GOVERNMENT OF WESTERN AUSTRALIA

Western Australian Government's

Digital Strategy Roadmap

2024

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Office of Digital Government

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Principal address:
Dumas House
2 Havelock Street
West Perth WA 6005

Postal address:
Locked Bag 3001
West Perth WA 6872

Telephone: (08) 6552 5000
Fax: (08) 6552 5001
Email: dgov-administrator@dpc.wa.gov.au

Acknowledgement of Country

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

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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 (the Digital Strategy): Convenient, Smart and Secure Services for all Western Australians. The Digital Strategy outlines the trajectory for the long-term transformation of the WA Government, extending well beyond 2025.

The Digital Strategy Roadmap (the Roadmap) begins by outlining the transformation journey of each strategic priority of the Digital Strategy by explaining our progression and achievements and highlighting key initiatives. A full list of initiatives (including completed ones) can be found in Appendix A.

The Roadmap also incorporates a Digital Strategy Outcomes Framework, which displays the outcomes the WA Government are seeking to achieve through its digital transformation and define shared measures of success for each outcome.

The first Roadmap was published in the beginning of 2022 and the second in early 2023.

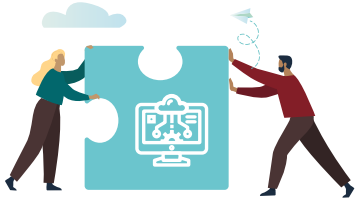
This third Roadmap demonstrates the WA Government's progress since then. The large number of new initiatives in this Roadmap is a testament to the WA Government's ongoing commitment to digital transformation as a key driver of reforms to deliver more convenient, smart and secure services for Western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

The 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.

Better Services

Informed decisions

Safe and secure



Digitally inclusive

Supporting digital foundations

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.

Our Transformation Journey towards...

Join us as we embark on our digital transformation journey, where each section outlines WA Governments progress on the key objectives of the strategic priorities. Within this section you can delve into the accomplishments of the past year, anticipate the milestones to come and explore our future aspirations and visions.

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

How we deliver on the objectives for

Better Services

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

A digital identity makes it easier for you to access online services with the WA Government, which is why it is one of our key digital transformation priorities for the coming years.

We have built a digital identity ecosystem that allows you to reuse your digital identity to safely and conveniently interact with government services that have 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. The vision is that one day, you will be able to use your preferred digital identity to independently complete most of your government transactions online, such as lodging an application or renewing a licence.

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2 Integrate WA Government services to simplify the way you interact with us

Since the ServiceWA App's launch in early 2022, it has been transformed from an app designed to manage COVID-19 requirements for users into a comprehensive whole-of-government channel, offering convenient access to a range of services. Users can now personalise their ServiceWA app home to quickly access services that are important, such as finding up-to-date information on fuel prices, searching for unclaimed money, checking for shark warnings, viewing local weather data and receiving bushfire warning notifications. These services have experienced significant use, with Fuelwatch being accessed more than 727,000 times between June 2022 and November 2023.

Over the next twelve months, the ServiceWA App will focus on adding new services, such as recording demersal catch using FishCatchWA and Learn & Log, a digital logbook for learner drivers. Additionally, planning activities will take place to develop digital credentials and a wallet to securely store licences and permits in one location. It is envisaged that one day you will be able to access a digital version of your driver's licence or other licences and permits through the ServiceWA App wallet, which has the same validity as their physical copies. It is also envisaged that one day you will be able to easily renew such licenses and permits, submit applications and complete transactions with government within the app.

How we deliver on the objectives for

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 to design 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 integrating them with online services from across WA Government agencies. This will provide the foundation for a future where, when life's major events occur, we can guide you through the journey.

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4 Be digital first, not digital only

We aim to prioritise digital accessibility for all our services, making sure you can get access to services and help in your preferred manner, whether that be online or in person. 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, as well as freeing up resources to offer better and more available in-person services. 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.

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

How we deliver on the objectives for **Informed Decisions**

1 Provide more and better ways for you to engage with the WA Government

We are committed to improving your interactions and transactions with the WA Government by continuously enhancing the ways we listen and learn from individuals and businesses. We recognise the value of your insights in shaping our services and engagement, which is why we invited citizens to participate in user research. As the ServiceWA App continues to evolve into a whole-of-government channel for citizens to access convenient services, we want to ensure that new services being added are in-demand by citizens. From the user research, we validated that users want one consistent channel, such as the ServiceWA App, when transacting with Government.

We also continue to collect user feedback on the ServiceWA App through the Google Play and Apple App stores, and a dedicated ServiceWA support line and email address.

We provide citizens with an opportunity to participate in public consultations through the 'Have your Say' webpage on WA.gov.au, which aggregates existing and previous public consultation activities across the public sector.

How we deliver on the objectives for

Informed Decisions

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

In August 2023, the PeopleWA data linkage program was launched to accelerate data informed WA Government decisions, operations and services. PeopleWA brings together multiple sources of information, creating a foundation for the WA Government to use and share deidentified data centrally to tackle our most complex social, health, environmental and economic issues in a safe and secure way. We have successfully brought together key health and youth data that was previously incompatible. As a result, we anticipate that decision-making processes in critical areas, such as public health, criminal justice, and children's health and development will be significantly enhanced. As the number of connected sources grow, so will the possibilities, with both agencies and researchers able to apply for access to specific data from PeopleWA

A recently appointed interim Chief Data Officer role has been established within the Office of Digital Government to promote responsible information sharing and use across government. This position is dedicated to enhancing capabilities for best practices in data use and management to deliver better outcomes for individuals and the community and to support the preparation of the anticipated Privacy and Responsible Information Sharing legislation.

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3 Create the enabling environment for safe and effective data sharing

We will share and use data responsibly. Following the development of a Privacy and Responsible Information Sharing legislative model 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 new laws will introduce seven areas of reform including the development of a statutory mechanism for WA agencies to securely share information, the appointment of a Privacy Commissioner and the establishment of a mandatory data breach notification scheme.

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.

Three key initiatives to deliver the Safe and Secure strategic priority are the whole-of-government Cyber Security Operations Centre, supporting agencies to uplift their cyber security capabilities and providing direction so agencies can adequately manage their digital security risks. These initiatives will significantly improve our ability to prevent, 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

How we deliver on the objectives for **Safe and Secure**

1 Improve cyber security resilience across the WA Government

We acknowledge that cyber security is crucial to protecting your sensitive information, which is why continuing to building cyber security resilience is one of Western Australians Governments key digital transformation priorities for the coming years.

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 recently updated the WA Government's Cyber Security Policy ensuring it remains effective, continues to improve information and align with national cyber security standards for WA Government. Agencies report annually 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 Penetration 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 maintains its ongoing expansion, currently connected to 75 government entities, providing visibility of the cyber threats against their systems and networks. Through the launch of the Whole of Government Vulnerability Scanning Service, we can proactively identify vulnerabilities and address them before they are exploited. There are 29 government entities currently enrolled in this service.

In the coming years, we will continue to expand the Cyber Security Operations Centre and support agencies to uplift their cyber security capabilities to provide further protections for the WA Government and community from cyber security threats.

How we deliver on the objectives for

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 affecting private companies have heightened concerns around the collection, storage, and retention or disposal of personal information.

WA was the first state to reuse the MyGov ID allowing individuals to safely and conveniently interact with any government agency that had connected to our digital identity system. There are six agencies currently utilising the digital identity system to unlock several services, including Environment Online and ServiceWA App. The digital identity system will continue to reduce the need for individual government agencies (and possibly companies connected to the digital identity system) to retain your information for identity proofing purposes, therefore reducing the overall risk of that information being breached. Further, the privacy provisions of the future Privacy and Responsible Information Sharing legislation will help protect the privacy of Western Australians.

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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 Privacy and Responsible Information Sharing legislation, which will provide assurance that the personal information the WA Government holds about you is protected and that you have control over it. The anticipated Privacy and Responsible Information Sharing legislation will introduce seven areas of reform including rules that guide the collection, use, disclosure and handling of your information, and for the first time, an independent body that you can bring complaints about potential interferences with privacy and have those complaints resolved.

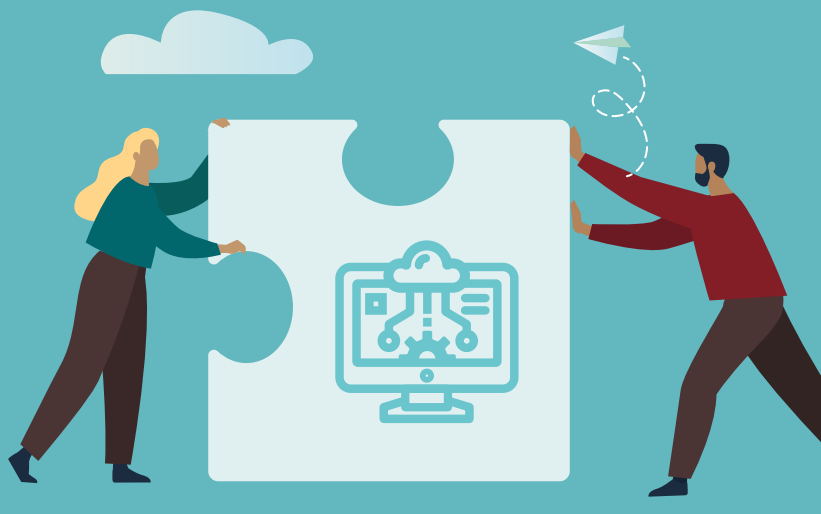
Digitally Inclusive

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 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.



How we deliver on the objectives for **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 developing a state connectivity action plan to establish a whole-of-government strategic approach to enhancing digital connectivity across the state. We are also exploring new technologies that improve the speed and delivery of internet services across the state and investing in ways to address internet and mobile coverage gaps and quality across WA, including supporting digital access for students through WA schools.

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

We are committed to enabling affordable access to digital technology and services for all Western Australians. The Digital Inclusion Partnership Framework provides opportunities for industry, community services organisations and the WA community to explore and define future priorities and initiatives, focusing on affordability and accessibility. These initiatives will focus on 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 establishing more free Wi-Fi hubs in public spaces and remote communities. The initiatives will be based on learning from pilot projects conducted over recent years.

How we deliver on the objectives for **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 local libraries and community centres to provide digital skills training and support to citizens. We are also making it easier for school students to learn IT and study science, technology, engineering and maths (or STEM) courses in order to prepare them for the digital economy.

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4 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.

The WA.gov.au website is continuously improving to ensure it is accessible for all Western Australians. We have recently released new features, such as Text-To-Speech, to greatly improve the experience for users with vision impairment and an automatic content translation service that will support users from culturally and linguistically diverse backgrounds. With 96 websites across 31 entities currently onboarded to the WA.gov.au website, it serves as a simple, unified interface for information about government, which is designed to be accessible, even in areas with low bandwidth.

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 objectives

1. Modernise legacy systems to improve agencies' internal operations and front line services
2. Support the Digital Strategy's four strategic priorities

How we deliver on the objectives for **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 and if this is not addressed in a timely manner, it can present a risk to agencies' service delivery and continuity of business. In light of this, the initiatives within this strategic priority include securing, modernising, and improving key agency 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.

Digital Strategy Outcomes Framework

The Digital Strategy Outcomes Framework (the Framework) displays the outcomes the Western Australian Government are seeking to achieve through its digital transformation and define the shared measures of success.

The Framework outlines the high-level outcomes, intermediate outcomes and indicators for the strategic priorities of the Digital Strategy for the Western Australian Government 2021–2025, including the fifth priority, Supporting Digital Foundations.

Definitions

The **high-level outcomes** are long term impacts that follow from the intermediate outcomes and reflect the strategic priorities and key objectives of the Digital Strategy.

The **intermediate outcomes** result from outputs (deliverables by WA Government Agencies) and represent intermediate effects on society, whilst contributing to the success of the Digital Strategy.

Indicators measure the outcomes. They identify elements of change that can be measured to determine if progress towards the desired outcome(s) is being achieved.

