



Australian Government

Department of Finance and Administration

Australian Government Information Management Office



April 2006

**Delivering Australian
Government Services**
Access and Distribution Strategy



Australian Government

Department of Finance and Administration

Australian Government Information Management Office

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Delivering Australian Government Services

Access and Distribution Strategy

A high level strategy for the delivery of
integrated, multi-channel services across
the Australian Government

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Department of Finance and Administration

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'We live in an increasingly complex and interdependent environment and there is no doubt that, in recent years, issues have more consistently reached across traditional portfolio boundaries. This trend will continue. Whole of government approaches, collectively owned by several Ministers, will increasingly become a common response.'

The Hon. John Howard, MP, Prime Minister of Australia, 19 June 2001

'For a separated parent with a newborn baby, the process for gaining access to available entitlements can be quite arduous. Navigating the programs of Parenting Payment, Child Support Agency Registration, Family Tax Benefit, Maternity Allowance, Immunisation Allowance ... '

Australians Working Together

'To start a hairdressing business may require contact with up to 27 government agencies to negotiate registrations, permits and fulfil regulatory obligations.'

Department of Industry, Tourism and Resources

Foreword

Accessing government services and information should be as easy as possible. It shouldn't be time consuming, complicated or require a comprehensive understanding of different responsibilities of departments, agencies or jurisdictions. Research has shown that this is not what citizens expect from government. Integrated, seamlessly delivered services are the order of the day.

To meet public expectations, government agencies can no longer behave as autonomous entities. Responding effectively to citizens' needs and public policy issues requires agencies to collaborate.

The *Access and Distribution Strategy* provides Australian Government agencies with a road map to working together to improve service delivery. In recognition that agencies face unique service delivery challenges, the Strategy provides strategic direction and conceptual frameworks to assist agencies to map against the E-Government Strategy for the Australian Government.

The Department of Finance and Administration, through the Australian Government Information Management Office, has been working closely with other agencies to develop and test tools that improve agencies' ability to work together, such as the whole-of-government Service Delivery Principles and the Australian Government Interoperability Framework.

Released with this Strategy are two supporting resources: *Managing Multiple Channels* (a guide for the strategic assessment and development of service delivery channels) and the *Service Delivery Capability Model* (a guide for mapping an agency's capability to deliver multi-agency, multi-channel and citizen-centric services). Implementation of the Strategy will also be supported through the development and delivery of training programs.

This is the era of government agencies working together and sharing responsibility for improving service delivery. The *Access and Distribution Strategy* provides a solid platform for government to engage with other service providers – community and business groups – to continue to improve its ability to effectively deliver on citizens needs.

I commend the *Access and Distribution Strategy* to all government agencies as essential reading to equip them to more effectively meet the service delivery expectations of Australians.

The Hon Gary Nairn MP
Special Minister of State

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Executive Summary

The *Access and Distribution Strategy* describes the whole of government service delivery vision and provides the conceptual and practical tools to enable integrated multi-channel service delivery. While the strategy promotes whole of government transformation, it also advocates that agencies assess and improve their current capability to deliver services. The enablers promoted by the strategy have been developed to facilitate a move from 'agency-centricity' to 'customer-centricity'.

The strategy is supported by resources and tools that describe in more detail the processes for putting the strategy into practice. Released with this document are two of those resources: *Managing Multiple Channels* (a guide for the strategic assessment and development of service delivery channels) and the *Service Delivery Capability Model* (a guide for mapping an agency's capability to deliver multi-agency, multi-channel and customer-centric services).

INTRODUCTION

The image features a minimalist design on a white background. A solid red horizontal bar spans the width of the page, positioned below the word 'INTRODUCTION'. A solid black vertical bar is located on the left side of the page, extending from the bottom edge up to the level of the red bar. The word 'INTRODUCTION' is written in a bold, grey, sans-serif font in the upper right quadrant of the page.

Introduction

Australian citizens expect government information and services to be delivered seamlessly and through multiple channels. Citizens are not concerned about which agencies or levels of government deliver the services they require; they increasingly expect coordinated responses that they can access in any way they choose.

There are three stages of evolution towards a networked or integrated service delivery:

Stage 1 – represents silo-based approaches, where customers, information, access, distribution and governance models are owned and controlled by a single agency. Service improvements or collaborations generally arise opportunistically through agency initiatives.

Stage 2 – is evidenced by ad hoc collaboration between agencies and some sharing of infrastructure. Although information and capability is still agency-based, variable governance arrangements and inconsistent customer experience exist.

Stage 3 – reflects a service delivery network and a whole of government service delivery environment based on the premise of 'standardise' not 'centralise'. Culture change, involving innovative planning and a collaborative approach to the stewardship of information, infrastructure and business processes, leads to seamless multi-channel, multi-agency customer-centric (networked) service delivery.

Agencies are currently at differing levels of service delivery evolution.

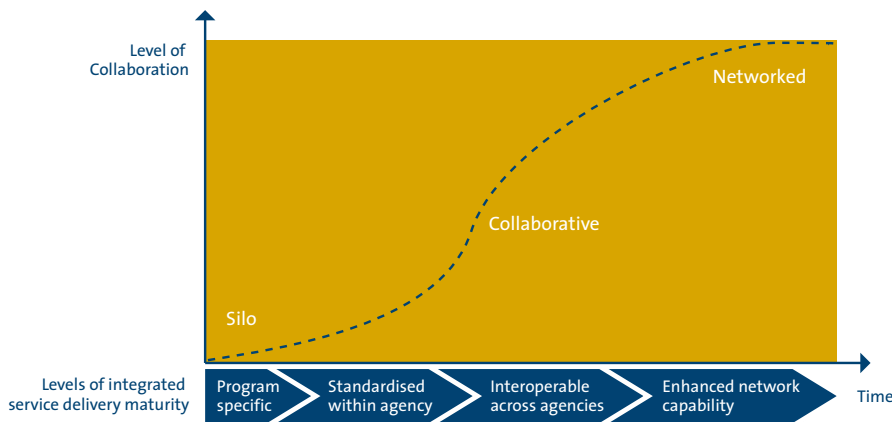


Figure 1: The three stages of service delivery for the Australian Government

Meeting public expectation challenges agencies to consider the array of possibilities for interconnections both within and between agencies. To realise these possibilities, agencies need to rethink traditional service delivery approaches, organisational structures and existing business process and information management practices.

