agency: Department of Mines, Industry Regulation and Safety*

Access to Department of Mines, Industry Regulation and Safety (DMIRS) digital services will be improved with the creation of a single sign-on solution. As part of the solution, DMIRS is developing the WA Relationship Authorisation Manager (WARAM) which will be a whole of state government solution allowing businesses and individuals to authorise another business or individual to act on their behalf.

This functionality is crucial to deliver a WA whole of government digital identity service which is being developed in partnership with the Office of Digital Government, Department of Water and Environmental Regulation and Department of Transport. Individuals will be able to establish their digital identity and manage their access to digital services in both their personal and professional lives.

During 2023 it is envisaged the CIAM Platform will integrate existing DMIRS digital services to use My Account sign in and, where appropriate, the WARAM. This integration work contributes to delivery of the Fast Track Mining Approval Transformation Program and the Office of Digital Government ServiceWA Initiative.

Key capabilities delivered in 2022 include delivery of the My Account and WARAM products integrated into the Western Australian Digital Identity Ecosystem. The onboarding of a number of DMIRS digital services to use My Account and integrating the WARAM with the Department of Water and Environmental Regulation's Environment Online initiative.





## Geoscience Data Transformation Program

**Q3 2021 - Q4 2025**

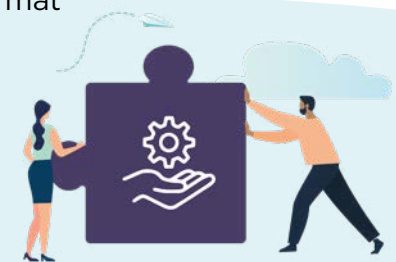
*Lead Agency: Department of Mines, Industry Regulation and Safety*

The Geoscience Data Transformation Strategy, developed by the Geological Survey of Western Australia, intends to digitally transform the entirety of the billions of dollars' worth of government and industry geoscience information into “intelligent FAIR data” and unlock its hidden mineral and energy resource potential. A five-year program of work identified as the Geoscience Data Transformation Program (GDTP) has been established to deliver the Strategy through a series of activity streams that include:

- » Defined Data Storage
- » Defined Geo Properties
- » Data Optimisation
- » Data Integration
- » Standardised Vocabularies
- » Data Governance
- » Augmented Data Search and Discovery
- » Enhanced eLodgement

The key deliverables of the Geoscience Data Transformation Program are to:

- » Ensure data is spatially intelligent and in a machine-readable format
- » Host data in a cloud-based data lake storage system
- » Enable agile database population that are maintained and upgraded regularly



## Geoscience Data Transformation Program (continued)

Q3 2021 - Q4 2025

*Lead Agency: Department of Mines, Industry Regulation and Safety*

- » Provide on-line access to a wider range and volume of open file data
- » Enable data interoperability through machine learning
- » Enable the release of quality assured data in near to real-time
- » Deploy a single platform portal that allows for a more augmented approach to the search and discovery of geoscience data
- » Improve the data submission process through an enhanced lodgement portal

By the end of 2023 the Program will have delivered:

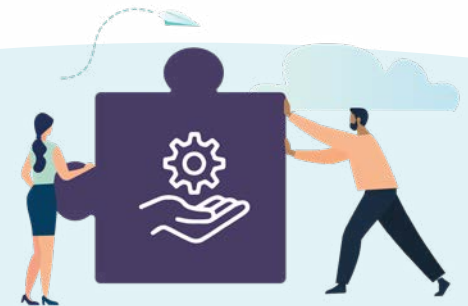
- » A structure cloud-based storage environment
- » A defined data lake approach to enable the integration of data
- » An initial set of defined vocabularies
- » The digitisation of a series of hard copy data ready for on-line download

In 2022 the program has delivered:

- » A finalized program implementation and change management plan
- » Current state data management assessment
- » Implementation of a dedicated program website
- » Industry outreach to promote program awareness
- » First phase digitisation of data



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# Fast Track Mining Approvals Strategy Q4 2021 - Q2 2025 - Digital Transformation Stream

*Lead Agency: Department of Mines, Industry Regulation and Safety*

The Fast Track Mining Approvals Strategy consists of two streams and will transform the regulation of resources projects under the Mining Act by reducing assessment timeframes through additional resourcing and undertaking a four-year digital transformation program. The digital transformation stream is aimed to significantly expand and enhance the spatial and digital capability of mining and petroleum environmental lodgements to DMIRS and fast track assessments and approvals.

Several benefits are expected including improve the assessment timeframes and efficiency; improved customer and user experience; better data collection and business intelligence as well as investment attraction. This will be accomplished by:

- » extending the capture of spatial information and other mining and environmental data to mining and petroleum activity proposals and application lodgements;
- » replacing the existing standalone and legacy mining and petroleum environmental application system with a consolidated solution that aligns with the whole of government cloud-based system architecture strategy;
- » providing a single user portal for industry to submit applications and reports to access all their exploration and mining environmental information;
- » integrating with the whole of government Identity and Access Management Platform to enable 'one stop shop' concept for digital transactions;



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## Fast Track Mining Approvals Strategy Q4 2021 - Q2 2025 - Digital Transformation Stream (continued)

*Lead Agency: Department of Mines, Industry Regulation and Safety*

- » integrating with Digital Environmental Assessment Program (DEAP) solutions; and
- » Improving data transparency and spatial capabilities across DMIRS divisions, agencies with industry and the public.

The digital program is aimed to deliver the following by the end of 2023:

- » Spatial services modernisation and integration preparation.
- » Online user account transition and identity platform integration preparation.
- » FTMA digital solution-Resource Online implementation service procurement completion and vendor discovery.

The digital program has delivered the follow during 2022:

- » Establishment of program governance, requirements for procurement and program approach and plan.
- » Overall and spatial services architecture design and definition.
- » Solution delivery approach analysis and strategy.
- » Improving data transparency and spatial capabilities across DMIRS divisions, agencies with industry and the public.





## Planning Online

**Q3 2021 - Q1 2024**

*Lead Agency: Department of Planning, Lands and Heritage*

The Action Plan for Planning Reform is a high priority of Government and includes a range of initiatives that drive economic recovery. These reforms affect the way in which planning applications are lodged, advertised, assessed, referred, and determined.

To enable this reform, there is an urgent need to replace the incumbent bespoke system with contemporary technology that will better service the Department's obligations to the development industry, local governments, referral agencies and the public. This is inclusive of delivering an online Planning Portal where people can lodge planning applications and allow proposals to be viewed and commented on by the public.

By the middle 2023 the ability to lodge and process Subdivision Applications via an online Planning Portal will be in place, and further functionality, including integration with referral agencies and lodgement of Development Applications, is planned for the end of the year.

Delivery of a robust, contemporary solution, enabling a digital end-to-end planning application process commenced in 2022. To date the foundational technology platform has been established and work to build the first functional release for Subdivision Applications is underway.





## E-Invoicing Pilot Program

*Lead Agency: Department of Premier and Cabinet  
(Office of Digital Government)*

**Q3 2022 - Q2 2023**

eInvoicing is the digital exchange of standardised invoice information between suppliers' and buyers' software. It is efficient, accurate and secure. With eInvoicing suppliers do not need to print, post or email invoices and buyers do not need to manually enter or scan invoices into their software. In 2021, WA joined the Commonwealth, state and territory Governments in a commitment to accelerate the adoption of eInvoicing based on the Peppol framework, with the objective of shorter payment times for business suppliers.

WA will pilot eInvoicing with three WA agencies. The pilot will enable the WA Government to better understand Peppol eInvoicing and plan for larger scale implementation.

During 2022, the pilot was scoped and funded, pilot agencies were identified, and the program was commenced.

By the end of 2023, we will have trialled e-invoicing with the three agencies and the pilot will be completed.





## ServiceWA App Program

**Q3 2022 - Q1 2024**

*Lead Agency: Department of Premier and Cabinet  
(Office of Digital Government)*

The ServiceWA App is intended to become a whole of government service app. This program of work aims to identify which services will provide the most value to the community as part of the App, outline an approach to deliver and support them to a standard expected by the community, and put in place the underlying architecture to support it.

The ServiceWA App was launched as a COVID-19 app delivered in collaboration with the Department of Health and the Western Australian Police Force. It has since been repositioned as an app allowing citizens to access services from multiple agencies in one place. The ServiceWA App now offers access to services such as FuelWatch, SharkSmart and Bushfire Warning notifications to users, of which the latter service is a national first for emergency services advice to the community.

By the end of 2023, the ServiceWA App will include more services such as digital credentials for a seniors card, recreational boat and fishing licenses, occupational license search and FuelWatch notifications, along with other critical information services such as Emergency Department wait times.

In 2022, the ServiceWA App was implemented to support the management of COVID-19 by over 940,000 West Australians. In addition, the new services were introduced into the application.





## WA.gov.au

*Lead Agency: Department of Premier and Cabinet  
(Office of Digital Government)*

**Q1 2020 - Q4 2025**

WA.gov.au is the WA Government's first whole-of-government citizen-focused digital platform. WA.gov.au brings together WA Government information from a range of agencies in one place, allowing you to easily find what you're looking for.