Digital Strategy Outcomes Framework

High level outcome		Intermediate outcome	Indicator
1.1	Make most of your transactions with the WA Government available online	Increased government services available online	Number of services available online
			Number of transactions that can be completed online
1.2	Integrate WA Government services to simplify the way you interact with us	Increased number of integrated government services	Number of services unlocked by Digital ID
			Number of services available on ServiceWA App/Web interface
			Cost per transaction for onboarded services (compared to previous channel)
			Customer satisfaction with ServiceWA App/Web interface
1.3	Design WA Government services around your life events	Increased government services focused on life events	Number of life events supported by ServiceWA App/Web interface and Digital ID
			Customer satisfaction with ServiceWA App/Web interface's life events
1.4	Be digital first, not digital only	Not Applicable – The Framework is not measuring the 'not digital only' component and considers this outcome to be business as usual activity.	
2.1	Provide more and better ways for you to engage with the WA Government	Enhanced convenience for people engaging with WA Government	Number of services available on ServiceWA App/Web interface
			Number of notifications issued through Whole of Government solution(ServiceWA App)
			Cost of issuing a notification through Whole of Government solution vs previous means of issuance
			Average time to receive a notification

Digital Strategy Outcomes Framework continued

High level outcome		Intermediate outcome	Indicator
2.2	Use data to inform and evaluate WA Government decisions, operations and services	Increased utilisation of government data by WA Government agencies and trusted external parties to inform their work and decision-making	Number of datasets linked in PeopleWA.
			Number of projects approved to access PeopleWA data.
			Client satisfaction with the PeopleWA application process.
2.3	Create the enabling environment for safe and effective data sharing	Increased collaboration and sharing of information in the public interest	Number of agencies that have implemented the WA Government Information Classification Policy
3.1	Improve cyber security resilience across the WA Government	Increased visibility of cyber security risks impacting the public sector and ability to prevent, mitigate, and manage incidents when they occur	Number of agencies connected to the Security Operations Centre
			Number of agencies enrolled in the Whole of Government Scanning Service
			Number of agencies reaching level 1 maturity of the ACSC's Essential Eight Controls
			Number of agencies reaching level 2 maturity of the ACSC's Essential Eight Controls
			Number of agencies reaching level 3 maturity of the ACSC's Essential Eight Controls
3.2	Enable the expanded delivery of secure online WA Government services	Improved security and protection of systems, services, and the information they hold	Number of services unlocked by Digital Identity
3.3	Be transparent and accountable about how the WA Government manages your data	Increased level of trust and confidence in the government's handling of your personal data	Number of agencies that have reached the level of "Progressive[1]" for initiatives under the WA Government Information Classification Policy

1 There are five stages the agencies must go through to implement the WA Government Information Classification Policy. These stages are 1) Not Started 2) Unmanaged 3) Developing ("progressive") 4) Operational 5) Fully Integrated

Digital Strategy Outcomes Framework continued

	High level outcome	Intermediate outcome	Indicator
4.1	Connect more Western Australians to quality internet services that are fit for purpose.	Increased visibility of cyber security risks impacting the public sector and ability to prevent, mitigate, and manage incidents when they occur	Number of initiatives under the Blueprint implementation program targeting connectivity, affordability, skills and design
	Enable affordable access to digital devices and quality internet services and data.		Number of Digital Inclusion Accord partners
	Promote digital skills for Western Australians to confidently and safely use digital technologies to succeed.		Number of Digital Inclusion Blueprint Leadership Forum meetings
	Promote technology, websites and apps that are inclusively designed for everyone's use.		The Australian Digital Inclusion Index score
5.1	Support the Digital Strategy's four strategic priorities.	Increased visibility of cyber security risks impacting the public sector and ability to prevent, mitigate, and manage incidents when they occur	Planned financial Benefits (as per approved business cases) ($ per year)
			Realised financial benefits ($ per year)
		Improved user experience, increased efficiency and cost saving by using modern technology	Non-Financial

Appendix A

Our initiatives

Our initiatives for **Better Services**

Department of Energy, Mines, Industry Regulation and Safety

- Compliance and Regulation System
- Geoscience Data Transformation Program
- Fast Track Mining Approvals Strategy – Digital Transformation Stream
- Online Services Enhancements
- ServiceWA App Program
- Customer Identity and Management Platform (CIAM) – Completed

Department of Finance

- ServiceWA

Department of Fire and Emergency Services

- Log On/Log Off Mobile Application for members of the public to log their vessel trips in WA
- Next Generation Warnings through Emergency WA and the Australian Warning System (Next Gen Warnings)
- WA Emergency Services Digital Strategy 2023-2033

Department of Health

- Electronic Medical Record Program
- Outpatient Reform (Smart Referrals Program)
- Public Health ICT Systems
- Real-Time Data Project

Our initiatives for **Better services**

Department of Local Government, Sport, and Cultural Industries

- Asset Management Register
- Digitisation of At-Risk Audio & Visual Collections – Years Two to Four and Increased Digital Storage
- Online Registration System for Dogs and Cats Register

Department of Planning, Lands and Heritage

- Planning Reform Information Communication Technology and Planning Portal

Department of Premier and Cabinet

- Accelerating Citizen-Centric Digital Services
- Digital Graduate Program
- ServiceWA App Program
- ServiceWA Application and Common Platforms Support Model
- WA.gov.au
- E-Invoicing Pilot Program - Completed

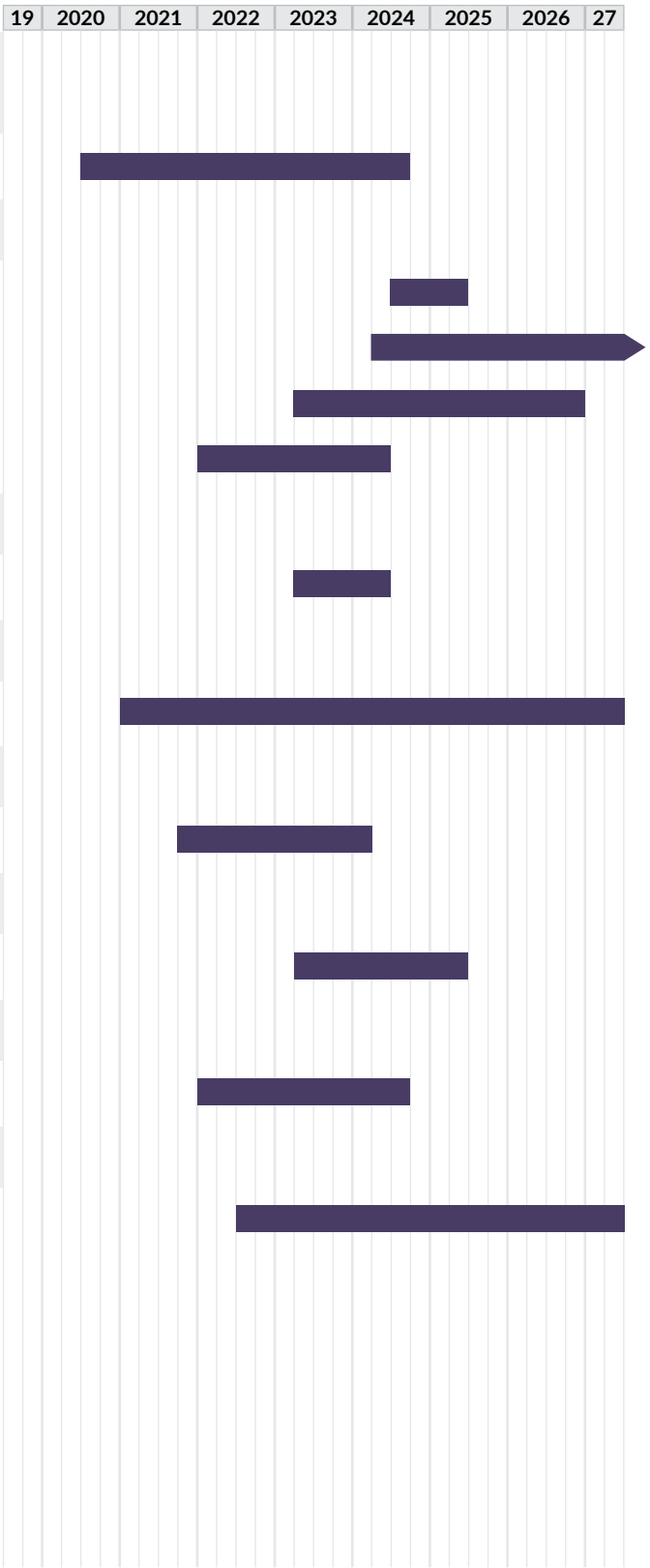
Department of Primary Industries and Regional Development

- Fisheries Digital Transformation Program
- Shark Notification and Response System Upgrade

Department of Transport

- Log On/Log Off Mobile Application for members of the public to log their vessel trips in WA
- ServiceWA App Program

Our initiatives for **Better services**



Department of Water and Environmental Regulation

Environment Online

Horizon Power

Electric Vehicle Orchestration Trial

Ellipse Replacement Project

Retail Systems Transformation

Utility of the Future

LegalAid

Legal+

Lottery West

Gaming System Replacement

Parliamentary Services Department

Parliamentary ICT Services

Small Business Development Corporation

ServiceWA for Small Business

State Solicitors Office

New Legal Practice Management System

Western Australian Police Force

Technology Improvement Program

Our initiatives for
Better Services

Accelerating Citizen-Centric Digital Services

Q2 2021
to Q2 2025

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

Purpose

To develop common digital platforms to facilitate agencies' online service delivery that will enable individuals and businesses easy and secure access to online government services.

Deliverables

In order to effectively leverage the central digital platforms, the Office of Digital Government will develop the business support services and operation models required to support the ongoing operation and maintenance of the central digital platforms.

Our initiatives for
Better Services

Asset Management Register

Q2 2023
to TBC

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

Purpose

To implement an asset management information system aligned to the ISO 55000 Standard.

This is a requirement of the Strategic Asset Management Framework and will support the efficient and effective delivery of the Department of Local Government and Sport and Cultural Industries (DLGSC)'s maintenance program.

Deliverables

The key deliverables are:

1. To develop a specification of the Asset Management Information System (AMIS), including functionality, data, reporting, system interfaces, etc. This will be used to assist with a future procurement process for the AMIS. It is noted that the specifications and requirements should consider the findings of the recent review against ISO55000 standards.

   The specifications have been finalised. Approval to proceed to the procurement stage will be sought to be gained from all stakeholders in January 2024.

   The specifications are aligned with the International Organisational for Standardisation (ISO) standards, and the evaluation of the options will apply the Standard as a benchmark for assessment.
2. Review existing DLGSC systems (including external maintenance provider) to identify integration and interface requirements. This may require engaging with various stakeholders to agree on the use case for the proposed AMIS.

   The consultation has included ongoing input from the Cultural Statutory Authorities, the recreation camps, the DLGSC Digital and Technology Systems team, and the Department of Finance. Key risks, such as data security and interface with other systems, have been identified and addressed.
3. Consider the integration of a risk-based program prioritisation framework and how this can be operationalised within the AMIS.

   The risk framework has been developed in tandem with the scoping of the functional requirements of the AMIS and will be an input to the AMIS data.

Our initiatives for
Better Services

Compliance and Regulation System

Q3 2022
to Q2 2026

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

Purpose

The replacement of two core WorkSafe business systems with a modern fit-for-purpose cloud-based business system to support compliance activities and services, and the regulation of workplace health and safety. Business processes will be re-engineered to implement consistent processes across the WorkSafe Group.

This will support open and transparent operations, provide ready access to quality information and tools, and streamline business processes, investigations and responses for stakeholders and citizens of Western Australia.

Deliverables

On completion of the program, the following objectives will be achieved:

1. A technology solution that supports the required functionalities of the Work Health and Safety legislation.
2. Consistent and efficient business processes being used across the WorkSafe Group (i.e. across General Industry, Mines Safety and Petroleum Safety) – initially for the top priority business processes (and additional processes if additional funding is approved).
3. Improved efficiency across the WorkSafe Group and for regulated parties, with support for all notifications, approvals, investigations, prosecutions, inspections, audits, notices, exemptions, registerable plant, public registers, health management and levy assessments.
4. Reduced lodgement and processing timeframes for regulated parties.

Our initiatives for
Better Services

Customer Identity and Management Platform (CIAM)

Q3 2021
to Q2 2022
(Completed)

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

Purpose

Access to Department of Energy, Mines, Industry Regulation and Safety (DEMIRS) digital services will be improved with the creation of a single sign-on solution. As part of the solution, DEMIRS 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.

Deliverables

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.