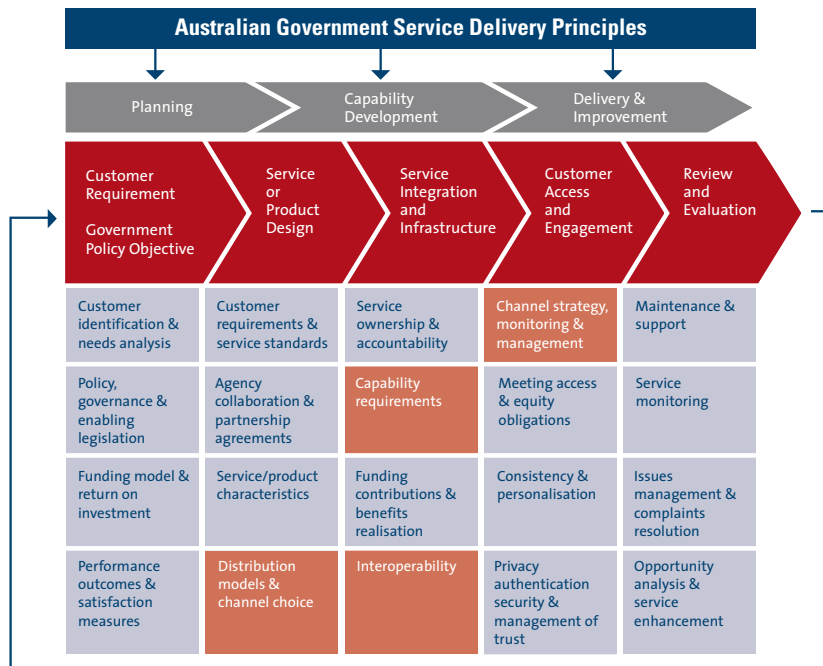
The aim of the Access and Distribution Strategy ('The Strategy')

The Strategy promotes multi-agency, multi-channel 'networked' service delivery, where appropriate. The Strategy focuses on strategic thinking and systematic investment in building whole of government networked capability.

Australian Government services will progressively be delivered seamlessly and efficiently to meet the needs and preferences of Australian citizens, within the defined policy objectives of government.

What does The Strategy include?

The Strategy provides an Australian Government Service Delivery Framework, which offers a high-level roadmap for service reform and integration initiatives.



Australian Government Service Delivery Framework

The Strategy addresses key areas of the Framework in more detail, and references to tools and resources, developed in partnership with other agencies, to fast-track transition to the service delivery environment promoted in the Strategy. These areas are shaded in the Framework and include:

- The Australian Government Service Delivery Principles – a set of standards for the design, development, deployment and evaluation of government service delivery
- Distribution and access models – a conceptual overview of models for planning and delivering government services utilising community and business delivery mechanisms where appropriate
- The Service Delivery Capability Model – a guide (released with this Strategy) for mapping an agency's capability to deliver multi-agency, multi-channel and customer-centric services
- The Australian Government Interoperability Framework – consisting of chapters on business process, information and technical interoperability, and highlighting the standards and protocols for greater connectivity across these domains.
- Managing Multiple Channels – a guide (released with this Strategy) for the strategic assessment and development of service delivery channels (web, shop-front, telephone etc.).

The final section of the Strategy is a listing of other tools, case studies and frameworks that support service delivery.

Introduction

What will success look like?

For customers

- Increasing number and diversity of multi-channel, multi-agency services
- Reduced complexity in navigating service pathways
- Increasing satisfaction with the service continuum

For agencies

- Increasingly sophisticated methods and tools to promote multi-agency, multi-channel service delivery
- Identified critical success factors as a result of evaluation of projects promoting innovative business models and multi-channel service delivery
- Demonstrated return on investment from increased collaboration and reduction in end-to-end service delivery costs
- Recognised requirements and resources to address key barriers and legislative/policy gaps relating to multi-channel service delivery

For government

- Policy proposals designed and developed with a whole of government multi-agency, multi-channel focus
- Increased investment in interoperable, rather than agency-specific, approaches and programs
- Recognised relevant achievements, work in progress and opportunities to promote innovative delivery of government services across the Australian Government
- Iterative strategy development

AUSTRALIAN GOVERNMENT SERVICE DELIVERY FRAMEWORK



Australian Government Service Delivery Framework

Australian Government Service Delivery Framework

The Australian Government Service Delivery Framework (AGSDF) provides a whole of government roadmap to assist agencies to recognise and exploit the opportunities available for innovative and collaborative service delivery.

Collaboration between government agencies relies on individual agencies recognising the value that can be realised from working with other agencies to fulfil a customer need or whole of government requirement. Seamless service delivery requires agencies to engage in joint planning and creative solution-building and is based on mutual benefit to customers, to agencies and to government as a whole.