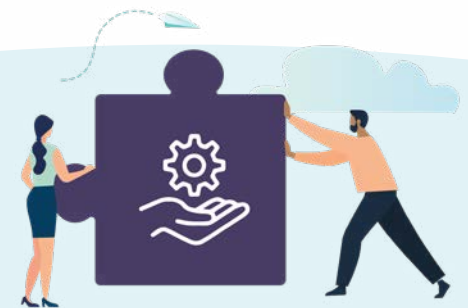
WA.gov.au has been designed to meet universal accessibility standards so that government information and services are inclusive by design. The intention is to improve access to digital services for all Western Australians, including people with disability, people in remote locations and people who only use mobile devices.

The Office of Digital Government will continue to improve content accessibility and digital equity on WA.gov.au. By the end of the 2023, automatic language translation for non-critical information will be implemented on WA.gov.au to allow users to select a language of choice for a quick and 'good enough' translation.

By the end of 2022, over 80 agency web initiatives had onboarded to the WA.gov.au platform.



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## Environment Online

Q3 2020 - Q3 2024

*Lead Agency: Department of Water and Environmental Regulation*

Environment Online is the Western Australian Government's new way to conduct the business of water and environmental regulation. The secure digital platform will provide a single gateway for regulatory activities, automated case management, and an integrated data management system.

Environment Online will improve the transparency, certainty and consistency of environmental approvals so that projects can be delivered in a responsible way that safeguards the protection of WA's natural environment. Environment Online uses the whole of government digital identity service developed by the Department of the Premier and Cabinet (Office of Digital Government), Department of Mines, Industry, Regulation and Safety and the Department of Transport.

Future releases targeting water and environment regulatory activities will be aligned with DWER Reforms and informed by Industry requirements.

During 2022 Release 1 was delivered to support environmental impact assessment activities under Part IV of the Environmental Protection Act 1986.



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## Utility of the Future

Lead Agency: Horizon Power

Q1 2022 - Q2 2024

Horizon Power is transforming their core activities and reimagining how they meet customer demands and expectations by creating a digitally enabled business ready for the renewable energy transformation.

The Utility of the Future Program will focus on automating processes to cut costs and improve the employee and customer experience, and safety, deploying new digital technologies including remote sensing, Internet of Things, business process automation, cloud, big data, artificial intelligence, machine learning and virtual reality, and applying advanced analytics to support informed decision making.

The Program will be close to completion by December 2023. We will complete implementing geospatial intelligence solution for predictive maintenance, automate works management processes and field mobility processes across all regions and energy value chain, grid planning portal for accelerating our systems and network planning, smart meter analytics to proactively identify neutral, phase balancing and voltage issues in our distribution network, IoT Living Lab in Kununurra and move IT workloads to Cloud.

In 2022, we have delivered a new public website, automated several manual complex business processes (renewables applications processing, NWIS planned outages and HP wide disturbances and notifications, crew time management, contract and supplier management), smart meter data warehouse, data-driven demand and energy forecast model, and also completed geospatial data capture across the network using helicopters and drones.



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## Parliamentary ICT Services

Lead Agency: Parliamentary Services Department

Q4 2021 to Q4 2023

The COVID-19 pandemic necessitated the Parliament of Western Australia to operate with some of its membership and staff working remotely. This project will improve cyber security resilience within Parliament and ensure the Parliament's streaming services are accessible and inclusive.

This project will improve cyber security resilience within Parliament and ensure the Parliament's streaming services are accessible and inclusive.

By the end of 2023 captioning of the webstreaming of parliamentary proceedings will be implemented.

During 2022 a cyber security officer was engaged and a cyber security uplift program commenced. Streaming infrastructure was upgraded and a pilot project for the captioning of parliamentary debates was completed.



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## New Legal Practice Management System

Q1 2022 - Q2 2023

*Lead Agency: State Solicitor's Office*

A new legal practice management system is being established within the State Solicitor's Office (SSO) to ensure staff can continue to provide broad-based, high-quality legal services to the Government of WA as well as WA Government departments and agencies.

Two outdated applications currently used to allocate, coordinate, and manage legal work will be replaced, improving the security of the information the SSO manages. The use of new, contemporary legal software will increase the State Solicitor's Office's efficiency and assist in attracting, developing, and retaining lawyers and support staff of the highest quality.

Work to upgrade the SSO's aging IT infrastructure is progressing and is anticipated to be completed in the first half of 2023. This work will support the integration of the new legal practice management system. The scoping of requirements for the new system will be completed in the first quarter of 2023 with the expectations of going out to the market by mid-2023.





## 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.

Two key initiatives to deliver on the Informed Decisions strategic priority are the PeopleWA data linkage program and the Privacy and Responsible Information Sharing legislation. These initiatives will ensure data is safely and effectively used to inform and evaluate government decisions.

### 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 transformation journey towards Informed decisions

1

### **Provide more and better ways for you to engage with the WA Government.**

We will continue to find and implement new ways for you to engage with the WA Government and for us to listen to and learn from individuals and businesses. We currently collect citizen feedback on the ServiceWA App through the Google Play and Apple App stores, and a dedicated ServiceWA hotline and email address. The feedback and questions received through these forums has helped us provide you with the right support and information. For example, the feedback received after the release of the ServiceWA App led to the creation of the App User Guide, which is a visual support tool to help you set up your ServiceWA App. In the future we intend to also develop a ServiceWA business portal and plan to consult with WA businesses on this.



## Our transformation journey towards Informed decisions

### 2 Use data to inform and evaluate WA Government decisions, operations and services.

Data informed WA Government decisions, operations and services are being accelerated through recent investment in data linkage. The PeopleWA data linkage program provides the foundation for the WA Government to use and share deidentified data to tackle our most complex social, health, environmental and economic issues in a safe and secure way. We will be able to use data to inform decisions that impact the community such as where to build a school, what health services to introduce and how to provide future transport solutions. Initially, we will bring together key health and youth data that was previously incompatible. We will then grow the repository with the addition of four new datasets yearly. The proposed Privacy and Responsible Sharing legislation will also strengthen our ability to share and use data. This legislation will reform personal privacy protections and the accountability of information sharing within government. We plan to establish a Chief Data Officer function to promote responsible information sharing and use across government and build capability for best practice use and management of data to deliver better outcomes for individuals and the community.





## Our transformation journey towards Informed decisions

3

### Create the enabling environment for safe and effective data sharing.

We will share and use data responsibly. Following extensive consultations on best privacy and information sharing arrangements for WA in 2019, a Bill is now being drafted to ensure the protection of your data while enabling safe and effective information sharing across the public sector. The legislation will introduce seven areas of reform including the introduction of Information Privacy Principles (IPPs) to guide the collection, use, disclosure and handling of personal information; development of a statutory mechanism for WA agencies to securely share information; appointment of a Privacy Commissioner; and establishment of a mandatory data breach notification scheme.



# Our initiatives for “Informed Decisions”

2019		2020				2021				2022				2023				2024				2025				2026				2027	
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2				
											Working with Children (Criminal Record Checking) Amendment Bill 2021																				
										Centralised Registration System (CRS) for dogs and cats																					
										Technology to enable the new Aboriginal Cultural Heritage Bill																					
Privacy and Responsible Information Sharing reform																															
											Whole of Government Data Linkage and Analytics																				
										Audit Methodology and Tool Project																					

## Working with Children (Criminal Record Checking) Amendment Bill 2021

Q3 2022 - Q3 2026

Lead Agency: Department of Communities

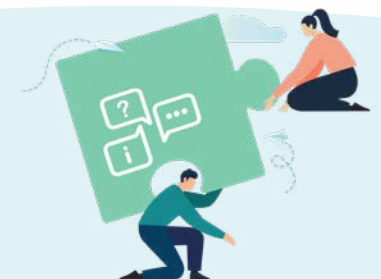
The purpose of this initiative is to implement necessary upgrades to Communities' existing Working with Children (WWC) application to support operation of the WWC Act and to provide expanded online services for Western Australians applying for or renewing their WWC Check.

The key deliverables for the project are for Communities to have the ability to:

1. Monitor on an ongoing basis WWC applicants' and cardholders' criminal history information.
2. Issue interim negative notices at any stage of an assessment or reassessment as per the WWC Bill currently before parliament.
3. Issue electronic notifications to and receive verifications by employers.
4. Receive electronic notifications of disciplinary outcomes from prescribed disciplinary bodies.
5. Serve electronic notices and support new compliance powers under the WWC Act.
6. Offer more streamlined online access to apply for WWC checks or renew them to applicants via an expanded portal and the Service WA application.



Informed  
decisions



## Working with Children (Criminal Record Checking) Amendment Bill 2021 (continued)

Q3 2022 - Q3 2026

*Lead Agency: Department of Communities*

The project aims to have changes made to the existing application to support implementation of the WWC Act by 30 June 2023. The project will also procure the new portal solution and commence implementation by December 2023.