Our initiatives for
Better Services

Digitisation of At-Risk Audio & Visual Collections – Years Two to Four and Increased Digital Storage

Q3 2023
to Q2 2027

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

Purpose

The State Library of Western Australia is undertaking large-scale digitisation of its fragile and inaccessible magnetic and other at-risk audio-visual collections, to ensure long-term preservation of this significant archive and enable online public access.

Deliverables

The project will result in digitisation of WA's most at-risk, significant and unique audio-visual collections; long-term preservation storage of the digitised material; and enhanced public access, including improved discovery and viewing features on the Library's website and online catalogue. Collections digitised in 2023 will begin to be publicly accessible in the first half of 2024.

Our initiatives for
Better Services

Digital Graduate Program

Q4 2022
to Q3 2025

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

Purpose

Establishment and operation of whole of government Digital Graduate Program to attract digital talent to the sector.

Deliverables

1. Recruitment of staff to establish and manage the Program and activities that fall within the program.
2. Development of the Program which includes commencement and completion of the first year and second year recruitment program. This will include establishing and managing the ICT Graduate program working group and managing and monitoring the graduate's development.

Our initiatives for
Better Services

E-Invoicing Pilot Program

Q3 2022
to Q2 2023
(Completed)

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

Purpose

To accelerate the adoption of eInvoicing based on the Peppol framework, with the objective of shorter payment times for business suppliers.

Deliverables

WA has completed a pilot eInvoicing project involving three WA agencies. The pilot has enabled the WA Government to better understand Peppol eInvoicing and plan for potential larger-scale implementation.

Our initiatives for
Better Services

Electronic Medical Record Program

Q3 2022
to Q3 2025

Lead Agency: Department of Health

Purpose

WA Health is taking a staged approach to the goal of implementing an EMR for the State. Fundamentally, Stages 1 and 2 serve individually and collectively to enable delivery of a safe and high-quality health system to improve outcomes for consumers in WA.

Deliverables

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. The program will deliver Stage 1 by Q2 2025, which includes statewide technical solutions with the largest component being the Digital Medical Record. Stage 1, to be completed in 2025, is the first step in a two-Staged Program which will see EMR rolled out statewide.

Our initiatives for
Better Services

Electric Vehicle Orchestration Trial

Q3 2024
to Q2 2025

Lead Agency: Horizon Power

Purpose

The purpose of the project is to gain valuable insights that will further Horizon Power's strategic objectives and fulfil its responsibilities in alignment with the State Government's Electric Vehicle (EV) Action Plan.

Specific goals include:

1. Demonstrating the technological capability of the DER Management Platform to perform automated orchestration of Smart Chargers and Vehicle to Grid (V2G) capable Electric Vehicles and protect against power system constraints.
2. Testing technologies for extending DERMS functionality, including Net curtailment of PV, point of connection protection, and self-consumption EV charging as value-added/ service offerings.
3. Developing and executing scenario trials and tests under typical regional WA conditions to provide insights on the effectiveness, performance, and limitations of utilising DERMS technology for network orchestration.
4. Collating trial data to validate modelling assumptions and understand what level of visibility, control, and automation is required for effective network orchestration.
5. Investigating EV user and island network behaviour in response to varying Grid-to-Vehicle (G2V) and Vehicle-to-Grid (V2G) charging scenarios.
6. Exploring the potential impact of customer behaviour on the power system, the effects of managed charging rates on customers, and opportunities for mutual benefits.
7. Address Horizon Power-specific obligations per the WA Government EV Strategy as coordinated by Energy Policy WA (EPWA).

Deliverables

Key deliverables include:

1. A report with detailed trial findings and recommendations (technology, architectures, standards) to guide Horizon Power, Synergy, WesternPower and EPWA in making informed decisions and facilitating the future expansion of the EV charging infrastructure in regional WA.
2. A strategic roadmap for Horizon Power to support and realise the EV opportunity in regional WA, with consideration given to limiting network augmentation demands and associated costs.
3. Validation of Horizon Power's technological capability on DERMS integration, including insights into what level of visibility, control, and automation is required to perform network orchestration.
4. Recommendations for technical requirements for standard development, including considerations for potential future technology advancements and expected market trends.
5. Documentation of risks, issues, and valuable lessons learned on the technical challenges for network orchestration and managing energy demand associated with G2V and V2G use on Horizon Power's regional network.

Our initiatives for
Better Services

Ellipse Replacement Project

Q2 2024
to Q4 2027

Lead Agency: Horizon Power

Purpose

Horizon Power has been using Ellipse for many years, it was implemented as part of the disaggregation with Western Power. We have two primary uses for Ellipse, as follows:

1. EAM Management and maintenance of our asset hierarchy, asset details, asset condition, defects, work orders and planned work
2. ERP Finance (general ledger, accounts payable and receivable, bank reconciliation), Human Resources (organisation structure, positions, employees, salaries, timesheets, payroll), Procurement (suppliers, purchasing, inventory management)

Hitachi has announced they will discontinue Active Support for Ellipse at the end of the 2028 calendar year. Until then, we will continue to receive quarterly releases which will include defect repairs, regulatory compliance updates, technology updates and security updates.

The purpose of this project is to test the market and select and implement a suitable replacement for Ellipse.

Deliverables

1. Perform the Options Assessment and Selection phase of the Ellipse Replacement Project during FY24 and early FY25.
2. Define & Approve phase during FY25 which will include service provider and vendor selection.
3. Design & Deliver phase to execute the transition late in FY25 with a likely duration of 2 years.

Environment Online

Q3 2020
to Q3 2024

Lead Agency: Department of Water and Environmental Regulation

Purpose

1. Environment Online is a secure digital platform with a vision of providing a single gateway for all water and environmental regulatory activities, automated case management, and an integrated data management system.
2. 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.

Deliverables

Upon completion, Environment Online will enable stakeholders to submit, monitor and review submissions and approvals related to native vegetation clearing, industry licenses, water licenses and permits, waste, and environmental impact assessments.

Environment Online will also facilitate data and knowledge sharing between the Department of Water and Environmental Regulation and a range of State and Commonwealth agencies.

Fast Track Mining Approvals Strategy – Digital Transformation Stream

Q4 2021 to Q2 2025

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

Purpose

The Fast Track Mining Approvals Strategy consists of two streams and will transform the regulation of resource 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 the Department of Energy, Mines, Industry Regulation and Safety (DEMIRS) and fast-track assessments and approvals.

Deliverables

Several benefits are expected, including improved 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:

1. extending the capture of spatial information and other mining and environmental data to mining and petroleum activity proposals and application lodgements;
2. 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;
3. providing a single user portal for industry to submit applications and reports to access all their exploration and mining environmental information;
4. integrating with the whole of government Identity and Access Management Platform to enable a ‘one-stop shop’ concept for digital transactions;
5. integrating with Digital Environmental Assessment Program (DEAP) solutions; and
6. Improving data transparency and spatial capabilities across DMIRS divisions, agencies with industry and the public.

Our initiatives for
Better Services

Fisheries Digital Transformation Program

Q3 2023
to Q2 2024

Lead Agency: Department of Primary Industries and Regional Development

Purpose

The objectives of the funded Phase 1 are to mitigate immediate operational risk for the Department of Primary Industries and Regional Development (DPRID) in delivering services to the fishing industry and community by addressing immediate technology shortcomings, implementing support for Aquatic Resources Management Act 2016 (ARMA) and defining further business requirements for subsequent phases to establish successful transformation.

Deliverables

1. Revise and submit the Fisheries Digital Transformation Program (FDTP) business case for 2024/25 and beyond funding – In progress
2. Upgrade the existing Commercial Licensing System to support ARMA – In progress
3. Replace the existing platform technologies used within the FishEye ecosystem – In progress.

Our initiatives for
Better Services

Gaming System Replacement

Q1 2021
to Q2 2027

Lead Agency: Lotterywest

Purpose

The Gaming System is critical to Lotterywest's operations that generate over $1.2billions per annum in sales. The current system is at end of life. The Gaming System Replacement (GSR) initiative is a program of work that not only seeks to enable current state operational needs but also adopts an aspirational view as well. It is scoped with the mindset that gaming systems and platforms cannot realistically be reviewed and replaced regularly and, therefore, needs to focus on a longer-term solution with the flexibility to scale and evolve to meet future requirements.

The GSR Program is expected to provide the following key outcomes:

1. To implement and maintain fit-for-purpose gaming and support systems that focus firstly on the customer experience and, secondly, enable adaptable, responsive and scalable outcomes to evolving business and Customer needs.
2. To service the WA community and the Customer by continuously improving the way Lotterywest games are designed, delivered and communicated.

Deliverables

The GSR Program is a corporate initiative to replace the existing gaming & support systems and related platforms. It is an essential undertaking formulated in Lotterywest's Strategic Plans and fundamental for sustaining and enhancing its business for the next 10-15 years as well as meeting its Key Performance Indicators.

Our initiatives for
Better Services

Geoscience Data Transformation Program

Q3 2021
to Q2 2026

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

Purpose

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. The Program has been established to make the intentions of the Strategy a reality.

Deliverables

1. A single, unified data model and framework, including standards and business processes, which accommodates and manages geoscience data requirements.
2. A common, standardised, externally aligned metadata format and vocabulary that improves data findability and comparative analysis.
3. Full, FAIR (Findable, Accessible, Interoperable and Reusable), easy access to our geoscience data through a simple, secure, self-service discovery portal.
4. Data framework aligned with the State Government's ICT Cloud Policy, increasing geoscience data usage for and between users.

Our initiatives for
Better Services

Legal+

Q2 2023
to Q2 2024

Lead Agency: LegalAid

Purpose

A redeveloped website and omni-channel contact centre, using a contemporary platform will integrate with a new CRM. This will shape better service delivery by improving client pathways and guided intake workflows, building a client-focused knowledge base of legal issues and services, and increasing analytical and trend forecasting functionality.

Deliverables

1. Development of Enterprise Delivery Roadmap
2. Website Development and CRM Integration
3. Omnichannel Contact Centre Development and CRM integration

Log On/Log Off Mobile Application for members of the public to log their vessel trips in WA

Q2 2023 to TBC

Lead Agency: Department of Transport and Department of Fire and Emergency Services

Purpose

1. Deliver Log on/Log off (LOLO) functionality in the Deckee app in line with the 2017 election commitment.
2. Develop additional functionality of the Deckee app to facilitate LOLO activity on both Apple and Android devices.
3. Build a User Dashboard for Marine Rescue Group volunteers, the Department of Fire and Emergency Services and the WA Police Force to access, monitor and report on trip data as required.
4. Conduct a User Acceptance Trial involving representatives of all relevant stakeholders to test the software in a live but controlled environment.
5. Launch the new feature capabilities to the public with training and promotional activities.

Deliverables

Department of Fire and Emergency Services

The deliverables for this project are as follows:

1. Develop and build the LOLO app within the Deckee platform that will allow public users to create a personal profile containing all their relevant data, one or more vessel profiles with the necessary identifying data and the ability to log a trip, edit the trip as needed and log off on completion.
2. Develop the Dashboard that will allow Volunteer Marine Rescue Groups to:
    - Develop and maintain their MR Group profile page.
    - Add, edit and remove members and administrators.
    - View, create and edit customer and vessel profiles.

- View, create and edit vessel trips.
- Create and save notes of additional activities or information provided.

Department of Transport

The project goal is to fully develop and build the LOLO feature within the Deckee app platform. The feature will allow public users to create a boating profile containing all their relevant data to provide them with the ability to log a trip, edit the trip as needed and log off on completion.

Our initiatives for
Better Services

New Legal Practice Management System

Q1 2022
to Q3 2024

Lead Agency: State Solicitor's Office

Purpose

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.

Deliverables

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.

Our initiatives for
Better Services

Next Generation Warnings through Emergency WA and the Australian Warning System (Next Gen Warnings)

Q3 2022
to Q3 2026

Lead Agency: Department of Fire and Emergency Services

Purpose

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.

Deliverables

The key deliverables of this project are:

1. Creation of a permanent Department of Fire and Emergency Services (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. This deliverable has now been achieved.
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.
- 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.

Our initiatives for
Better Services

Online Registration System for Dogs and Cats Register

Q1 2022
to Q4 2024

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

Purpose

The Centralised Registration System (CRS) will operationalise new WA Dog and Cat legislation and consolidate data in disparate registers across the State's 139 local governments. CRS is an underpinning enabler and one of four (4) provisions in the "Stop Puppy Farming" initiative of the Western Australian Government.