The AGSDF promotes three distinct phases in service delivery:

- **planning**, which includes assessment of customer and government needs and requirements, potential business models, enablers and outcome measures, access and distribution options, and funding and governance arrangements
- **capability development**, which includes an assessment of existing and required infrastructure, facilities, personnel, processes and systems
- **delivery and review**, which includes channel management, service standards, monitoring and review of outcome measures.

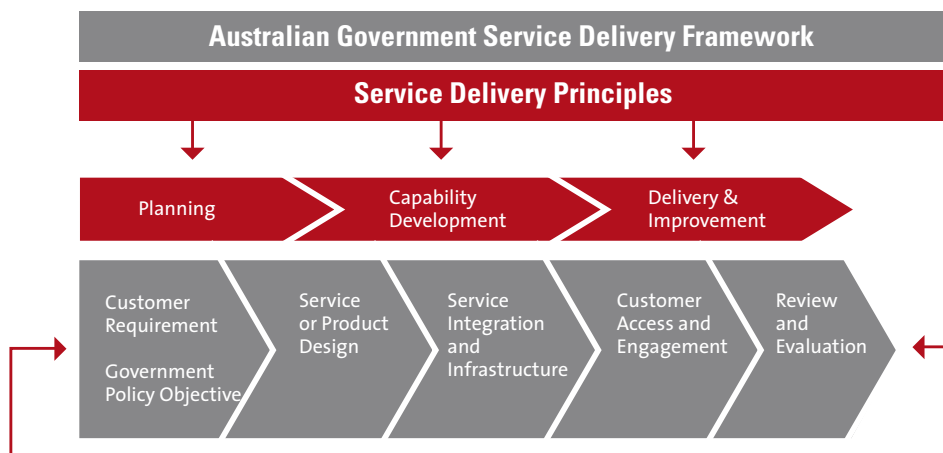


Figure 2: Australian Government Service Delivery Framework

Australian Government Service Delivery Framework

The three phases of service delivery are depicted in more detail in Figure 3 below.

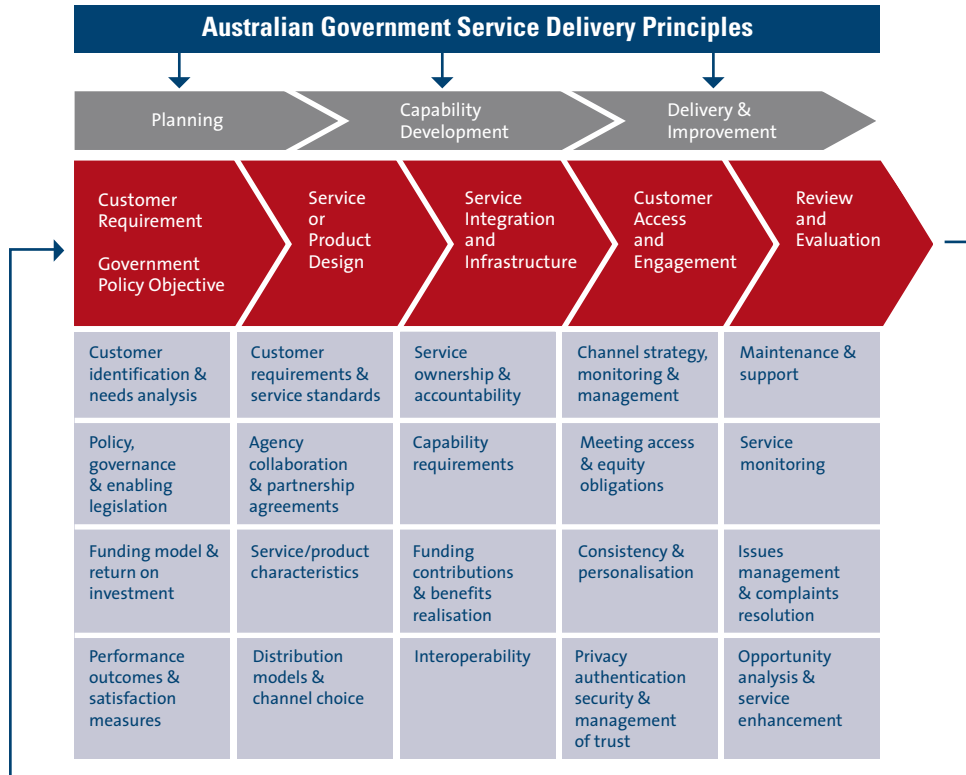


Figure 3: Australian Government Service Delivery Framework, detailed view

The Australian Government vision for multi-channel, multi-agency service delivery does not challenge existing agency operations. Clearly, agencies have existing approaches to understanding and managing their specific customer requirements, business drivers, costs and desired outcomes. The AGSDF, outlined diagrammatically above, is not intended to replace these, but rather to promote a strategic approach that enables agencies to capitalise on the capabilities of other agencies and ensure their own readiness to collaborate with other agencies to deliver services.

AUSTRALIAN GOVERNMENT SERVICE DELIVERY PRINCIPLES



Australian Government Service Delivery Principles

Australian Government Service Delivery Principles

The adoption of whole of government service delivery principles will engender a consistent approach to planning and managing service delivery mechanisms. Policy developers, implementation planners and those charged with implementing policy decisions are encouraged to keep the principles foremost in their work.