In 2022 the project has:

1. Completed requirements gathering for both the WWC application changes and the upgraded portal.
2. Commenced contract negotiations with the existing IT Support vendor for the WWC application to make changes required by 30 June 2022.
3. Commenced procurement planning for the upgraded portal.



**Informed  
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## Centralised Registration System (CRS) for dogs and cats

Q1 2022 – Q4 2023

*Lead Agency: Department of Local Government, Sport and Cultural Industries*

The Centralised Registration System (CRS) will enable the operationalisation of new WA Dog and Cat legislation and consolidate data in disparate registers across the State's 137 local governments. CRS is an underpinning enabler and one of 4 provisions in the "Stop Puppy Farming" initiative of the Western Australian Government.

The project will deliver a Centralised Registration System to manage all registrations, collect, track, and update information on all microchipped dogs and cats. An online portal will allow pet owners, vets, local governments, and other stakeholders to interact with the system and update relevant information.

The project plans to deliver the CRS into production in 2023.

In 2022, the project has delivered definition briefs, project plans, functional and non-functional requirements, and the project governance and procurement documents. A Request for Information (RFI) exercise was undertaken September 2022 with 11 responses from the industry, which provided input from the market that will inform the Request for Tender.



**Informed  
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## Technology to enable the new Aboriginal Cultural Heritage Bill

Q1 2022 - Q2 2023

*Lead Agency: Department of Planning, Lands and Heritage*

The Aboriginal Cultural Heritage Bill was passed by Parliament in December 2021. This Bill introduces a range of new legislative processes to Aboriginal cultural heritage management in Western Australia which requires the support of a new fit-for-purpose ICT system.

This new ICT system will enable Aboriginal groups to experience greater protection of heritage and transparency of the process, increased participation in Aboriginal cultural heritage decision making and more direct access to the information held by government.

By the end of 2023, a contemporary technology solution that is fit-for-purpose for the new Aboriginal Cultural Heritage Bill will have been delivered.

By the end of 2022, the selection and onboarding of the implementation partner and requirements validation (scope confirmed) has been completed.



**Informed  
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## Privacy and Responsible Information Sharing reform Q3 2020 - Q1 2022

*Lead Agency: Department of Premier and Cabinet (Office of Digital Government) and Department of Justice*

The Privacy and Responsible Information Sharing legislation will provide Western Australians with more control over their personal privacy, improve the delivery of government services and create local research and development opportunities. It will also enable data to be shared within government for the right reasons and provide greater accountability and transparency about how government uses your information.

Broadly, the legislation introduces reforms that provide:

- » guiding principles and a framework to govern the collection, protection, use and disclosure of personal information across the public sector;
- » a mandatory data breach notification scheme, requiring agencies to notify the Privacy Commissioner and affected individuals of serious data breaches involving personal information; and
- » a mechanism that supports Aboriginal data sovereignty and governance in WA, by requiring that Aboriginal people and communities are involved or consulted when data about them is shared.



**Informed  
decisions**



## Privacy and Responsible Information Sharing reform (continued) Q3 2020 - Q1 2022

*Lead Agency: Department of Premier and Cabinet (Office of Digital Government) and Department of Justice*

The legislation will establish two positions within government, the Privacy Commissioner and Chief Data Officer, to safeguard people's privacy and facilitate responsible use and sharing of government data, in the public interest. The Privacy Commissioner will be an independent statutory position, reporting directly to Parliament, maintaining responsibility over privacy matters in WA. The Chief Data Officer will promote a culture of transparency, accountability and safe use for government held information

In December 2022, the State Government announced it is drafting Privacy and Responsible Information Sharing legislation to reform personal privacy protections and the accountability of information sharing within government. The legislation will progress the objectives under both the Safe and Secure, and Informed Decisions priorities under the Digital Strategy.



**Informed  
decisions**





## Whole of Government Data Linkage and Analytics Q2 2022 - Q2 2024

*Lead Agency: Department of Premier and Cabinet (Office of Digital Government)*

The purpose of this project is to develop a whole-of-government, person-centred linked data asset for Western Australia, named PeopleWA. PeopleWA will contain de-identified information on individuals and their contact with services provided by participating government agencies. PeopleWA seeks to implement many of the recommendations from the 2016 review of the State Government's data linkage capabilities, conducted by Chief Scientist, Professor Peter Klinken. The review was undertaken to improve the management of privacy and build the data linkage capabilities of the Western Australian public sector.

PeopleWA will support the government, research, and not-for-profit sectors to tackle the State's most complex social, health, environmental and economic issues. Insights from the asset will be made available to the WA public sector to optimise service delivery and ensure policy decisions are well-informed.



**Informed  
decisions**



## Whole of Government Data Linkage and Analytics (continued) Q2 2022 - Q2 2024

*Lead Agency: Department of Premier and Cabinet (Office of Digital Government)*

PeopleWA is expected to launch in the second half of 2023. Government and research projects will be able to leverage linked datasets from participating agencies, including the Western Australia Police Force and the Departments of Health, Education, Justice and Communities. PeopleWA will feature a streamlined application system to create a single process for accessing linked government data.

In 2022, the Office of Digital Government has been working with participating agencies to establish the foundational infrastructure and governance arrangements for PeopleWA.



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## Audit Methodology and Tool Project Q1 2022 - Q4 2023

*Lead Agency: Office of the Auditor General (OAG)*

The Office of Digital Government has established a central, whole-of-government data sharing and analytics function.

The team has provided analytics support to shape the Government's response to the COVID-19 pandemic. It has also developed secure interagency data sharing and hosting infrastructure, a governance framework, and a re-usable multi-agency data sharing agreement. This agreement outlines the high-level framework for sharing data, and allows streamlined data sharing between agencies.

Currently, the team is increasing the visibility of government data holdings by developing a catalogue of government data, and improving the re-usability of its data by establishing standards for data fields.



**Informed  
decisions**





## 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.

Two key initiatives to deliver the Safe and Secure strategic priority are the whole-of-government Cyber Security Operations Centre and WA Government Cyber Security Policy. These initiatives will significantly improve our ability to detect and respond to cyber security incidents.

### 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 transformation journey towards Safe and secure**

**1**

### **Improve cyber security resilience across the WA Government.**

We are focused on protecting our systems, services and the information we hold from cyber threats and misuse. We are investing significantly in cyber resilience to ensure your data is protected. We have substantially expanded our cyber security workforce and launched the WA Government's Cyber Security Policy (the Policy), which specifies the measures we will take to protect our systems and data from cyber threats. Agencies report on their progress in implementing the Policy, which allows us to plan projects to help agencies improve their security maturity. We have also increased our Cyber Security Testing program which simulates cyber attacks against agency systems, helping to identify security flaws and drive improvement in system design. The WA Government's Cyber Security Operations Centre has continued to grow to support more agencies and provide enhanced services. Through the launch of the Whole of Government Vulnerability Scanning Service, we can quickly find security vulnerabilities in agency systems. In the coming years, we will continue to expand the Cyber Security Operations Centre to provide further protections for the WA Government and community from cyber security incidents.



## **Our transformation journey towards Safe and secure**

**2**

### **Enable the expanded delivery of secure online WA Government services.**

With the expansion of our online service delivery and data sharing capabilities, good data protection and cyber security are more important than ever, which is why we are committed to building and using the right systems and processes to ensure the information we hold is protected. Recent large-scale information breaches (such as the Optus and Medibank data breaches) have heightened concerns around the collection, storage, and retention or disposal of personal information. To address the cyber security risks to government, we have expanded the Office of Digital Government's Cyber Security Unit, so it can better help ensure new WA Government online services provided to you are secure. Most importantly the Unit coordinate and support improvements to cyber security resilience, and improve visibility of cyber security threats, vulnerabilities and controls across government. Further, the introduction of the digital identity system will reduce the need for individual government agencies - as well as any companies connected to the digital identity system - to retain your information for identity proofing purposes, which reduces the overall risk of that information being breached. Finally, the future Privacy and Responsible Information Sharing legislation will help protect the privacy of Western Australians as we enable expanded online access to government services for those who would like to access services in that manner.