Deliverables

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

Our initiatives for
Better Services

Online Services Enhancements

Q3 2023
to Q1 2027

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

Purpose

Improve the effectiveness of online mineral and petroleum titles services provided by the Department and align with industry and Office of Digital Government expectations of those services.

Deliverables

1. Replace the Mineral Titles Online (MTO) external user component of the Mineral Titles management system (eMiTS). Provide enhanced, multi-device capable eLodgement facilities via MTO. Provide enhanced access to Mineral Title, state-wide, digital tenure data via the existing Data and Software Centre (DASC). Implement My Account (single sign-in service) framework.
2. Provide enhanced land use appraisal services via Tengraph Web (TGW) and Tengraph Internal (TGWint). Upgrade the Tengraph (TGW/TGWint) Geocortex 4 delivery platform to the current VertGIS framework and version levels.
3. Replace the Petroleum Geothermal Register (PGR) external user component of the Petroleum Title management system. Provide enhanced, device-independent Petroleum and geothermal eLodgement services via PGR external. Streamline the PGR online lodgement processes. Fully Integrated and improved transactional workflows for PGR.

Our initiatives for
Better Services

Outpatient Reform (Smart Referrals Program)

Q3 2021
to Q4 2025

Lead Agency: Department of Health

Purpose

The Smart Referrals WA (SRWA) project aims to procure, develop and implement an end-to-end electronic referral generation and submission solution. Smart forms will seamlessly incorporate Referral Access Criteria (RAC) resulting in higher rates of referral acceptance. SRWA will streamline current diverse referral streams to a single electronic referral pathway via secure messaging and support two-way communication between primary care referrers and WA Health. SRWA will replace the existing end-of-life CRS SharePoint solution and automate current manual processes to increase efficiency of referral processing and allocation to hospital sites.

The SRWA solution will provide WA Health with a sustainable, stable, efficient and fit-for-purpose referral management application to support delivery of Sustainable Health Review Recommendation 11, which aims to improve the patient journey and enable timely and equitable access to outpatient care. The SRWA project is being progressed as part of a broader digital enablement program of work, which seeks to implement centralised solutions and enable system-wide reform to be achieved.

Deliverables

The deliverables for this project are as follows:

1. Electronic referral workflows that allow for complete and accurate referrals, supported by improved access to updated RAC, to be generated and submitted electronically via secure messaging.
2. A comprehensive suite of integrated information and algorithmic decision trees to support referral generation.
3. The ability to seamlessly interoperate with current (and future) WA Health systems and with key primary care practice management software systems.
4. Referrals to be automatically directed to the appropriate site (where agreed business rules are in place)

Our initiatives for
Better Services

Parliamentary ICT Services

Q4 2021
to Q1 2024

Lead Agency: Parliamentary Services Department

Purpose

Digital Capability funding is being applied to improve the Parliament of Western Australia's online services and cyber security capabilities. This includes the continued employment of a cyber security officer as the Department works towards achieving the essential-8 baseline maturity, and improved accessibility and distribution of parliamentary proceedings and information.

Deliverables

The program will deliver:

1. The continuation and continual improvement of secure mobile working arrangements.
2. Security controls in compliance with information security standards, and cyber security advice, support and training.
3. The digital service platforms required for effective and accessible distribution of Parliamentary proceedings and its information.

Our initiatives for
Better Services

Planning Reform Information Communication Technology and Planning Portal

Q3 2021
to Q3 2024

Lead Agency: Department of Planning, Lands and Heritage

Purpose

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.

Deliverables

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.

Our initiatives for
Better Services

Public Health ICT Systems

Q4 2023
to Q4 2025

Lead Agency: Department of Health

Purpose

To ensure communicable disease surveillance and vaccination data are collected in accordance with Department of Health (DoH) data policy and meet the requirements of the communicable disease control program, vaccination program and applicable State and Commonwealth reporting requirements.

Deliverables

Health Support Services (HSS), on behalf of DoH, supports and maintains the Public Health ICT systems, being VaccinateWA and PHOCUS, in their current configurations until June 2025. The deliverables are to:

1. Establish required commercial agreements for ongoing access to existing cloud-based solutions.
2. Maintain existing system functionality and capacity to meet current requirements, which can be scaled to meet future requirements.
3. Deliver ongoing system enhancements and platform maintenance required for both front-facing and back-end elements of the solutions.

Our initiatives for
Better Services

Real-Time Data Project

Q3 2021
to Q2 2026

Lead Agency: Department of Health

Purpose

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. 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.

Deliverables

A WA Health Data Platform will be established as an enterprise solution including support structures, enhanced governance and processes. This will provide the foundation for WA Health to unlock the power of the enterprise data enabling informed and timely 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.

Our initiatives for
Better Services

Retail Systems Transformation

Q2 2023
to Q4 2026

Lead Agency: Horizon Power

Purpose

The primary goal of this initiative is to position our retail systems to address current business challenges while also being able to deliver future aspirations. Such as designing and implementing customer-centric cost-effective products and tariffs, creating new revenue streams, and improving customer engagement and interactions. Enabling these outcomes requires an operating model (people, process, information, and technology) that allows us to:

1. Efficiently design and implement the next-generation products and tariffs to provide a range of customer options to reduce their energy costs.
2. Support the growth of prepayment services in remote communities.
3. Increase revenue streams through improved sales and prospect management, nurturing our lead/sales pipeline and increasing contract compliance.
4. Improve customer engagement with tailored campaigns across different segments, demographics, channels and integration of customer behavioural insights to influence, prompt and 'nudge' day-to-day behaviours.
5. Design insightful, personalised customer interactions that improve the speed and quality of customer service.
6. Automate business processes to deliver efficiency and consistency of customer service.

Deliverables

By fully implementing this business case, our key retail systems will be transformed to reach the following state:

1. New or upgraded meter data management and billing systems will seamlessly support the implementation of new product and tariff structures through out-of-the-box capabilities.
2. A new or enhanced prepayment solution will allow scaling of prepayment services to remote communities.

3. A new fit-for-purpose CRM system will enable our marketing, business development, major accounts and customer services teams with automated campaign management, opportunity and lead management, account and contact management, and advanced case management capabilities.
4. Automated business processes such as Move In/Move Out, Payment Extension etc. will further improve customers' digital engagement and quality of service.
5. Advanced analytics solutions will deliver sophisticated price signals to our customers and support the integration of new business models and product approaches.

Our initiatives for
Better Services

ServiceWA

Q3 2020
to Q2 2025

Lead Agency: Department of Finance

Purpose

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.

Deliverables

A comprehensive business case on a government-wide service delivery model under ServiceWA has been prepared and is presently under evaluation as part of the 2024-25 budget. This business case evaluates various service delivery models and channels, and presents recommendations tailored to the unique needs of Western Australia. Operation of the ServiceWA centre in Bunbury is currently funded until end-June 2025.

Our initiatives for
Better Services

ServiceWA App Program

Q3 2022
to Q1 2024

Lead Agency: Department of the Premier and Cabinet (Office of Digital Government), Department of Energy, Mines, Industry Regulation and Safety, and Department of Transport

Purpose

The ServiceWA App is intended to become a whole-of-government service app. This program of work aims to identify services that 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 Department of Transport has been funded to deliver a relying party, integrated with the WA Identity Exchange, Recreational Skipper's Ticket and Recreational Fishing Licence digital credentials. The Department of Energy, Mines, Industry Regulation and Safety has been funded to deliver enhancements to the Bonds Management and Online Licence Search Systems and introduce notifications in the app for the FuelWatch service.

Deliverables

Department of the Premier and Cabinet

1. Overall app interface
2. Assist with the integration of services into the app
3. Assist with the integration to the Digital Identit

Department of Energy, Mines, Industry Regulation and Safety

1. Rental Property Bonds Management (Bonds)
2. Occupational Licence Search (OLS)
3. Construction Induction Training (CIT) Card Search.
4. FuelWatch Notifications

Department of Transport

1. Unclaimed Money Check
2. Emergency WA's bushfire warning notifications
3. Weather Stations
4. SharkSmartWA
5. FuelWatch
6. Learner driver journey
7. Recreational Skipper's Ticket
8. Recreational Fishing Licence credentials

Our initiatives for
Better Services

ServiceWA Application and Common Platforms Support Model

Q3 2023 to Q2 2024

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

Purpose

1. To ensure operational support of the Platforms is maintained and funded on an ongoing basis.
2. To ensure provision is made for the integration of new services to the ServiceWA App and/or other platforms.

Deliverables

1. Maintenance of infrastructure and applications including upgrades, system patching, configuration, and capacity and performance management.
2. Monitoring of infrastructure and applications for technical and security issues.

Our initiatives for
Better Services

ServiceWA for Small Business

Q2 2023
to Q2 2025

Lead Agency: Small Business Development Corporation

Purpose

1. An effective digital engagement strategy and plan for small and medium businesses, with a particular focus on streamlining WA Government regulatory applications and approvals.
2. Improvements that reduce the cost of doing business for the Government and provide more opportunities to grow the economic impact of the small to medium enterprise (SME) sector.
3. Reductions to the regulatory burden on small businesses across state government licensing, approvals, and compliance regimes to better unlock economic value.

Deliverables

A business case and roadmap to the 2024-25 Budget process will provide an effective digital engagement strategy and plan for small and medium businesses, with a particular focus on streamlining WA Government regulatory applications and approvals. Improvements that reduce the cost of doing business for the Government and provide more opportunities to grow the economic impact of the SME sector. Reductions to the regulatory burden on small businesses across state government licensing, approvals, and compliance regimes to better unlock economic value.

Our initiatives for
Better Services

Shark Notification and Response System Upgrade

Q3 2023
to Q2 2025

Lead Agency: Department of Primary Industries and Regional Development

Purpose

Upgrading the system to ensure all components are technically supported and up to date, ensuring the current outages and failures are removed/significantly reduced. Automating stakeholder management communications, such as standard notifications that must occur because of different alert types.

Deliverables

1. Replace existing fragmented Shark system with a fit for purpose cloud-based Shark Management solution – In progress.
2. Replace unsupported notification service to improve public safety by increasing the timeliness and reliability of notification services through Surf Life Saving and WA Water Police – In progress.
3. Build a consolidated database storage solution for storing all related information, removing multiple sources of information and improving research capabilities – In progress.

Our initiatives for
Better Services

Technology Improvement Program

Q3 2022
to Q2 2027

Lead Agency: Western Australian Police Force

Purpose

1. To remediate and resolve core fundamental ICT issues that are critical to the agency.
2. To mitigate risks that currently hinder the efficient delivery of policing services.

Deliverables

Delivery and implementation of:

1. Technical debt and cyber security risk mitigation
2. Data analytics
3. Agency priorities and risk mitigation.

Our initiatives for
Better Services

Utility of the Future

Q1 2022
to Q2 2024

Lead Agency: Horizon Power

Purpose

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

Deliverables

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, the 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.

Our initiatives for
Better Services

WA Emergency Services Digital Strategy 2023–2033

Q2 2023
to Q3 2024

Lead Agency: Department of Fire and Emergency Services

Purpose

The purpose of the WA Emergency Services Digital Strategy project is to set out a unified vision and high-level digital strategy for collaboration and cohesion across the Emergency Management community, ensuring the Department of Fire and Emergency Services is building the right capabilities for the future.

This will be achieved by:

1. Enabling innovation and collaboration across agencies, minimising duplication and increasing the likelihood of efficient investments in interoperable technologies.
2. Unifying our approach to using technology to enable a safer community.
3. Putting citizens and communities at the centre of our decision-making
4. Aligning to digital strategies across the Commonwealth and State.

Deliverables

The deliverables for this project are as follows:

1. Develop a WA Emergency Services Digital Strategy to articulate how the WA emergency management community can leverage technology to improve its ability to prevent, prepare, respond and recover from hazards.
2. Conduct a jurisdictional scan to examine if integrated emergency services digital frameworks and roadmaps exist and are suitable to the WA context.
3. Develop a high-level roadmap to guide the implementation of the WA Emergency Services Digital Strategy across government agencies, integrating multiple assets and technologies.
4. Identify all funding sources and pathways for emergency services digital investment across WA.
5. Develop forecasting principles and options for risk-based future capital and recurrent investment to better monitor and report on return on investment.