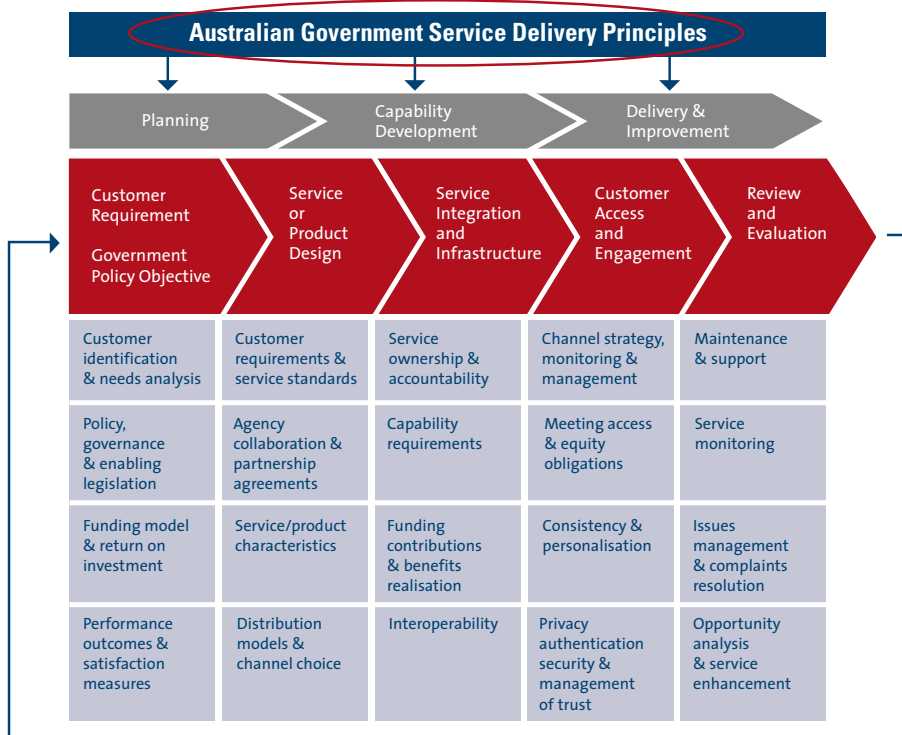


Figure 4: The principles highlighted in the Service Delivery Framework

Commitment and trust

The Australian Government is committed to delivering excellence in customer service. This includes fostering trusted relationships both within and between agencies, and with customers. The Government will respect customer privacy and confidentiality in accordance with the law.

Customer-centric

A detailed understanding of customer needs and expectations should drive service delivery strategies. Agencies should endeavour to build an engaging and trusted relationship with each customer. Integrity should be maintained both within each channel and between channels, enabling the integration of service delivery to ensure a consistent experience for the customer.

Australian Government Service Delivery Principles

Access, equity and choice

Government services should be readily available to all customers. Agencies should maximise technology and offer choice wherever possible. Importantly, customers should not need to understand how the Australian Government is structured to receive services. Content should be technology neutral and void of government speak and acronyms.

Engagement

Customers should be encouraged to engage with the Australian Government. Feedback and consultation mechanisms can help maximise the usefulness of service provision and strengthen customer participation.

Integration

Service delivery realities, together with customer needs and preferences, are key influences that should direct policy and program design. Consideration of these influences can ensure that policy and program design is aligned to customer needs.

Collaboration

Government agencies should work collaboratively to ensure effective and efficient customer service delivery. Agency collaboration can enable better process alignment, maximise implementation efficiency, reduce duplication and promote the sharing of knowledge and infrastructure.

Partnership

Government agencies should investigate forming partnerships or alliances with other agencies, other tiers of government, non-government organisations and/or private sector organisations to gain and share skills, information and technology. Where necessary, accountability, governance and financial frameworks within agencies should be realigned or developed to support the establishment of partnerships.

Value creation

Service delivery strategies should be developed to mutually enhance customer value and best utilise the service delivery capability of different agencies. Agencies should explore opportunities to improve the customer's experience in interacting with the Australian Government. Value creation is dependent on understanding service delivery costs and improving internal processes to ensure sustained benefits to both the government and customers.

Adaptability

Service delivery strategies should be designed to be easily adapted to meet changing customer and agency needs and the emergence of new technologies. This flexibility will enable the Australian Government to be proactive in tailoring the delivery of services to meet the needs of its dynamic customer base.

Individual agencies are encouraged to develop more detailed service delivery principles for their own service delivery strategies, based on the Australian Government principles outlined above.

DISTRIBUTION & ACCESS MODELS



Distribution and Access Models

Distribution and access models

Designing innovative multi-agency, multi-channel service delivery requires an assessment of the most appropriate business models. Some models improve the ability of agencies to rationalise and target service delivery according to customer preferences.

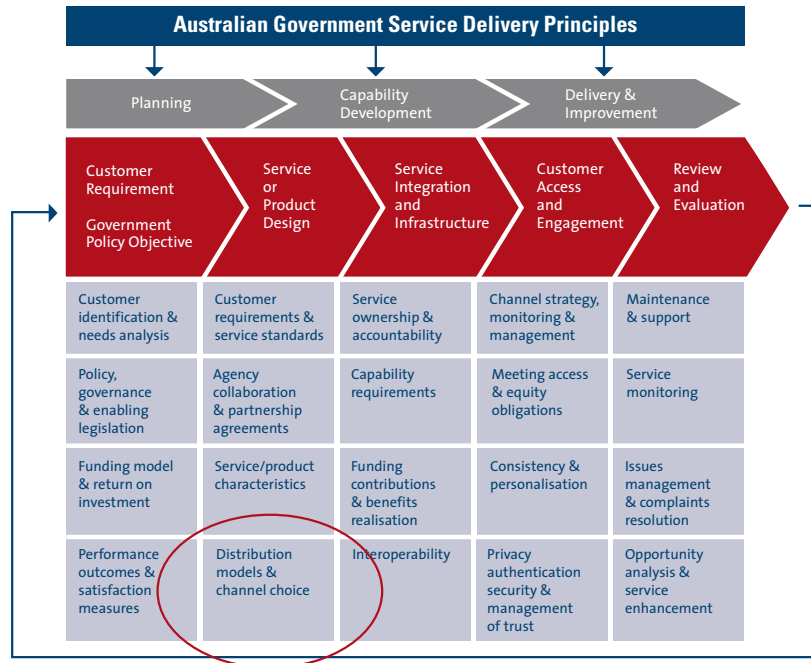


Figure 5: Distribution models highlighted in the Service Delivery Framework

The distribution and access models utilise three basic concepts to analyse service delivery options:

- The concept of *origination* identifies how the service is to be delivered, based on government policy requirements. Ownership of the service typically resides with the agency that has primary responsibility for the policy.
- The concept of *infrastructure development and packaging* identifies the infrastructure requirements and ensures the appropriate packaging of the service for delivery to the customer. Analysis of infrastructure development and packaging ensures that the right assets/support – such as people, technology, business processes, contracts/relationships, funding and intellectual property – are in place to ensure that sufficient capacity is acquired and developed. A framework for assessing capabilities is covered by the Australian Government Service Delivery Capability Model. Packaging of services may require effective partnering and collaboration arrangements to be established.
- The concept of *delivery* identifies where customers access the service via a channel and where the engagement with government occurs. Access may happen through a variety of ‘touch points’ or access channels. (See Figure 6.)

Access Channel types	Channel Attributes
<p>'On-line' Web sites, portals, virtual communities, e-mail</p>	<p>Speed, 24x7, self service, convenience, reach, cost efficiency, record keeping</p>
<p>'On-site' Shop-fronts, trade shows, face-to-face appointments</p>	<p>Security, high touch, habit, identification</p>
<p>'On-paper' Letters, brochures, books, fax</p>	<p>Convenience, record keeping, reach, tradition, to your home</p>
<p>'On-call' Call centres, IVR, voice recognition</p>	<p>Convenience, two-way communication, reliability, cost, speed, self service, habit</p>
<p>'On-air' Radio, TV</p>	<p>Speed, 24x7, reach</p>
<p>'On the go' Mobile phones, personal digital assistants (PDA), pod's</p>	<p>Immediacy, portability</p>

Figure 6: Access channels or 'touch points'

Distribution and Access Models

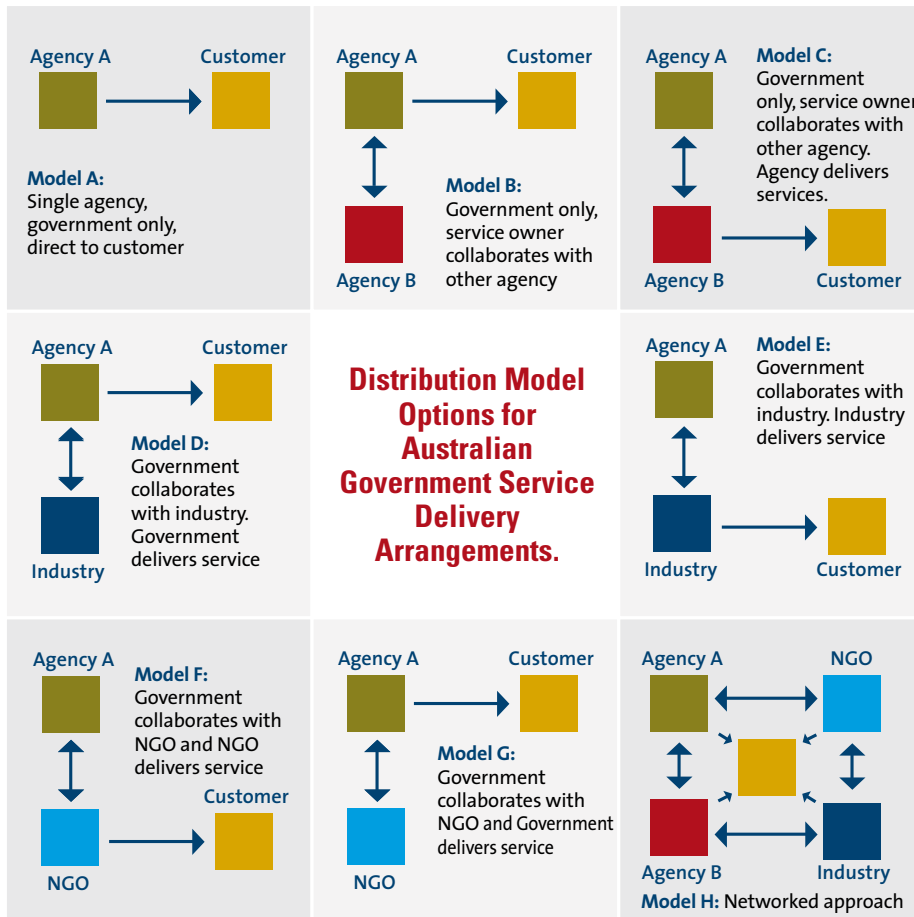


Figure 7: Distribution model options for Australian Government delivery arrangements

Figure 7 shows the key attributes of a range of distribution model options. The distribution models range from single agency service delivery direct to the customer, through to networked service delivery.

Some of the models operate completely in the domain of government (whether single or multi-agency), while others require a collaborative approach with industry or the Non-Government Organisation (NGO) underpinned by formal business arrangements.

In some of the less traditional models, agencies take on a number of roles. In these models, there is a broader emphasis on the management of relationships rather than on maintaining a focus on specific transactions as single events.