## **Our transformation journey towards Safe and secure**

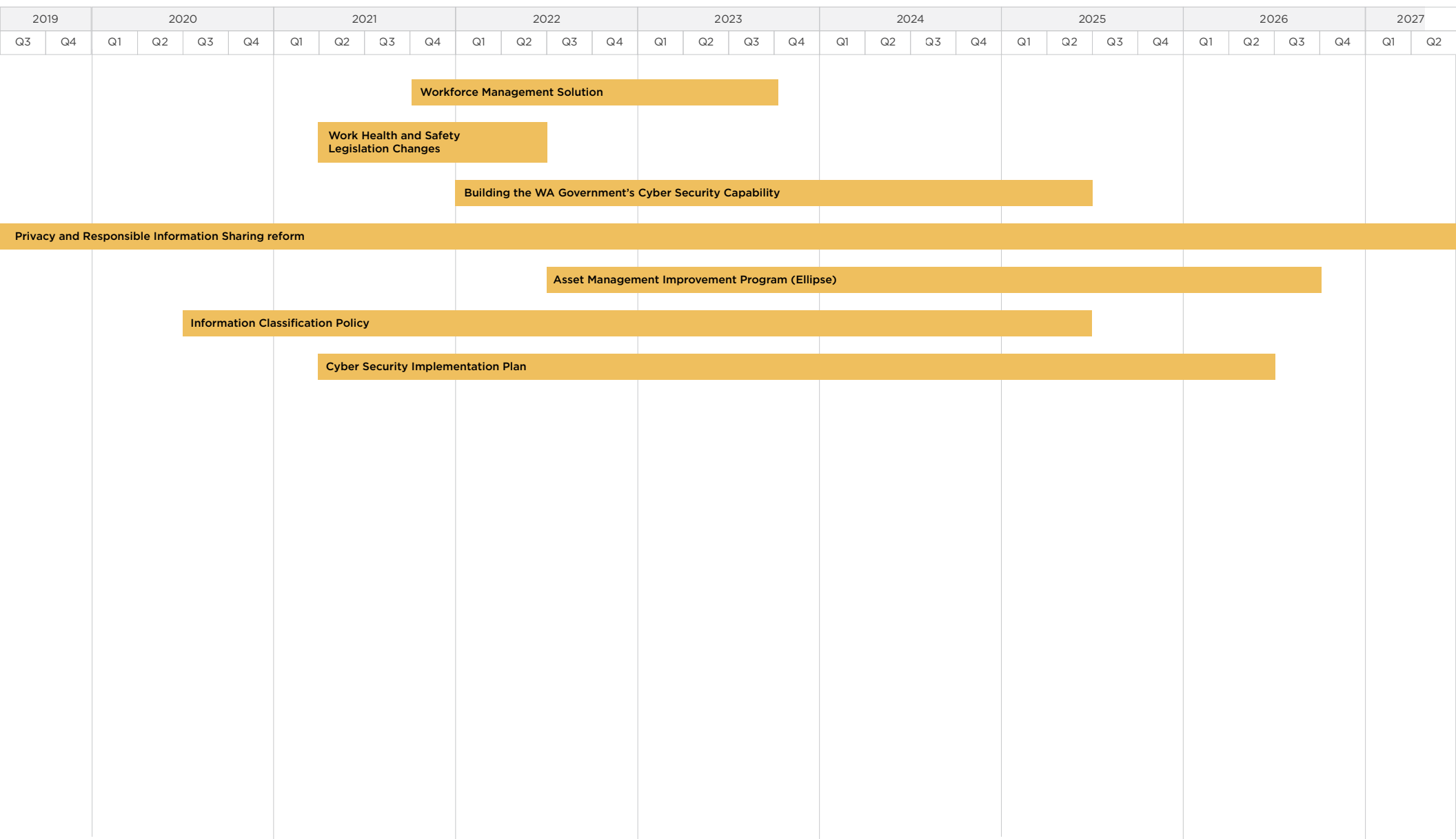
**3**

### **Be transparent and accountable about how the WA Government manages your data.**

You can have confidence that the WA Government is managing your personal information responsibly. We are progressing work on the proposed Privacy and Responsible Information Sharing legislation, which will provide assurance that the personal information the WA Government holds about you is protected appropriately. The Privacy and Responsible Information Sharing legislation will introduce seven areas of reform including Information Privacy Principles to guide the collection, use, disclosure and handling of your information; a Privacy Commissioner to monitor agency compliance with the Principles and receive complaints about alleged breaches; and a mandatory data breach notification scheme requiring agencies to notify the Privacy Commissioner and any affected individuals of serious data breaches involving personal information.



# Our initiatives for “Safe and Secure”





## Workforce Management Solution

Q4 2021 - Q3 2023

*Lead Agency: Department of Fire and Emergency Services (DFES)*

Climate change is resulting in more frequent and increasingly severe natural hazard emergencies. It is imperative to ensure that appropriate staff and volunteer personnel are available to be deployed to these incidents while ensuring positive health and welfare outcomes during and post deployments.

The introduction of a new Workforce Management System will support the safe and efficient management of DFES personnel through scheduling, time and deployment tracking, fatigue management and leave management.

DFES plans to go to market for a Software as a Service solution in 2023 and select a solution with an implementation partner in 2024.

The project team was established in Q3 2022 and is working on requirements definition for solution procurement.



Safe and  
secure



## Work Health and Safety Legislation Changes

Q2 2021 - Q2 2022  
(Completed)

*Lead Agency: Department of Mines, Industry Regulation and Safety*

This project implemented changes to Department of Mines, Industry Regulation and Safety business systems to support the new Work Health and Safety Act and associated regulations.

It provides easy to use, secure, digital solutions to enable businesses to easily interact with DMIRS, meet their legislative obligations, protect the health and safety of workers in WA and keep the community and environment safe.



Safe and  
secure



## Building the WA Government's Cyber Security Capability

Q1 2022 - Q2 2025

*Lead Agency: Department of the Premier and Cabinet (Office of Digital Government)*

The WA Government is exposed to a wide range of cyber security risks and the Office of Digital Government (DGov) is working across the Western Australian public sector to uplift cyber security capability and preparedness as well as increase visibility of cyber security risks.

DGov has established a whole of government Cyber Security Operations Centre. This Centre continues to improve the visibility of cyber threats against agencies' networks and has matured the WA Government's capability to detect and respond to cyber security incidents.

In 2023, DGov will continue to increase its support for agencies to help protect the WA Government and community from the consequences of cyber security incidents such as large-scale data breaches and disruption to government infrastructure, systems and services.

By the end of 2022, DGov 58 agencies connected to the Security Operations Centre. DGov has also established a Cyber Security Uplift Team that assists agencies improving their defense against cyber security threats and a Hunt and Incident Response Team, which can proactively identify risk and help agencies manage incidents when they occur.



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## Privacy and Responsible Information Sharing reform

2019 - TBC

*Lead Agency: Department of Premier and Cabinet (Office of Digital Government) and Department of Justice*

The Privacy and Responsible Information Sharing legislation will provide Western Australians with more control over their personal privacy, improve the delivery of government services and create local research and development opportunities. It will also enable data to be shared within government for the right reasons and provide greater accountability and transparency about how government uses your information.

Broadly, the legislation introduces reforms that provide:

- » guiding principles and a framework to govern the collection, protection, use and disclosure of personal information across the public sector;
- » a mandatory data breach notification scheme, requiring agencies to notify the Privacy Commissioner and affected individuals of serious data breaches involving personal information; and
- » a mechanism that supports Aboriginal data sovereignty and governance in WA, by requiring that Aboriginal people and communities are involved or consulted when data about them is shared.



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## Privacy and Responsible Information Sharing reform (continued)

2019 - TBC

*Lead Agency: Department of Premier and Cabinet (Office of Digital Government) and Department of Justice*

The legislation will establish two positions within government, the Privacy Commissioner and Chief Data Officer, to safeguard people's privacy and facilitate responsible use and sharing of government data, in the public interest. The Privacy Commissioner will be an independent statutory position, reporting directly to Parliament, maintaining responsibility over privacy matters in WA. The Chief Data Officer will promote a culture of transparency, accountability and safe use for government held information

In December 2022, the State Government announced it is drafting Privacy and Responsible Information Sharing legislation to reform personal privacy protections and the accountability of information sharing within government. The legislation will progress the objectives under both the Safe and Secure, and Informed Decisions priorities under the Digital Strategy.



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## Asset Management Improvement Program (Ellipse)

Q3 2022 - Q3 2026

*Lead Agency: Public Transport Authority (PTA)*

The Asset Management Improvement Program will support the safe and efficient operation of public transport services as the PTA network rapidly expands in the coming years by enhancing PTA's Enterprise Asset Management (EAM) system maturity and financial optimisation. This will reduce business risk and minimise the whole-of-life maintenance cost for PTA assets.

The key deliverables of the Program are the implementation of standardised and stabilised processes, improved data quality and upgraded system functionality that provides a platform for making informed decisions using reliable data.

By the end of 2023, the Program aims to deliver initial EAM system enhancements with new data configuration structure, data standards, updated processes and documentation.

In 2022, the Program was working to increase asset management outcomes for the operation of PTA transport assets through the commencement of key program fundamentals looking at asset information capture, data structures, and access control.



## Information Classification Policy

Q3 2020 - Q2 2025

*Lead Agency: State Records Office, Department of Local Government, Sport and Cultural*

The WA Information Classification Policy provides a common language for agencies to identify risks and apply appropriate security controls to protect, store and share their information assets. It is to be implemented by agencies by mid-2025.

The Policy gives WA Government agencies the tools to communicate the sensitivity of the information they manage to ensure the right protections are in place to keep it safe.

By the end of 2023 an inter-agency working group and community of practice will have documented and shared with agencies significant experience with implementation of the Policy.

By the end of 2022 the implementation guidance material was available for agencies and a framework that allows agencies to report regularly on their progress implementing the Information Classification Policy is in place.