Our initiatives for
Better Services

WA.gov.au

Q1 2020
to Q4 2025

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

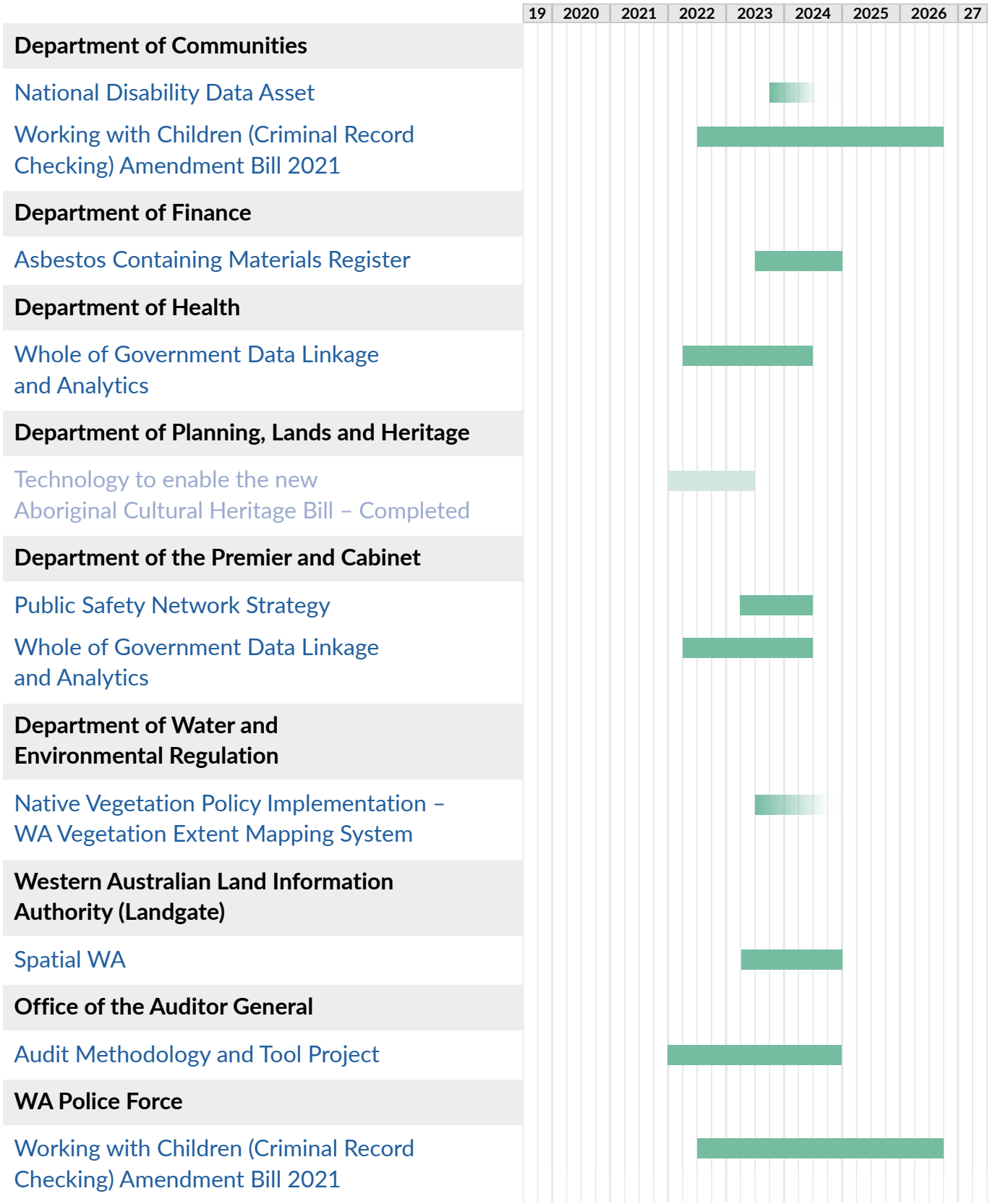
Purpose

To develop WA.gov.au as the WA Government's first whole-of-government citizen-focused digital platform that brings together WA Government information from a range of agencies in one place, allowing for easier discoverability and access.

Deliverables

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.

Our initiatives for **Informed Decisions**



Asbestos Containing Materials Register

Q3 2023 to Q4 2024

Lead Agency: Department of Finance

Purpose

This initiative will continue Department of Finance's digital journey whilst delivering real value through the delivery of the proposed Asbestos Containing Materials (ACM) solution.

Specifically, the objectives are to:

1. Mitigate the risks & issues associated with the existing ACM system by replacing it with a fully integrated, digital services-based solution, with safe and secure access to the Register, and real-time updates via online services.
2. Streamline ACM processes through integration and automation.
3. Implement a single view of ACM/asset data to enable informed decisions concerning safety and asset management, maintenance and replacement across WA Government agencies.
4. Validate the Digital and Data & Information Strategies and inform future phases of the program.

Deliverables

The key deliverables for the project are as follows:

1. Replace the current ACM system and highly manual data management processes with an integrated, digital solution that is accurate, current and available 24/7 either as a compliant Register or digital data set.
2. Launch online services and information across the ACM process, including the provision of asbestos data for use within the Office of Digital Government's data hub.
3. Deliver the foundational and governance elements of the Digital Strategy and Data and Information Strategy, validate that the technology platform and approach are fit for purpose, and
4. inform the future phases of the Program (e.g., costs, timeframe). It will also deliver reusable services for use in other digital transformation initiatives.

Our initiatives for
Informed Decision

Audit Methodology and Tool Project

Q1 2022
to Q4 2024

Lead Agency: Office of the Auditor General

Purpose

The Office of the Auditor General (office) is replacing its current end-of-life, legacy audit tool and Financial Audit (FA) methodology by developing and implementing a new FA methodology and integrating it with the newly procured audit tool. The Audit Tool will not only support the FA Methodology but also other audit methodologies across the various OAG audit units.

Deliverables

The contemporary FA methodology will provide clearer guidance to the auditors. This, coupled with the use of a modern audit tool, will enhance the audit experience for end users, which leads to quality audit data and ultimately, better reporting to Parliament.

Our initiatives for
Informed Decision

National Disability Data Asset

Q4 2023
to TBC

Lead Agency: Department of Communities

Purpose

The National Disability Data Asset (NDDA) is an integrated data resource, linking deidentified data from all Australian governments, including Commonwealth data. The NDDA will provide a person-centred view of the pathways people with disability take through service systems (such as mental health, justice, education, and health) to enable data-informed policy and investment decisions. The Australian National Data Integration Infrastructure (ANDII) will provide the underlying infrastructure including data linkage and streamlined data sharing arrangements to deliver the NDDA.

Deliverables

The first three building blocks comprise the ANDII, a multipurpose data system for enduring, people-centred data sharing that is proposed to be developed for use and reuse, across population groups and across human services.

Native Vegetation Policy Implementation – WA Vegetation Extent Mapping System

Q3 2023 to TBC

Lead Agency: Department of Water and Environmental Regulation

Purpose

Accessible information is needed to inform decisions and policy-making on native vegetation status and trends. The WA Vegetation Extent (WAVE) mapping pilot will:

1. provide better-coordinated investment in vegetation mapping, across multiple State agencies;
2. inform ongoing investment in vegetation extent mapping and the design of the future WAVE system, including business case development; and
3. enable published maps for use across the public, private and community sectors.

Deliverables

Under the guidance of the WAVE technical steering group, the scope of the pilot will include:

1. establishment of interagency governance arrangements;
2. compilation and cleansing, and/or creation of training datasets to use in the artificial intelligence process;
3. a process to test the market for available expert service providers for artificial intelligence-machine learning mapping; and
4. procurement of expert services to develop algorithms to automate vegetation mapping.

Pending the pilot's success, the State Government intends to develop the future WAVE system as an efficient, publicly accessible dataset to track losses and gains in native vegetation across the State.

Our initiatives for
Informed Decision

Public Safety Network Strategy

Q2 2023
to Q2 2024

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

Purpose

The WA Government is developing a WA Public Safety Network Strategy which seeks to establish the strategic context for short, medium and long term investment in the State's public safety communication technical capabilities, including the impact of emerging technologies.

Deliverables

The Strategy will cover a 15 year period and incorporate learnings/expertise from other jurisdictions, both national and international.

Our initiatives for
Informed Decision

Spatial WA

Q2 2023
to Q4 2024

Lead Agency: Western Australian Land Information Authority (Landgate)

Purpose

Spatial WA will deliver a whole of government Spatial Digital Twin with advanced capabilities that can be leveraged by all State agencies for the benefit of industry and the community. Developed in consultation with agencies across the WA government, Spatial WA will visualise the built and natural environment in a virtual world encompassing:

1. a data sharing platform, which will seamlessly connect agencies' 2D, 3D and 4D data.
2. cross-agency digital workflows for streamlined approval processes.
3. advanced analytic capability to test scenarios in the virtual world to inform decision-making.

Deliverables

Delivery of a Project Definition Plan (PDP), consisting of a procurement strategy, current and future state architecture, detailed costs, priority uses cases, detailed governance structure, detailed implementation schedule, comprehensive risk management plan and comprehensive benefits management plan. Subject to endorsement, technology procurement for the Spatial Digital Twin will commence in 2024.

Our initiatives for
Informed Decision

Technology to enable the new Aboriginal Cultural Heritage Bill

Q1 2022 to Q2 2023 (Completed)

Lead Agency: Department of Planning, Lands and Heritage

Purpose

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.

Deliverables

The Aboriginal Cultural Heritage (ACH) Portal enables users to request advice, lodge applications for ACH-related purposes, view the progress of applications and update contact details.

Our initiatives for
Informed Decision

Whole of Government Data Linkage and Analytics

Q2 2022 to Q2 2024

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

Purpose

The purpose of this project is to develop a whole-of-government, person-centered 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.

Deliverables

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.

Our initiatives for
Informed Decision

Working with Children (Criminal Record Checking) Amendment Bill 2021

Q3 2022
to Q3 2026

Lead Agency: Department of Communities and Western Australian Police Force

Purpose

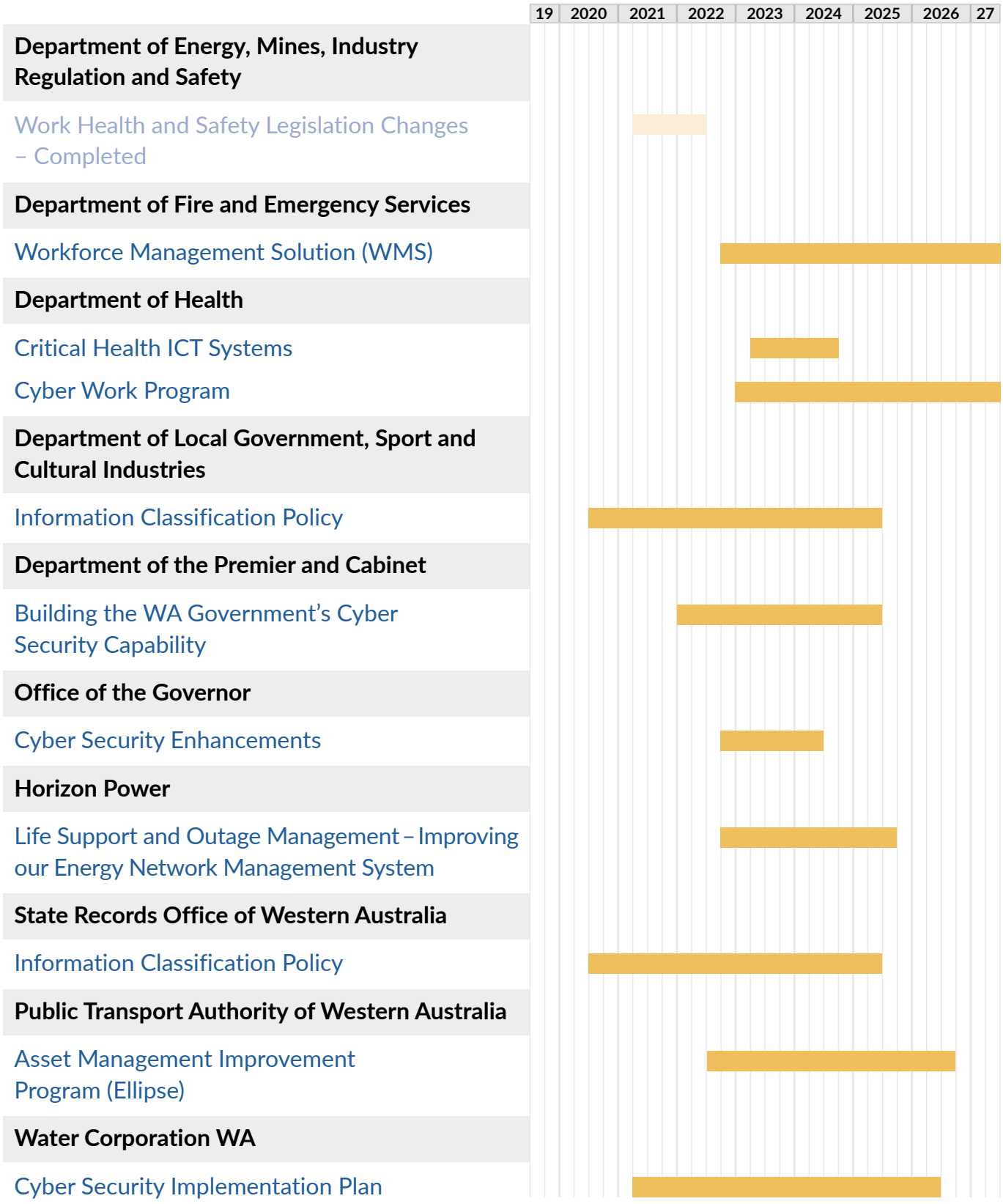
The purpose of this initiative is to implement necessary upgrades to Communities' existing Working with Children (WWC) application to support the operation of the WWC Act and to provide expanded online services for Western Australians applying for or renewing their WWC Check.