In a networked service delivery environment, the aim is for each agency to consider a range of options for service delivery against both policy objectives and the agency's service delivery requirements. Agencies need to determine whether a single agency model, networked model or a combination of models best meets their needs and risk considerations.

**AUSTRALIAN GOVERNMENT
SERVICE DELIVERY
CAPABILITY MODEL**



Australian Government Service Delivery Capability Model

Australian Government Service Delivery Capability Model

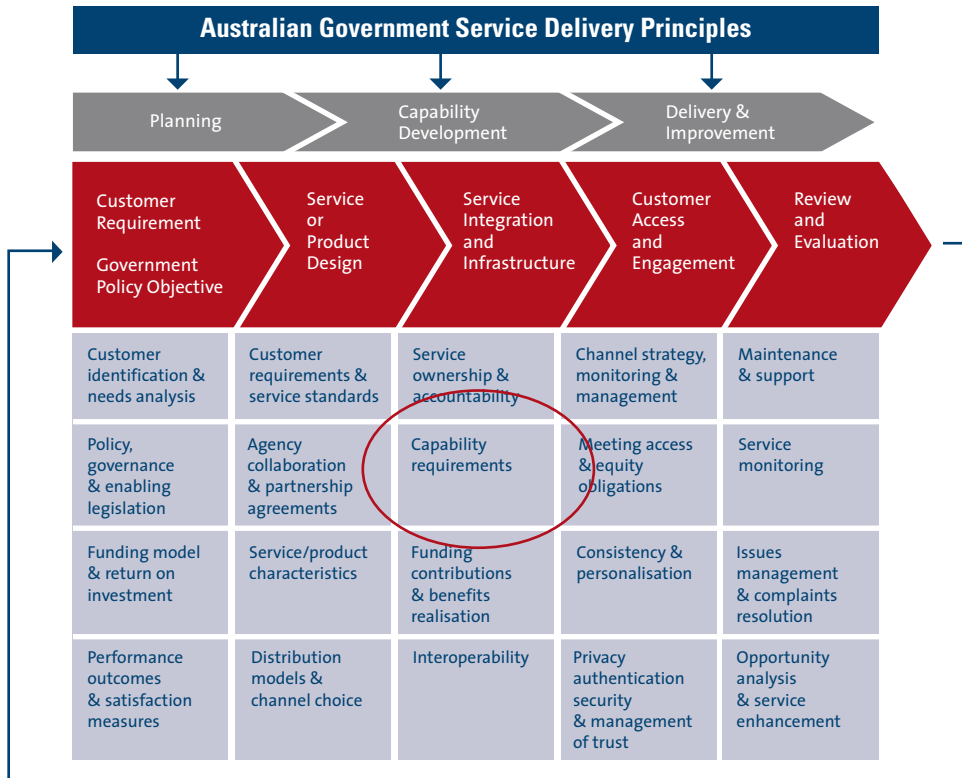


Figure 8: 'Capability' highlighted in the Service Delivery Framework

'Capability' is defined as: 'the sum of all things that enable an organisation to deliver services'.

The guide, *Service Delivery Capability Model* (released with this strategy), will help agencies map their capability to deliver multi-agency, multi-channel and customer-centric services.

The Australian Government's Service Delivery Capability Model includes all of the organisational elements that must be taken into account in planning and designing government services:

- people
- business processes
- facilities and equipment
- information and communication technologies
- knowledge
- accountability and governance.

Australian Government Service Delivery Capability Model

The Capability Model provides a common framework within which policy developers and implementation planners from across agencies can identify and describe the key elements required in order to deliver services. The model provides a comprehensive way of ensuring that all elements that comprise capability are considered.

In addition, the Capability Model enables agencies to describe their service delivery capability in the same way. This facilitates communication and collaboration, and agency readiness to participate in multi-agency service delivery.

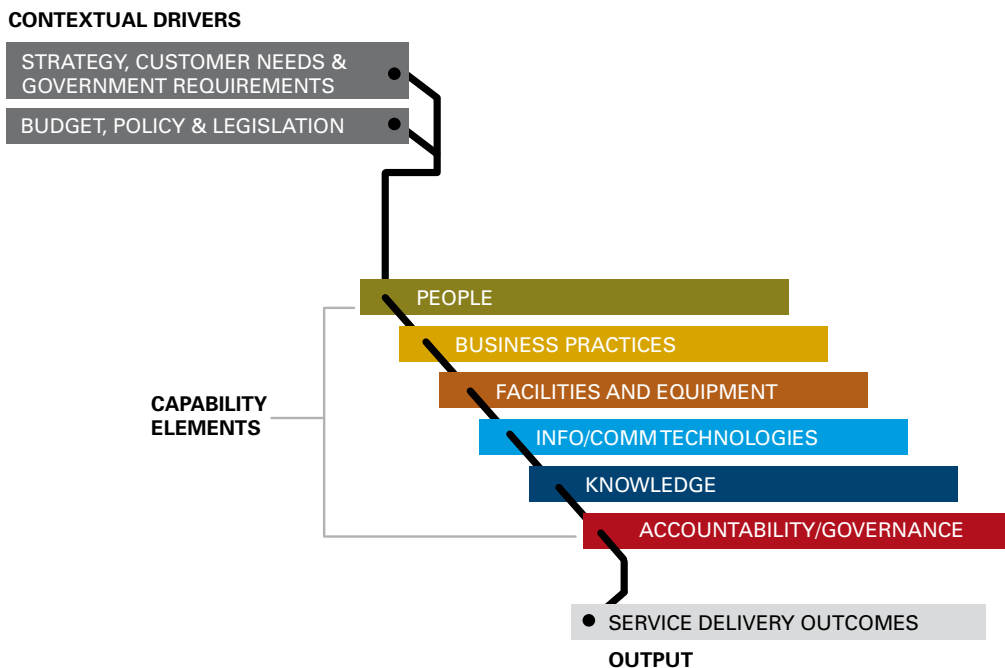


Figure 9: Australian Government Service Delivery Capability Model

AUSTRALIAN GOVERNMENT INTEROPERABILITY FRAMEWORK



Australian Government Interoperability Framework

Australian Government Interoperability Framework

The definition of 'interoperability' is: *'the ability to transfer and use information in a uniform and efficient manner across multiple organisations and information technology systems'*.