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## Cyber Security Implementation Plan

Q2 2021 - Q2 2026

*Lead Agency: Water Corporation*

As part of a broader program of work being undertaken by Water Corporation, this subset of initiatives is seeking to achieve an uplift in its cyber security management capability across the organisation.

This encompasses resourcing and upskilling of operational teams, introduction of threat detection and management capability, and the development of relevant standards, policies, frameworks, and architecture. The initiatives will also allow the Water Corporation to further invest in more robust end point protection technologies, improvements in network security as well as an overarching educational and awareness program for all employees.

By the end of 2023, progress is expected to be achieved on the education and awareness campaigns across the organisation, as well as initiatives that will strengthen network security and end point detection and response capability.

In 2022, Water corporation Cyber Security Program (Program) has delivered an uplift in incident response capabilities as well as updated our Information security management framework (ISMF) to ensure we continue to meet the changing threat landscape. The Program has a number of inflight projects which have completed current and future state analysis and will be moving into implementation in the new year.



Safe and  
secure







## 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.

A key initiative to deliver this is through the recent release of the Digital Inclusion Blueprint, which outlines the government's plan to make our state more digitally inclusive. The Digital Inclusion Blueprint is supported by an implementation program consisting of 16 initiatives and a partnership framework, to ensure collaboration and co-design with industry and the WA community. The partnership framework (the accord and leadership forum) will oversee the Blueprint's implementation program, ensure collaboration and co-design with industry, community services organisations and the WA community, explore co-funding opportunities and define future priorities and initiatives.

### 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 transformation journey towards Digitally inclusive

1

### **Connect more Western Australians to quality internet services that are fit for purpose.**

Everyone in WA should have access to reliable, quality internet connections. We are enhancing connectivity across the state by exploring new technologies that improve the speed and delivery of internet services across the state. We are also investing in ways to address internet and mobile coverage gaps and quality across WA, including improving connectivity for regional farms and businesses.



## Our transformation journey towards Digitally inclusive

### 2 Enable affordable access to digital devices and quality internet services and data.

We are committed to improving affordable access to digital technology and services for all Western Australians. We are helping low-income earners gain access to low or no cost digital devices and internet services through repurposing technology for those who need it and looking to establish more free Wi-Fi hubs in public spaces. We will also support digital access for students through WA schools.



## Our transformation journey towards Digitally inclusive

3

**Promote digital skills for Western Australians to confidently and safely use digital technologies to succeed.**

Every Western Australian should have the skills to use digital technologies confidently and safely, which is why we are supporting initiatives such as the Western Australian Council of Social Service (WACOSS) led the Digital Inclusion Project that includes training to frontline community service workers to provide programs for digitally disadvantaged people to safely and effectively use online services. We are also upskilling and supporting school leaders and teachers to implement sustainable teaching and learning practice in science, technology, engineering and maths (or STEM) courses in order to prepare them for the digital economy.



## Our transformation journey towards Digitally inclusive

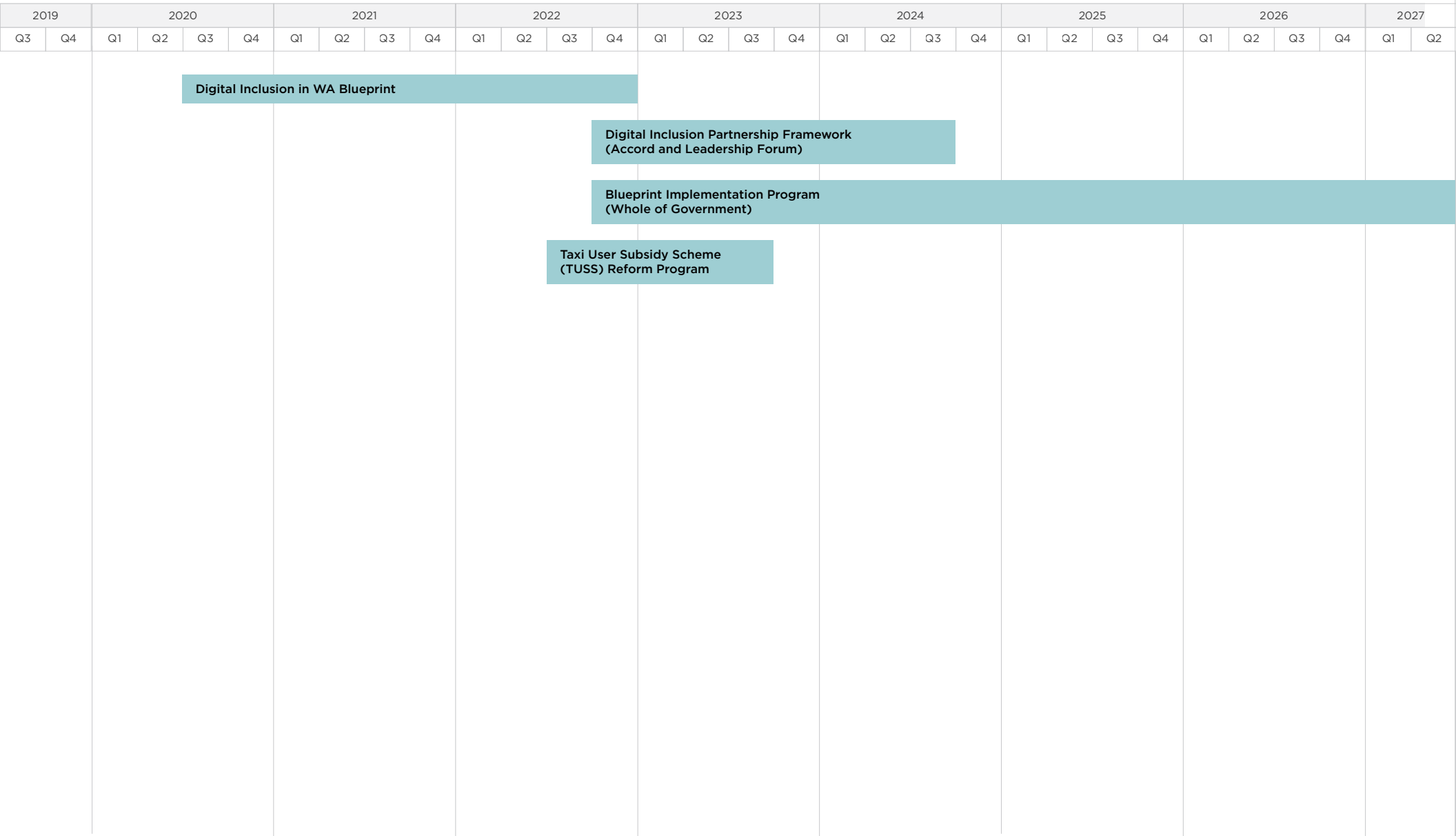
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### **Promote technology, websites and apps that are inclusively designed for everyone's use.**

Regardless of your age, ability or background, we are committed to making sure WA Government websites and apps are easy to use and accessible by all. We will continue to review government online services for better accessibility, ensure that government information is designed to be used by everyone and available in one place, and improve access to and the design of digital and virtual healthcare services. These initiatives will empower Western Australians that are most likely to be left behind by the digital divide such as people with a disability, people living in regional and remote communities, people living on a low income, people from culturally and linguistically diverse backgrounds, and Aboriginal communities.



# Our initiatives for “Digital Inclusion”



## Digital Inclusion in WA Blueprint

*Lead Agency: Department of the Premier and Cabinet (Office of Digital Government)*

**Q3 2020 - Q4 2022  
(Completed)**

A Digital Inclusion in WA Blueprint has been developed, taking into account key findings from consultation that formed the Digital Inclusion in WA What We Heard Report. The Blueprint will guide a WA Government led strategy to improve digital inclusion outcomes for Western Australians. It addresses the key barriers of connectivity, affordability, skills and design. The Office of Digital Government will be working with agencies, industry, community services and WA communities to implement the Blueprint through a program of initiatives that enable more Western Australians to access and use digital technologies.



**Digitally  
inclusive**



## Digital Inclusion Partnership Framework (Accord and Leadership Forum) Q4 2022 - Q3 2024

*Lead Agency: Department of the Premier and Cabinet (Office of Digital Government)*

This initiative will deliver the Digital Inclusion Accord and Digital Inclusion Leadership Forum to lead and coordinate the Blueprint and Implementation Program. The Accord will gain commitment by all prospective digital inclusion partners to work in collaboration to the objectives and priorities of the Blueprint. The Leadership Forum establishes a group of high-level influential stakeholders across the community, community services, industry and government to provide high level coordination and commitment to improving digital inclusion outcomes in WA.



**Digitally  
inclusive**





## Blueprint Implementation Program Q4 2022 - ongoing (Whole of Government)

*Lead Agency: Department of the Premier and Cabinet (Office of Digital Government)*

The Blueprint Implementation Program aims to enable more Western Australians to access and use digital technologies by addressing the barriers related to connectivity, affordability, skills and design. It consists of a number of initiatives, which support a more digitally inclusive Western Australia. See information about the initiatives in the Blueprint Implementation Program via [www.wa.gov.au/digital-inclusion](http://www.wa.gov.au/digital-inclusion).