Deliverables

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.

Our initiatives for **Safe and Secure**



Our initiatives for
Safe and Secure

Asset Management Improvement Program (Ellipse)

Q3 2022
to Q3 2026

Lead Agency: Public Transport Authority

Purpose

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 system. This will reduce business risk and minimise the whole-of-life maintenance cost for PTA assets.

Deliverables

The key deliverables of the program are the implementation of standardised processes, improved data quality and upgraded functionality of PTA's Maintenance Management System Ellipse. These deliverables will allow decision-making with respect to asset maintenance to be better informed with more reliable performance data.

Our initiatives for
Safe and Secure

Building the WA Government's Cyber Security Capability

Q1 2022
to Q2 2025

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

Purpose

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.

Deliverables

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.

Our initiatives for
Safe and Secure

Critical Health ICT Systems

Q2 2023
to Q3 2024

Lead Agency: Department of Health

Purpose

The purpose of this project is to:

1. Urgently address significant LAN cyber-security risks related to the WA health ICT network infrastructure.
2. Urgently uplift the LAN network infrastructure to a contemporary and reliable state.
3. Comply with relevant LAN network cyber-security government policy and legislation.
4. Align LAN investment with government priorities and digital strategies and programs.

Deliverables

The deliverables for this project are as follows:

1. Procurement of standardised equipment across the network and associated support.
2. Design, implementation and management of network access control designed to prevent unauthorised access to the network.
3. Implementation of macro segmentation where appropriate across small sites for effective partitioning.
4. Development of a rule set and protocols for controlling the communications between segregated areas if the LAN.

Our initiatives for
Safe and Secure

Cyber Security Enhancements

Q4 2022
to Q2 2024

Lead Agency: Office of the Governor

Purpose

To ensure that the Governor's Establishment gains cyber security improvements that are in alignment with the WA Government Cyber Security Policy, ensuring cyber resilience that will safeguard ongoing operations at Government House and protect the reputation of the Governor's Establishment and the Governor.

Deliverables

1. Daily vulnerability scanning, reporting, and monitoring
2. Increased patching and vulnerability detection/management
3. Cyber Security Policy Development and Staff training

Our initiatives for
Safe and Secure

Cyber Security Implementation Plan

Q2 2021
to Q2 2026

Lead Agency: Water Corporation

Purpose

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.

Deliverables

This encompasses resourcing and upskilling of operational teams, the introduction of threat detection and management capability, as well as initiatives that will strengthen network security and endpoint detection and response capability.

Our initiatives for
Safe and Secure

Cyber Work Program

Q1 2023
to Q2 2027

Lead Agency: Department of Health

Purpose

The cyber work program sets a strategic direction to create a resilient WA Health ecosystem and implement fundamental cyber security practices to reduce cyber security risk. Its purpose is to establish the required capabilities across the WA Health system to deliver a safe, high quality, sustainable health system for all Western Australians.

The purpose of this project is to:

1. Move progressively toward maturity Level 1 in all Essential 8 controls
2. Develop a systemwide Cyber Security Strategy and Roadmap
3. Clearly define the Roles and Responsibilities
4. Establish a Target Operating Model for cyber security across WA Health
5. Comply with the WA Government Cyber Security Policy, through ongoing cyber uplift and risk mitigation activities

Deliverables

The deliverables for this project are as follows:

1. Achieve Maturity Level 1 for all Essential 8 controls for Health Support Services managed assets and systems through the Essential 8 Maturity Project (E8MP).
2. Change Management, Engagement and Communications in support of E8MP.
3. Develop a systemwide Cyber Security Strategy, Roadmap, Target Operating Model, and Define Roles and Responsibilities.
4. Cyber Business Case development for ongoing investment and support to uplift cyber security posture and practices.

Our initiatives for
Safe and Secure

Information Classification Policy

Q3 2020 to Q2 2025

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

Purpose

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.

Deliverables

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

By the end of 2023, an inter-agency working group and community of practice had been established and were being used to share with agencies' experience, with implementation of the Policy. The Policy and supporting guidance had also been updated, based on the agencies' experiences.

By the end of 2024, agencies will have completed several annual self-assessments of progress and identified requirements for ongoing monitoring and evaluation of implementation of the Policy.

Our initiatives for
Safe and Secure

Life Support and Outage Management – Improving our Energy Network Management System

Q4 2022
to Q3 2025

Lead Agency: Horizon Power

Purpose

1. Ensure the safety of customers with Life Support equipment during planned outages through an accurate understanding of which customers will be impacted by an outage and providing those customers with notification in accordance with our obligations under the Code of Conduct for the Supply of Electricity to Small Use Customers.
2. Improve the safety of employees working on the LV distribution network through a more accurate understanding of what components might be electrified. This is becoming more relevant with the increasing amount of DER (Distributed Energy Resources) where the back feed of electricity is possible.
3. Reduce the need for Horizon Power employees and contractors to make field visits to undertake visual checks of the network before planning fieldwork.
4. Improve capability for early detection and response to unplanned outages through improved visibility of what meters are without electricity and real-time network monitoring, reducing the time to resolve and reducing the reliance on customers to notify us when they have lost power.
5. Improve reliability and stability of our power systems through the transition to decarbonisation as Horizon Power and the State Government deliver on its energy transition ambitions.

Our initiatives for
Safe and Secure

Work Health and Safety Legislation Changes

Q2 2021
to Q2 2022
(Completed)

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

Purpose

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

Deliverables

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

Our initiatives for
Safe and Secure

Workforce Management Solution (WMS)

Q4 2022
to Q3 2027

Lead Agency: Department of Fire and Emergency Services

Purpose

The purpose of the WMS project is to:

1. Provide a safe and secure single solution to record the time and attendance of the DFES workforce and manage staffing and emergency response rosters.
2. Provide a platform to assist with workforce planning, scheduling, availability, and fatigue management.
3. Enable process efficiencies and improvements to data integrity and cybersecurity, and
4. Provide a foundational solution with the capability and capacity to expand to meet the needs of DFES' future workforce.

Deliverables

The deliverables for the WMS project are:

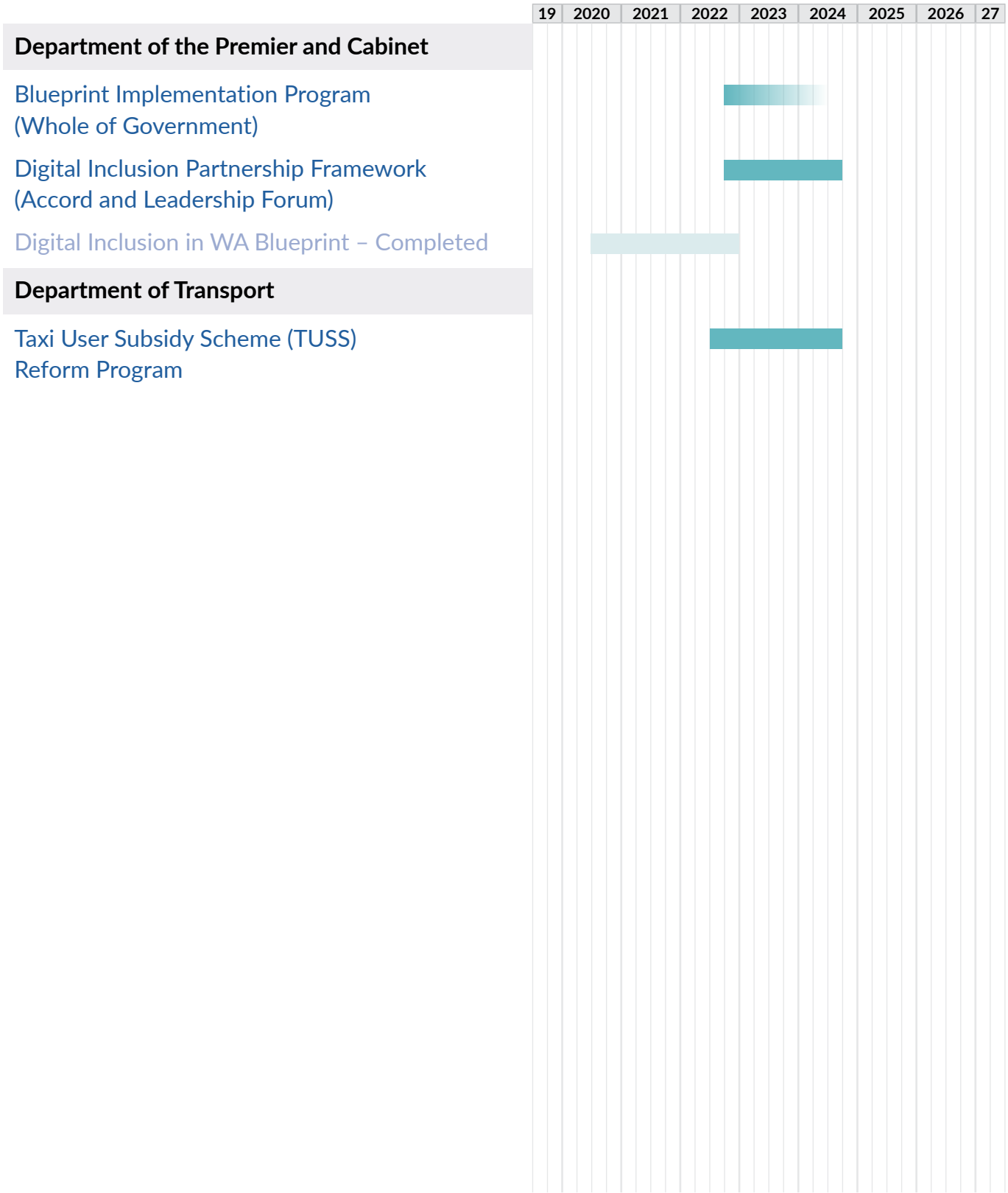
1. The procurement, implementation, and rollout of a contemporary, fit-for-purpose system.
2. Integration with existing DFES Human Resource and Learning Management Systems.
3. Creation of an end-to-end organisational change methodology inclusive of:
    - Contemporary training products to support all users.
    - End-user understanding of the significance of business area impact and the importance of data accuracy.
    - The documentation of system operating processes to facilitate systems management.
4. Provision of processes to ensure data cleansing and legacy system decommissioning.

Deliverables

The Life Support and Outage Management Project will progress two work streams with six sub-work packages to:

1. improve the visibility of the near-live state of the Low Voltage (LV) network, strengthening our outage management capability and enabling more accurate identification of impacted customers; and
2. integration between our retail and network management systems to streamline to improve our customer outage notification processes and engagement outcomes and ensure our compliance obligations continue to be met.