The practical realities of bringing together and, if required, merging and aligning business processes, information and technology to achieve service delivery outcomes, requires new or improved capabilities. Such practical considerations are generally known as 'interoperability'. Interoperability is a key enabler for the delivery of seamless government services.

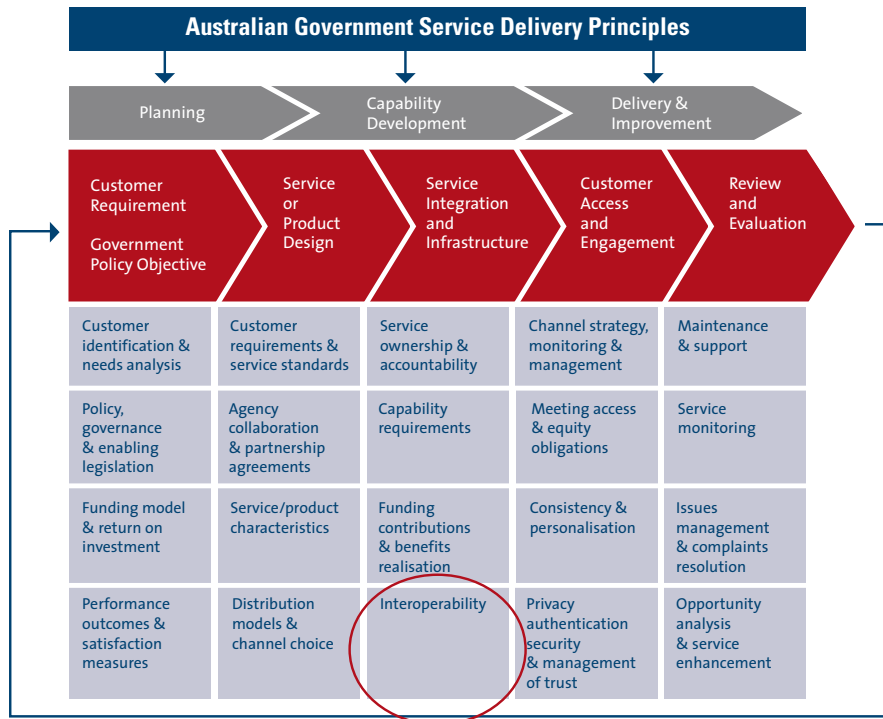


Figure 10: 'Interoperability' highlighted in the Service Delivery Framework

Interoperability is concerned with the 'dialogue' between agencies. Interoperability makes it possible to design and build the foundations of collaborative government. There is an immense untapped potential for the reuse of existing information sources. Interoperability expands our access to these resources, providing the potential benefit of cost savings from reusing existing data.

Interoperability offers standardised protocols for collaborating across government. It makes it easier to work with others by promoting a uniform approach to cross-agency initiatives. In addition, interoperability promotes the reuse of existing information holdings and infrastructure.

Australian Government Interoperability Framework

Government policy imperatives, customer requirements and agency readiness will all determine the extent of interoperability that should and can be achieved on any specific initiative. The core thrust of interoperability is building an increasingly mature capability, so that collaboration between agencies becomes easier and cheaper over time.

The Australian Government Interoperability Framework endeavours to progressively build mature capability along three focus areas: business process, information and technical interoperability.

Business Process Interoperability Framework

The Business Process Interoperability Framework provides agencies with a methodology to map the business processes that drive service delivery, with a view to identifying areas of commonality and opportunities for integration or collaboration with other agencies. This enables agencies to embark on new ways of delivering services, and for the business planning processes of agencies to be increasingly standardised.

Information Interoperability Framework

The Information Interoperability Framework provides a set of guiding principles for information management which enable agencies to understand and analyse the issues involved in information interoperability. It identifies the activities involved in improving information interoperability and approaches for tackling aspects of information management across multiple agencies, including common methodologies, definitions and structures for information, along with shared services for information retrieval and management.

Technical Interoperability Framework

The Technical Interoperability Framework provides the first step in establishing interoperability at the technical level, for the exchange of data and harmonisation of business transactions within a trusted environment.

The framework covers common methods and shared services for the communication, storage, processing and presentation of data.

Together, the three interoperability areas encompass:

- harmonisation of common service delivery business processes
- the development of a framework to improve the ability to access, share and reuse information
- the development of technical standards to ensure that information and data can be shared.

CHANNEL MANAGEMENT STRATEGY



Channel Management Strategy

Australian Government agencies deliver a wide range of services to a diverse range of customers across numerous channels. The use of multiple channels – such as shop fronts, call centres and the internet – is commonplace in both government and industry service delivery environments.

The guide, *Managing Multiple Channels* (released with this strategy), has been developed to provide agencies with insight and guidance into the strategic considerations for developing a robust channel strategy. The document also provides guidance for aligning customer needs, services, outcomes and channel mix.