**Digitally  
inclusive**



## Taxi User Subsidy Scheme (TUSS) Reform Program

Q3 2022 - Q3 2024

Lead Agency: Department of Transport (DoT)

The purposes of the TUSS Digital Solution Project are to:

- » Enhance the TUSS participant experience and accessibility
  - › Improve the accessibility and equity of TUSS.
  - › Enhance the ease of travel.
  - › Provide participants with the flexibility to choose services that suit their needs.
- » Enhance service delivery and future proof TUSS
  - › Make it easier for drivers and on-demand booking services to meet their record-keeping requirements.
  - › Ensure scheme parameters are contemporary and appropriate.
- » Improve safety, administration and resource efficiency
  - › Make better use of journey data to support the safety of vulnerable participants.
  - › Improve the Department of Transport (DoT's) administrative processes.
  - › Optimise resources to better deliver TUSS and industry incentives.



**Digitally  
inclusive**





## Taxi User Subsidy Scheme (TUSS) Reform Program (continued)

Q3 2022 - Q3 2024

*Lead Agency: Department of Transport (DoT)*

The key deliverables of the Project are:

- » Planning and delivery of a driver app and TUSS participant card solution to replace the paper TUSS vouchers
- » Modernisation of backend systems
- » Digitisation of the TUSS application process and establishment of a TUSS participant portal

By the end of 2022-2023 financial year, DoT expects to have commenced procurement of a smartphone app and to have commenced development of the TUSS backend modernisation to support its operation.

By the end of December 2022, DoT will have confirmed requirements for the digital solution and be preparing to commence development and procurement activities.





## Supporting Digital Foundations

A fifth priority, Supporting Digital Foundations, has also been included to capture initiatives that improve government's internal operations and future ability to progress the Digital Strategy's four strategic priorities.

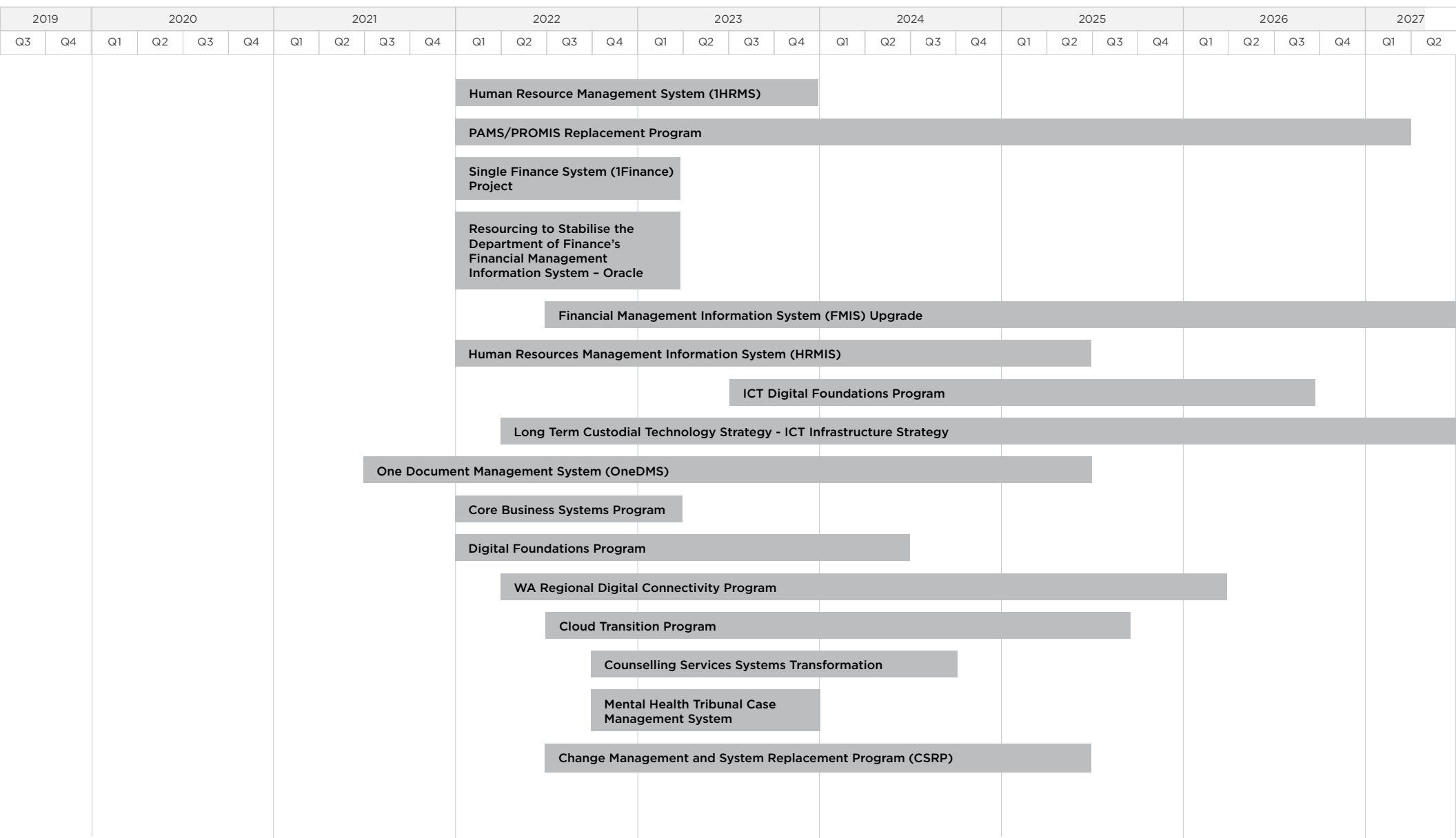


## **Our transformation journey towards Supporting Digital Foundations**

We are committed to future-proofing our internal operations and systems. There is a vast number of government systems that support the operation of our agencies so they can deliver services to the community. Some of these systems are ageing and approaching end of life. If systems are not updated in a timely manner, it can present a risk to agencies' service delivery and continuity of business. In light of this, this strategic priority covers initiatives within agencies focused on securing, modernising, and improving key systems which provide a foundation for agencies to deliver their services and be part of the wider digital transformation of government set out by the other four strategic priorities.



# Our initiatives for “Supporting Digital Foundations”



## Human Resource Management System (1HRMS)

**Q1 2022 - Q4 2023**

*Lead Agency: Department of Communities*

The 1HRMS project will deliver a single, consolidated solution of a cloud based HRMS to replace the existing, outdated HRMS payroll and time / rostering systems. The solution will be software as a service (SaaS) and provide for Core HR data; rostering; and payroll processing as a priority, with a view to being able to accommodate other essential HR components once the foundation components have been implemented.

The key deliverables for the project are as follows:

1. Procure a modern HRMS solution which supports Communities payroll and associated services for approximately 6,700 employees
2. Implement required Human Resource, Payroll and Roster Time & Attendance functionality (design and configure for Department of Communities requirements)
3. Enable integration between the HRMS solution and various core business and peripheral systems
4. Train and enable users to ensure successful adoption of both the new processes and system functionality
5. Establish a high-quality support service



## Human Resource Management System (1HRMS) (continued)

**Q1 2022 - Q4 2023**

*Lead Agency: Department of Communities*

By the end of 2023 the 1HRMS project will deliver the following:

1. Procurement of a supported, integrated, and modern HRMS technology platform
2. Procurement of an experienced implementation partner with expertise in the design and implementation of a HRMS
3. Establishment of project governance, planning and launching the project
4. Defined overall end state application architecture
5. Completion of design workshops and key test, data migration, and integration strategies

In 2022 the following has been delivered for the 1HRMS Project:

1. Preparation and endorsement of the HRMS Procurement Plan
2. HRMS Request prepared and released to market including detailed functional and technical requirements
3. HRMS Request closed and evaluation of submissions currently in progress





## **PAMS/PROMIS Replacement Program**

**Q1 2022 - Q1 2027**

*Lead Agency: Department of Communities*

The project has two objectives that seek to build a stronger foundation for Communities to meet and deliver on its strategic and operational asset investment priorities:

1. De-risk the potential for Communities to fail to meet its strategic and operational asset investment priorities
2. Create a foundation for Communities to better deliver on its strategic and operational asset investment priorities.

The key deliverables for the project are for Communities to have the ability to:

1. Streamline processes to reflect Communities revised organisation structure and policies
2. Process automation and analytics to reduce repetitive and manual transactional activities
3. Remove or automate manual processes to reduce risk or error
4. Have a flexible, consistent and accurate data hierarchy across systems and projects

The project aims to have a new solution implemented by the end of 2023 that will form the basis of achieving the objectives set out above.

In 2022, a competitive tender process was undertaken including a detailed analysis and demonstration of proposed solutions which resulted in a successful solution being selected.