Our initiatives for **Digitally Inclusive**



Department of the Premier and Cabinet

Blueprint Implementation Program (Whole of Government)

Digital Inclusion Partnership Framework (Accord and Leadership Forum)

Digital Inclusion in WA Blueprint – Completed

Department of Transport

Taxi User Subsidy Scheme (TUSS) Reform Program

Our initiatives for
Digitally Inclusive

Blueprint Implementation Program (Whole of Government)

Q4 2022 to ongoing

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

Purpose

The Blueprint Implementation Program serves as a transparent tool in delivering the Digital Inclusion in WA Blueprint by showcasing the number of WA Government led initiatives that support a more digitally inclusive Western Australia. See information about the initiatives in the Blueprint Implementation Program via www.wa.gov.au/digital-inclusion.

Deliverables

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.

Our initiatives for
Digitally Inclusive

Digital Inclusion in WA Blueprint

Q3 2020
to Q4 2022
(Completed)

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

Purpose

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.

Deliverables

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.

Our initiatives for
Digitally Inclusive

Digital Inclusion Partnership Framework (Accord and Leadership Forum)

Q4 2022
to Q3 2024

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

Purpose

This initiative will deliver the Digital Inclusion Accord and Digital Inclusion Leadership Forum to lead and coordinate the Blueprint and Implementation Program. The Digital Inclusion Accord will gain commitment by all prospective digital inclusion partners to work in collaboration to the objectives and priorities of the Blueprint. The Digital Inclusion 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.

Deliverables

This initiative will deliver the Accord and Leadership Forum to lead and coordinate the realisation of the intentions in the Blueprint.

Our initiatives for
Digitally Inclusive

Taxi User Subsidy Scheme (TUSS) Reform Program

Q3 2022 to Q3 2024

Lead Agency: Department of Transport

Purpose

The purposes of the TUSS Digital Solution Project are to:

1. Enhance the TUSS participant experience and accessibility:
    - improve the accessibility and equity of TUSS;
    - enhance the ease of travel; and
    - provide participants with the flexibility to choose services that suit their needs.
2. Enhance service delivery and future-proof TUSS:
    - make it easier for drivers and on-demand booking services to meet their record-keeping requirements; and
    - ensure scheme parameters are contemporary and appropriate.
3. Improve safety, administration and resource efficiency:
    - make better use of journey data to support the safety of vulnerable participants;
    - improve DoT's administrative processes; and
    - optimise resources to better deliver TUSS and industry incentives.

Deliverables

The key deliverables of the project are:

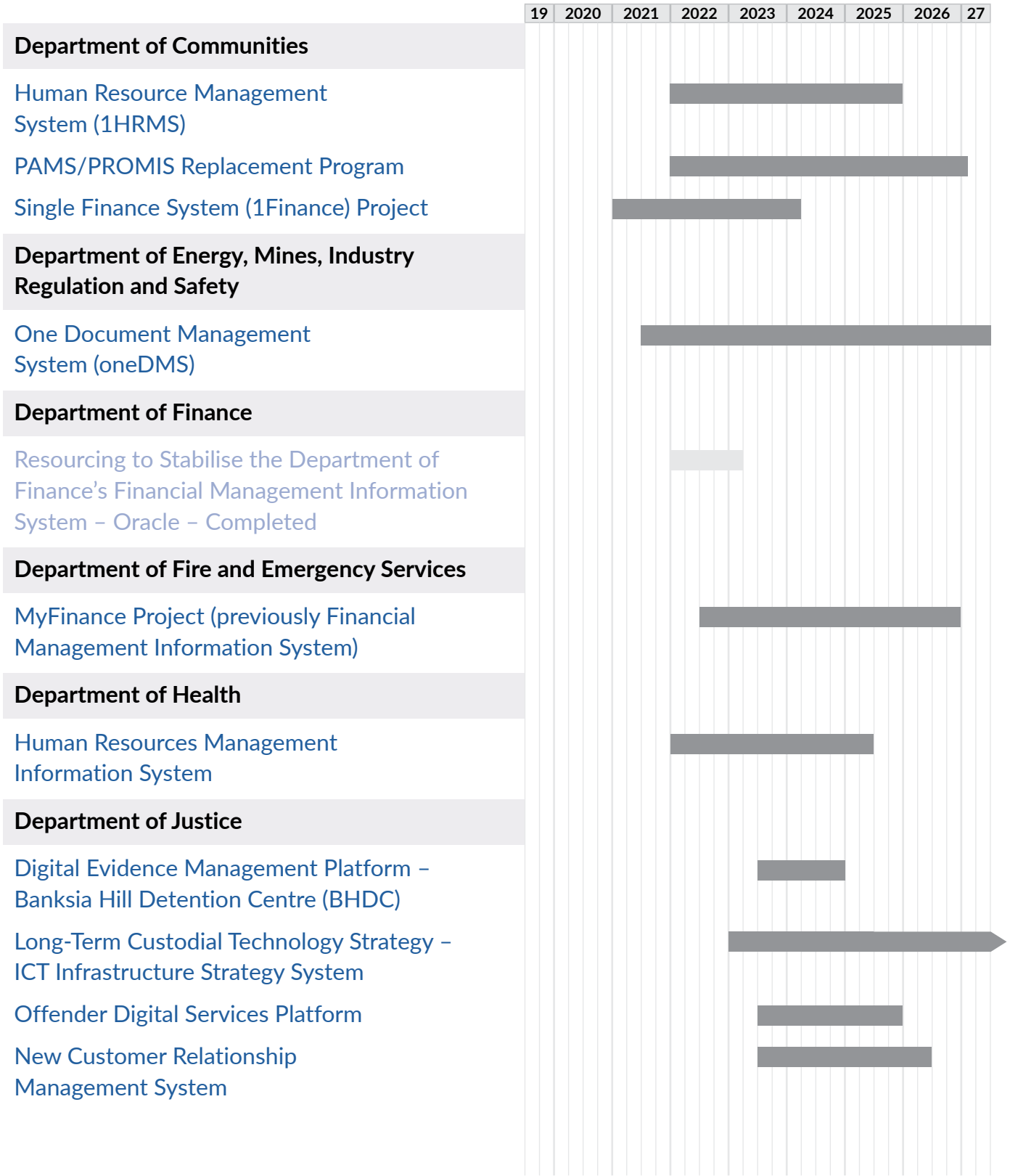
1. planning and delivery of a driver app and TUSS participant;
2. card solution to replace the paper TUSS vouchers;
3. modernisation of backend systems; and
4. digitisation of the TUSS application process and establishment of a TUSS participant portal.

Throughout 2022-23, DoT progressed work on a new back office module for creating and assessing TUSS applications. Agreement was made with the South Australian Government to use its source code for the mobile phone app that will replace the paper vouchers and the recording of trips and payment of subsidies to taxi drivers.

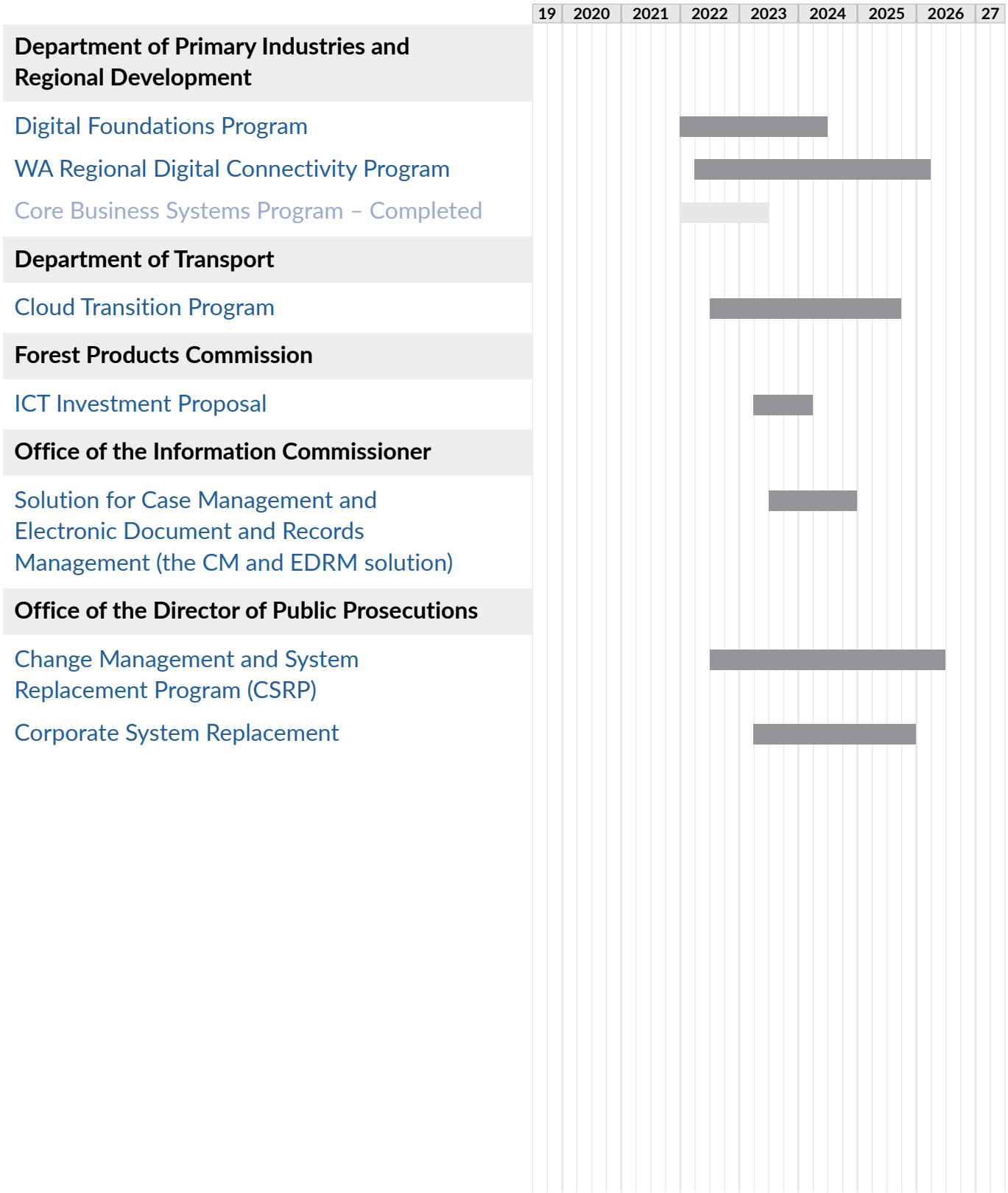
Throughout 2023-24, DoT expects to engage the services of a vendor and progress the development to customise the new mobile phone app and will be preparing to go live with the new system by the end of 2024.

Our initiatives for

Supporting Digital Foundations



Our initiatives for
Supporting Digital Foundations



Change Management and System Replacement Program (CSRP)

Q3 2022 to Q2 2026

Lead Agency: Office of the Director of Public Prosecutions

Purpose

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

1. identify and implement future state processes within the ODPP;
2. 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.

Deliverables

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

Cloud Transition Program

Q3 2022
to Q3 2025

Lead Agency: Department of Transport

Purpose

In 2022, the Department of Transport (DoT) launched the Cloud Transition Program with the primary goal of replacing the organisation's outdated core infrastructure and data centres. This initiative aims to ensure the adoption of modern, flexible and scalable technology solutions that can effectively meet the evolving needs of the WA community.

Deliverables

Comprising 13 individual projects, the program focuses on transitioning existing systems from an owner-operator model to a consumption-based platform service hosted either in a public or private cloud.

The ultimate objective is to transform DoT into a technologically advanced and responsive organisation, capable of engaging with the community according to their preferences, while ensuring the accessibility, safety and security of data and systems.

Our initiatives for

Supporting Digital Foundations

Core Business Systems Program

Q1 2022 to Q2 2023 (Completed)

Lead Agency: Department of Primary Industries and Regional Development

Purpose

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.

Deliverables

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.

1. Consolidation of three Finance Systems to one contemporary Finance System – Completed
2. Consolidation of three Human Resource Management Systems to contemporary Human Resource Management System – Completed
3. Consolidation of three Electronic Document Management Systems to 1 Electronic Document Management System – Completed.

Our initiatives for
Supporting Digital Foundations

Corporate System Replacement

Q2 2023
to Q4 2025

Lead Agency: Office of the Director of Public Prosecutions

Purpose

To enable and consolidate a positive corporate culture; provide business stakeholders with tools to support decision-making and reporting; and reduce risk to systems and information through improved cyber security.

Deliverables

1. To procure a modern and functional Enterprise Resource Planning solution or Financial Management and Human Resource Management Information Systems. To deliver accurate, timely reporting and automation of budget, payroll, procurement, and workforce management processes.
2. To procure a Learning Management System to support the delivery of a wide range of programs for staff skills development, wellbeing and compliance with core training and professional development obligations.
3. To improve end-user experience and business continuity for internal and external stakeholders, and greater cyber security resilience through the adoption of contemporary, sustainable, and secure technologies.

Digital Evidence Management Platform – Banksia Hill Detention Centre (BHDC)

Q3 2023 to Q4 2024

Lead Agency: Department of Justice

Purpose

In 2022, the Long-Term Custodial Technology Strategy (LTCTS) was adopted by the Department and incorporated three primary initiatives namely the ICT Prison Infrastructure Uplift, Digital Evidence Management Platform (DEMP) and Offender Digital Services Platform (ODSP).

The Digital Evidence Management, Body Worn Camera initiative aims to provide front-line prison officers with body-worn cameras and a digital evidence management solution enhancing the Department's ability to stream, capture, share, and utilise digital evidence securely and effectively.

The Department has received initial funding to implement the DEMP and issue body-worn cameras to front-line officers at Banksia Hill Detention Centre (BHDC).

Deliverables

The key deliverables are:

1. Implement a software-as-a-service (SaaS) secure DEMP as the single source of truth for digital evidence.
2. Provide body-worn cameras to front-line officers.
3. Redesign operating procedures and processes to leverage the new digital self-service capabilities, eliminate bottlenecks and create evidence capture, review and release efficiencies; and
4. Retrain custodial officers equipping them with the skills required to be successful in operating the new technologies.

Our initiatives for

Supporting Digital Foundations

Digital Foundations Program

Q1 2022 to Q2 2024

Lead Agency: Department of Primary Industries and Regional Development

Purpose

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 cybersecurity resilience, capability and maturity.

Deliverables

1. The program will deliver and enable secure and contemporary connectivity 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
2. Cloud Foundations – establishment of DPIRD Cloud environment in preparation to modernise Application platforms – Completed
3. Managed Network Services – Telephone and Network migration from multiple providers to GovNext Services – Completed.
4. Right Size and Rationalise – Assess, consolidate, and rationalise Agency applications – Completed. Transitioning remaining applications to a cloud environment – Completed. Modernise required applications – In progress.
5. Mobility – Provision of mobile infrastructure and supporting mobility services for use by DPIRD staff throughout the WA State – on track to complete May 2024.

Human Resources Management Information System (HRMIS)

Q1 2022 to Q2 2025

Lead Agency: Department of Health

Purpose

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.

Deliverables

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.

Human Resource Management System (1HRMS)

Q1 2022 to Q4 2025

Lead Agency: Department of Communities

Purpose

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.

Deliverables

The key deliverables for the project are as follows:

1. Procure a modern HRMS solution that supports Communities' payroll and associated services for approximately 6,700 employees.
2. Implement required Human Resources, Payroll, and Roster Time and 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.

ICT Investment Proposal

Q2 2023
to Q1 2024

Lead Agency: Forest Products Commission

Purpose

The Forest Products Commission (FPC) is a commercial Government Trading Entity that primarily works in the softwood forestry sector across the diverse environment of Western Australia. The FPC is currently transitioning its business to align with the State Government's changes in forest policy and adapting to the challenges of climate change.

In response to critical challenges associated with its ageing software systems and to leverage new and emerging technologies, the FPC has embarked on a strategic initiative to modernise its software infrastructure.

As part of its 2022-2027 Systems and Technology Strategic Roadmap, TechnologyOne, the FPC's core Enterprise Resource Planning (ERP) solution, is being migrated to a cloud-hosted environment. The initial migration is a transitional state designed to remove the risk of having an unsupported on-premises application providing critical business functions such as finance, contract management, and procurement. The project is well advanced and is currently scheduled for completion in February 2024.

Deliverables

The investment proposal has also enabled the development of a business case to seek funding to replace the FPC's Contracts Management and Deliveries & Billing systems. The replacement of these systems, which have reached the end of their support life, fundamentally underpins the FPC's 2022-2027 Systems and Technology Strategic Roadmap and forms the basis of all future system developments.

Long-Term Custodial Technology Strategy – ICT Infrastructure Strategy

Q1 2023 to Q2 2028

Lead Agency: Department of Justice

Purpose

The Department implemented the Long-Term Custodial Technology Strategy (LTCTS) aiming to create a strategy to modernise prison Information and Communications Technology (ICT) and enable digital transformation in prison operations over the next 10 years. The LTCTS Project is overseen by an internal Project Steering Committee chaired by the Corrective Services Commissioner.

In 2022, the LTCTS was adopted by the Department and incorporated three primary initiatives namely the:

1. ICT Infrastructure Strategy;
2. Digital Evidence Management Platform (DEMP); and
3. Offender Digital Services Platform (ODSP).

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

Deliverables

The ICT Prison Infrastructure Uplift initiative will uplift ICT infrastructure across the Custodial estate to enable enhanced digital service provision and the wider LTCTS implementation.

1. Stage one has commenced and involves the assessment and remediation of prison ICT infrastructure across all sites.
2. Stage two focuses on upgrading uninterrupted power and communications rooms for two sites, Casuarina and Hakea Prison, including the implementation of wireless data network capability to support the future Offender Digital Services platform.
3. Stage three relies on the findings of Stage One and will be the subject of a further business case to remediate the remaining prison estate.

Our initiatives for

Supporting Digital Foundations

MyFinance Project (previously Financial Management Information System)

Q3 2022 to Q4 2026

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

Purpose

The purpose of the project is to implement a fit-for-purpose financial management system that will:

1. Address substantial functionality gaps in the existing financial management systems.
2. Support the Department of Fire and Emergency Services' financial compliance and reporting obligations.
3. Address business continuity risks associated with the existing systems.
4. Drive improved service delivery efficiency.
5. Align the financial management system with DFES ICT Architecture Principles and the Digital Strategy for Western Australia 2021-2025.

Deliverables

The deliverables for this project are as follows:

1. Implementation of an integrated enterprise financial management system.
2. DFES finance function transformation and business process re-design.
3. Training programs and materials.
4. Decommissioning of legacy systems.
5. Change Management.

New Customer Relationship Management System

Q3 2023 to Q2 2026

Lead Agency: Department of Justice (Office of the Public Advocate)

Purpose

The Office of the Public Advocate is implementing a new Customer Relationship Management (CRM) system which will become OPA's underlying operational system. The system will be implemented over a 24-month timeline to support the scale of operations needed to cater for the growth in demand for OPA's services into the future. The recommended solution will incorporate comprehensive implementation support to balance the urgent need to address existing problems as quickly as possible, alongside the need to limit disruption to staff and ensure the continued uninterrupted delivery of services to people whom OPA supports. Those who require the services of the Public Advocate represent some of the most vulnerable people in our community.

Deliverables

The key deliverables are:

1. Implement a configured CRM solution that can meet all functional and non-functional requirements as identified by OPA.
2. Undertake a comprehensive implementation process, including business process renewal and organisational change management.
3. A 'feasibility study' to further improve coordination of service provision among OPA and other agencies (such as SAT, PTO and the NDIA).

Offender Digital Services Platform

Q3 2023 to Q4 2025

Lead Agency: Department of Justice

Purpose

In 2022, the Long-Term Custodial Technology Strategy (LTCTS) was adopted by the Department and incorporated three primary initiatives namely the ICT Prison Infrastructure Uplift, Digital Evidence Management Platform (DEMP) and Offender Digital Services Platform (ODSP).

The Offender Digital Services Platform (ODSP) project supports the urgent requirement to replace the end-of-life Prisoner Telephone System (PTS) before the current and final contract expires in March 2025. The project aim is to implement a contemporary, versatile, and expandable Offender Digital Service Platform, to replace the current Prisoner Telephone System (PTS). This platform will support the future expansion of prisoner-facing services, including education, training, self-paced learning, rehabilitation programs, self-service canteen ordering, and telehealth.

Initial funding has been provided to commence the procurement activities with a FY2024/25 Budget Submission to secure final funding from the WA Government to implement the replacement solution.

Deliverables

The project is divided into three stages, The key deliverables are:

1. Implementing the ODSP statewide to replace the end-of-life PTS platform, incorporating upgraded PTS handsets, enabling enhanced voice calls, account balance checks, and real-time access to recorded calls.
2. Release of foundation services through the implementation of a two-year pilot initiative with secure handheld devices being provided to offenders in several custodial facilities enabling in and out-of-cell voice telephony services, family connection, and entertainment options supported by enhanced secure management, administrative and support capabilities.

3. Expansion of the pilot initiative to incorporate the evaluation of rehabilitation and reintegration services including criminogenic and personal development programs, telehealth consultations, education access, digital library, and cultural content to support offender rehabilitation and reintegration efforts.

The rollout across the wider prison estate of the ODSP foundation services and the rehabilitation and reintegration services will be the subject of a further business case to the Government following the completion of the two-year pilot.

One Document Management System (oneDMS)

Q3 2021 to Q2 2027

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

Purpose

The oneDMS program will see business information captured and securely stored in one enterprise-wide electronic document and records management system, ensuring the Department of Energy, Mines, Industry Regulation and Safety (DEMIRS) can continue to provide reliable and high-quality services to the WA community and other WA Government agencies.

Deliverables

This program will be delivered in two stages. Stage 1 – implementation of a unified EDRMS (oneDMS) across DEMIRS on new infrastructure, maximising its investment in existing Objective licensing and infrastructure, was completed on 30 September 2023. Stage 2 – conducting a procurement activity (ranging from developing requirements, system selection and implementation) in order to ensure the acquisition of the most cost-effective and fit-for-purpose DEMIRS platform for use in the future will commence in October 2024.

Our initiatives for

Supporting Digital Foundations

PAMS/PROMIS Replacement Program

Q1 2022 to Q1 2027

Lead Agency: Department of Communities

Purpose

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.

Deliverables

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.

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

Q1 2022 to Q1 2023 (Completed)

Lead Agency: Department of Finance

Purpose

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.

Deliverables

This project has completed all the scope and deliverables. This included an upgrade of Finance's current FMIS, Oracle E-Business Suite, to a current, supported version along with establishing stable and secure infrastructure. This has led to cost savings and increased productivity and ensured WA Government entity users can continue to pay suppliers on time and access required financial reports.

Our initiatives for

Supporting Digital Foundations

Single Finance System (1Finance) Project

Q1 2022 to Q1 2024

Lead Agency: Department of Communities

Purpose

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.

Deliverables

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.

Solution for Case Management and Electronic Document and Records Management (the CM and EDRM solution)

Q3 2023 to Q4 2024

Lead Agency: Office of the Information Commissioner

Purpose

The CM and EDRM solution will deliver an integrated solution for Case Management and Electronic Document and Records Management that will:

1. support the efficient and effective functioning of the OIC External Review process, and
2. deliver an efficient and effective documents and record management system.

It will replace outdated records management processes and an existing ageing and outdated case management system. It will assist the OIC in enhancing its digital and cybersecurity maturity.

Deliverables

The key deliverables of the project are:

1. Procurement of a project team to map and analyse the OIC's current business practices.
2. Use of the mapping and analysis to procure a cost effective and secure CM and EDRM solution.
3. Streamlined processes and improved accessibility to External Review services both within the agency and for the public. This will include:
    - Streamlined OIC external review processes with clear and efficient workflows, which will improve timeliness for dealing with external reviews.
    - An online application form and portal for applicants and agencies to review their external review matters.
    - Extensive and straightforward reporting on external review matters.
    - A mechanism for review of individual workload and management of workflow.

Our initiatives for
Supporting Digital Foundations

WA Regional Digital Connectivity Program

Q2 2022
to Q1 2026

Lead Agency: Department of Primary Industries and Regional Development

Purpose

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.

Deliverables

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.