## **Single Finance System (1Finance) Project**

**Q1 2022 - Q1 2023**

*Lead Agency: Department of Communities*

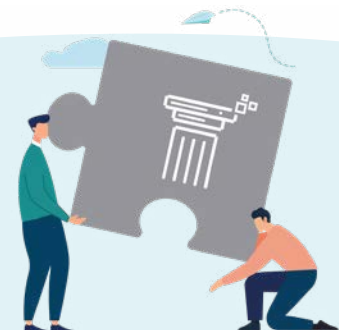
The single financial system is a key enabler in strengthening the Department's financial management, reporting and governance arrangements and facilitates better services to the WA community by providing a single source of truth, improved decision making and greater accountability.

The 1Finance Project will deliver a contemporary cloud-based finance system, a consolidated chart of accounts and unified financial management processes for the Department of Communities.

The project will have the new cloud-based financial system implemented and the required business readiness by the third quarter of 2023.

They key milestones that were delivered in 2022 include:

1. Procurement of the Microsoft Gold Partner for solution implementation and the Change Management Partner
2. System solution design aligned with project objectives and outcomes
3. Chart of accounts re-designed and tested
4. Change Impact Analysis and change management strategy



## **Resourcing to Stabilise the Department of Finance's Financial Management Information System – Oracle**

**Q1 2022 - Q1 2023**

*Lead Agency: Department of Finance*

Managed by the Department of Finance, the purpose of this project is to deliver a stable, secure and centralised financial management information system (FMIS) to multiple WA Government entities. This project will involve upgrading Finance's existing FMIS, Oracle E-Business Suite, to a current, supported version along with establishing stable and secure infrastructure.

This project will deliver an upgrade of Finance's current FMIS, Oracle E-Business Suite, to a current, supported version along with establishing stable and secure infrastructure. This will lead to cost savings and increased productivity and will ensure WA Government entity users can continue to pay suppliers on time and access required financial reports.

By the end of 2023 the project will be completed and have delivered a reliable stable, supported Oracle E-Business suite to be used by multiple WA Government entities. The upgraded system will provide a resilient robust financial system that is resilient to cyber-attack and enable increased productivity as new features and enhancements are introduced.

Through 2022 the project commenced delivery of an upgraded Oracle E-Business suite through a reiterative process of upgrading and testing the application several times to ensure it is stable, secure and meets business requirements. By the end of 2022 the project will have built and tested the new infrastructure that will host the Oracle E-Business Suite and the first cycle of upgrading and testing this system will be completed.



## Financial Management Information System (FMIS) Upgrade

Q3 2022 - TBC

*Lead Agency: Department of Fire and Emergency Services (DFES)*

The project will implement a fit-for-purpose financial management system that will:

- » address substantial business functionality gaps of the existing financial system;
- » support DFES financial compliance and reporting obligations;
- » address business continuity risks associated with the existing system;
- » drive improved productivity; and
- » align the financial management system with DFES ICT Architecture Principles and the Digital WA strategy 2016-2020.

The deliverables for this project are as follows:

- » Implementation of a replacement FMIS
- » Training programs and materials
- » System documentation
- » Legacy system(s)/data decommission
- » Organisational restructure



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## **Financial Management Information System (FMIS) Upgrade (continued)**

**Q3 2022 - TBC**

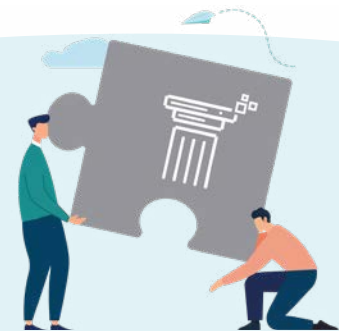
*Lead Agency: Department of Fire and Emergency Services (DFES)*

The following will be delivered by the end of 2023:

- » The project will have completed the Imagine Phase with:
  - › Completed Functional and Non-Functional Business Requirements
  - › Completed Procurement Plan and related Gateway Review
  - › Procurement process to select a fit-for-purpose FMIS replacement underway in the marketplace

The following will be delivered by the end of 2022:

- » The project will have completed the Prepare Phase and started the Imagine Phase with:
  - › Establishing the Project Team
  - › Drafting the Project Initiation Document
  - › Establishing the fundamentals of the project
  - › Started gathering the Functional Business Requirements



## Human Resources Management Information System (HRMIS)

*Lead Agency: Department of Health*

**Q1 2022 - Q2 2025**

The HRMIS Program is a system-wide, ICT enabled transformation to replace the legacy HR/ payroll system, the rostering system and nurse placement service with a single, reliable, accessible, and contemporary solution. Implementation of the HRMIS is a key initiative on the WA Health Digital Strategy (2020-2030) Roadmap.

The key deliverable of this project is to implement an integrated HRMIS that will support the WA health system to improve service levels and employee engagement, optimise workforce planning and streamline operations, and ultimately enable better patient care in WA.

By the end of 2023, the new HRMIS will be fully built and tested and deployment across the WA Health system will be well underway.

In 2022, a vendor contract for implementation services was executed, a joint implementation team mobilized, a 6 - month design stage completed and build of the new HRMIS commenced and 50% completed.



## ICT Digital Foundations Program

Q3 2023 - Q3 2026

*Lead Agency: Department of Jobs, Tourism, Science and Innovation*

The objective of the Program is to modernise and streamline our ICT systems and enable enhanced ways of working. The improvements implemented will:

- » enable the department to streamline delivery of WA Government priorities and election commitments.
- » increase the capability and efficiency of staff within the International Investment and Trade Office Network to develop trade and investment opportunities for the State.
- » ensure the department is able to effectively manage critical State Agreements and related industry approvals, obligations and other related documentation.
- » enable the department to address a number of significant operating risks associated with ageing ICT infrastructure, legacy applications and operations.
- » increase the department's overall capability to manage grant funds including the ability to streamline the evaluation, allocation and approval of funds.



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## ICT Digital Foundations Program (continued)

Q3 2023 - Q3 2026

*Lead Agency: Department of Jobs, Tourism, Science and Innovation*

The key deliverables within this Program are:

- » a single JTSI owned and controlled network and suite of systems to allow for collaboration and innovation across the Department.
- » a new state Agreements Database to manage, track and monitor State Agreements.
- » a customer relationships management system to improve services and communications.
- » a grant management system to facilitate seamless grant applications and assessments.

By the end of 2023 the single network, electronic document and record management system and state agreement database will have been designed and implementation commenced. These systems provide the foundation for the remainder of the program.

By the end of 2022, JTSI has developed and implemented Program Governance structures to monitor and assure delivery, developed program frameworks and commenced project and procurement planning, including engagement with partner agencies.





## Long Term Custodial Technology Strategy - ICT Infrastructure Strategy

Q2 2022 to Q2 2027

*Lead Agency: Department of Justice*

The ICT Infrastructure Strategy is a key prerequisite to the delivery of the Department of Justice's (the Department) Long-Term Custodial Technology Strategy (LTCTS), which has the overarching purpose to improve the safety and efficiency of prison services.

The future needs of the custodial environment to move to digital ways of working cannot be achieved without fit for purpose, robust and reliable ICT Infrastructure to support it. By uplifting the ICT Infrastructure across the custodial estate, the Department is seeking to provide the foundation for the transformational technologies that will modernise prison operations.

By the end of 2023, the initial phase of the Program is targeted to deliver:

- » An uplift of the current data network, including wireless connectivity, to ensure reliable service is provided through a sustainably designed, governed and maintained ICT Infrastructure environment.



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## Long Term Custodial Technology Strategy - ICT Infrastructure Strategy (continued)

Q2 2022 to Q2 2027

*Lead Agency: Department of Justice*

- » Enhance the Department's Data Security Posture. New or uplifted environments will embed an enhanced security posture into their designs. ICT equipment in all sites will have appropriate physical security. Business systems will be highly available.
- » Deliver a fault tolerant ICT data and telephony networks including improved fail over capabilities. Ensure both corporate and prisoner telephony isn't affected by data network outages. Provide prison sites with well-maintained backup power capability for ICT equipment in the event of a mains power outages or interruptions.

Throughout 2022 the project began to identify and assess the current causes of service disruption across the State, prioritised by severity of impact to business operations. The assessment will focus on issues with site power supply, telephony, data networks and physical and cyber security controls, with the aim to develop remediation plans for most critical service deficiencies within 12 months.



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## One Document Management System (OneDMS)

Q3 2021 - Q2 2025

*Lead Agency: Department of Mines, Industry Regulation and Safety (DMIRS)*

The oneDMS program will see all information securely stored in one central electronic document and records management system, ensuring the Department of Mines, Industry Regulation and Safety (DMIRS) can continue to offer reliable support and services to the WA community and other WA Government agencies.

This program will deliver a secure, integrated, consolidated, and modern cloud-based electronic document and records management system for DMIRS. The oneDMS solution will ensure information is secure and available to support multiple Government agencies' functions and can scale according to demand.

Planned for delivery 2023 is the oneDMS systems integration with line of business applications, migration of all documents and records, and completion of the system deployment to all DMIRS staff.

Key Program deliverables for 2022 include the establishment of a new modern and scalable system environment in GovNext, software updated to the latest version, and rollout of the system to over 70 percent of DMIRS staff.



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## **Core Business Systems Program**

*Lead Agency: Department of Primary Industries and Regional Development (DPIRD)*

**Q1 2022 - Q1 2023**

The purpose of the Core Business Systems Program is to deliver a stable, supported, integrated, and simplified finance, human resources, and records management footprint which will drive greater productivity and transparency.

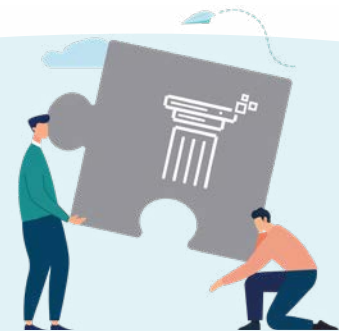
This program will lead to the more efficient use of resources, freeing up funding that would otherwise be spent on maintaining additional systems to instead be invested in regional development and business initiatives. The Core Business Program consists of the following range of initiatives.

- » Consolidation of three Finance Systems to one contemporary Finance System
- » Consolidation of three Human Resource Management Systems to one contemporary Human Resource Management System
- » Consolidation of three Electronic Document Management Systems to 1 Electronic Document Management System.

By the end of 2023, this program will deliver the consolidation and implementation of new Finance, Human Resource and Electronic Document Management Systems has been completed. This program will close out in the first quarter of 2023.

The following initiatives were completed in 2022:

- » Consolidation of three Finance Systems to one contemporary Finance System
- » Consolidation of three Human Resource Management Systems to one contemporary Human Resource Management System
- » Consolidation of three Electronic Document Management Systems to 1 Electronic Document Management System



## Digital Foundations Program

**Q1 2022 - Q2 2024**

*Lead Agency: Department of Primary Industries and Regional Development*

The purpose of this program is to improve workforce productivity including delivering a stable, supported and simplified IT environment, reliable, fit for purpose and dependable telecommunications and increased cyber security resilience, capability and maturity.

- » The program will deliver and enable secure and contemporary connection with other WA Government agencies, industry and the community through digital services and systems integration. The Digital Foundations Program consists of the following range of initiatives. One DPIRD Project - One DPIRD Digital Identity, One email System - Completed
- » Cloud Foundations - establishment of DPIRD Cloud environment in preparation to modernise Application platforms - Completed
- » Managed Network Services - Telephone and Network migration from multiple providers to GovNext Services.
- » Right Size and Rationalise - Assess, consolidate, and rationalise Agency applications and transition them to modernised platforms
- » Mobility - Provision mobile infrastructure and supporting mobility services for use by DPIRD staff throughout the WA State.

The following initiatives will be finalised in 2023:

- » Managed Network Services will have finalised transition to GovNext Services

The following initiatives were finalised in 2022:

- » One DPIRD Project - One DPIRD Digital Identity, One email System



## WA Regional Digital Connectivity Program

**Q2 2022 - Q1 2026**

*Lead Agency: Department of Primary Industries and Regional Development*

WA Regional Digital Connectivity Program (WARDCP) will enable the State to improve mobile and broadband coverage in regional Western Australia by targeting co-investment from the Commonwealth government and the private sector for a suite of telecommunications infrastructure projects.

This WARDCP will deliver fit-for-purpose solutions to bridge the 'digital divide' in the regions, including new mobile base stations and fixed wireless infrastructure, upgrading the capacity and performance of existing telecommunication assets, trialling new technologies and improving connectivity for disadvantaged communities.

The connectivity infrastructure co-funded under the program will:

- » enable modernised business practices required for regional enterprises to prosper and compete in the digitised global economy;
- » enrich the social and cultural fabric of communities;
- » improve public safety; and
- » support digital inclusion and government service delivery in regional and remote areas, particularly in healthcare, education and skills training, human and emergency services, policing, and facilities management.



## WA Regional Digital Connectivity Program (continued)

Q2 2022 - Q1 2026

*Lead Agency: Department of Primary Industries and Regional Development*

The WARDCP is further improving connectivity across regional and remote locations throughout Western Australia by co-funding 14 projects under Round 2 of the Regional Communications Program (RCP2). Funded projects include community Wi-Fi and telephone services in Tjuntjuntjara (Goldfields-Esperance), Kalumburu outstations and Mowamjum (Kimberley), broadband improvement in the Western Desert (Pilbara), Shire of Halls Creek (Kimberley), Central Wheatbelt and Harvey and Busselton (South West). In addition, the RCP2 will co-fund new and improved mobile, voice and data coverage across regional Western Australia.

During 2023, the Commonwealth will launch Round 3 of the Regional Connectivity Program (\$100M) through which the State intends to participate as co-investor under the WARDCP.



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## Cloud Transition Program

*Lead Agency: Department of Transport*

**Q3 2022 - Q3 2025**

The Department of Transport will implement a Cloud Transition Program, comprising 13 priority projects, for replacing the agency's ageing legacy core infrastructure and Data Centre to maintain contemporary technology solutions that can scale, flex and adapt as needed to serve the community.

This will be achieved by moving away from owned and managed infrastructure and by delivering consumption-based Platform Services in Public or Private Cloud. The end state being a modern, scalable, Data Centreless consumer of ICT services, pivoting the Department to an organisation capable and able to interact with the community in the manner which is their preference, whilst keeping data and systems accessible, safe and secure.

In 2023,

- » SharePoint systems will be migrated to Azure Online.
- » Various Maritime Systems (Maximo and GIS) will be migrated to Cloud
- » DPLH Planning workloads will be migrated to Cloud consumption-based hosting.
- » DoT Virtual Windows Workloads will be moved to GovNext Private Cloud
- » Cloud Excellence will be deployed; reporting and monitoring tools implemented, enhancing transparency of consumed services for private and public Cloud.

In 2022,

- » DoT Financial System migrated to 'as a Service' solution (IaaS/PaaS).
- » Microsoft Teams Calling telephony solution managed through GovNext.
- » VDI environment replaced with Cloud based Virtual Windows Desktop solution.





## **Counselling Services Systems Transformation**

**Q4 2022 - Q3 2024**

*Lead Agency: Mental Health Commission*

This program will deliver a new, cloud-based, contemporary and unified contact centre solution that supports the Mental Health Commission (the Commission) Alcohol and Drug Support Service (ADSS). The solution will replace a range of obsolete technologies and support improved information and data security, process efficiencies, workplace flexibility and scalability to meet service growth.

The unified solution will replace existing telephony and information systems, leveraging technological capability to improve both consumers and the users experience within the contact centre. The program will address existing technical and information security risks and deliver significant service efficiencies, reporting and data insights to inform decision making and enable new capabilities for the contact centre.

By the end of calendar year 2023, the Commission will have procured, configured, implemented, and deployed the new telephony and information technology into the ADSS contact centre achieving our intended outcomes. There will be further decommissioning and benefits realisation into the following year to close out the program.

By the end of calendar 2022, the Commission will have formally initiated the program and sourced resources to review and finalise program approach and plans. The Commission has finalized initial procurement plans for phase 1 of the program.



## **Mental Health Tribunal Case Management System**

**Q4 2022 - Q4 2023**

*Lead Agency: Mental Health Commission*

The Mental Health Tribunal's current case management system (CMS) is no longer fit for purpose, technologically obsolete, and is incompatible with the Mental Health Tribunal's functions and obligations under the Mental Health Act 2014 (the 'Act').

The project will deliver a contemporary, cloud-based, CMS, which will not only ensure the Tribunal meet its obligations under the Act, but will also enable digital engagement between consumers, other stakeholders, and the Tribunal, facilitate the automation and streamlining of its processes, and deliver intelligence and insights to inform the Tribunal's and State Government's decision making.

In 2023 the project aims to implement the core CMS and the majority, if not all, of the changes to the Tribunal's processes.

In 2022 the Tribunal initiated the project and has undertaken requirements gathering to inform a procurement process, which is expected to be completed by the end of the year.



## **Change Management and System Replacement Program (CSRP)**

**Q3 2022 - Q2 2025**

*Lead Agency: Office of the Director of Public Prosecutions (ODPP)*

The Office of the Director of Public Prosecutions' (ODPP) Change Management and System Replacement Program (CSRP) will:

- » identify and implement future state processes within the ODPP;
- » identify, obtain, and develop system solutions that integrate the management and conduct of prosecutions and digital evidence handling services, in conjunction with and benefitting Criminal Justice System (CJS) participants and stakeholders.

The key deliverables are to improve and modernise criminal, appellate, and confiscations case management service delivery across the CJS.

By the end of 2023, it is expected that the ODPP will have:

- » completed its process mapping, consultation with partner agencies and developed business requirements;
- » engaged with vendors for change management and prepared the agency for change; and
- » engaged with a vendor for system delivery and working through configuration, build and test programs.

In 2022, the ODPP has commenced the process mapping and consultation process and initiated the tender process to identify suitable vendors for change management and system delivery.