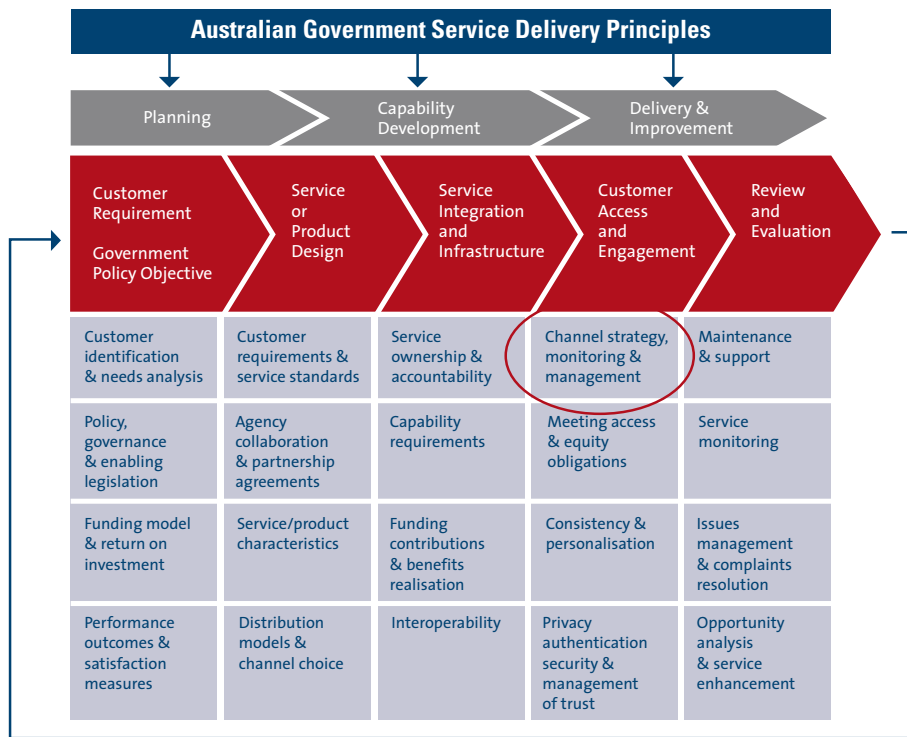


Figure 12: 'Channel management' highlighted in the Service Delivery Framework

Government agencies continue to add new channels – such as short messaging service (SMS), interactive voice response (IVR) and speech recognition options – to their channel portfolios in order to provide customers with a wider variety of ways to engage with government. Breakthrough opportunities for the next phase of e-government reside with the opportunities offered through agency collaboration to – target channel choices, rationalise existing 'siload' agency-centric channels, and reduce duplication in both infrastructure and administration.

A channel strategy can assist agencies to manage multiple-channel delivery in their constantly changing environment. Policy developers and implementation planners rely on agency channel management strategies to better inform policy and implementation decision-making.

Channel Management Strategy

A channel strategy can illustrate the best method to engage customers, the type of engagement best supported by each channel and the way channels interact with each other. A channel strategy should focus on ensuring the following:

- **Information and experience consistency** – although customers may want to continue to use a variety of channels, they expect consistency in their experiences when interacting with the government, no matter what channel they use.
- **Cross-channel insight** – customers expect each channel to be attuned to recent interactions and transactions that were initiated through alternate channels.

The benefits of a channel strategy include:

- the alignment of customer needs, services, channels and agency priorities
- improved cost efficiency of service delivery across multiple channels
- seamless, integrated and consistent delivery of services across channels
- informed and prudent future channel investments
- achievement of government policy outcomes.

APPENDIX: RESOURCES



Appendix: Resources

Frameworks

Australian Government Technical Interoperability Framework

<http://www.agimo.gov.au/publications/2005/04/agtifv2>

An important step to achieve seamless delivery of services across government is making sure that the tools we use to do business are compatible. Interoperability, or enabling seamless connections, is fundamental to reducing the cost of government and improving service outcomes to citizens. The technical interoperability framework provides this foundation of common standards to support collaboration across government agencies, the community and business sectors.

Australian Government e-Authentication Framework (AGAF) for Business

<http://www.agimo.gov.au/infrastructure/authentication/agaf>

Australian businesses conduct a wide range of transactions with Australian Government agencies using various delivery channels including the internet. To manage some of the risks associated with online transactions, the Australian Government has developed the AGAF for Business. The AGAF for Business is based on a set of principles for e-authentication for the whole of government: these include transparency in government, cost-effectiveness, risk management, consistency, trust and improved privacy for citizens. The AGAF for Business recognises that different types of transactions need different e-authentication mechanisms, depending on the level of risk involved. As such, it is based on four assurance levels that are matched to the risk associated with a transaction.

National Service Improvement Framework

<http://www.nsif.gov.au/>

Government is continuously striving to improve and provide seamless service delivery to citizens. The National Service Improvement Framework aims to facilitate projects requiring collaboration within and between government at all levels. The National Service Improvement Framework website provides a knowledge base that will assist Local, State/Territory and Australian government departments and agencies in the effective implementation of cross-jurisdictional projects.

Case Studies

Transforming Government Volume 1: Achievements in e-Government

<http://www.agimo.gov.au/publications/2003/06/transform>

Transforming Government: Achievements in e-government reviews particularly successful and innovative uses of new technologies by the Australian Government and highlights how this has transformed the way in which government transacts with customers, provides information, and organises its internal processes.

Transforming Government Volume 2: Enhancing Productivity

http://www.agimo.gov.au/publications/2005/04/enhancing_productivity

Australian Government departments and agencies are using new technologies to increase productivity, build internal capability and improve customer focus. The case studies featured in this publication highlight the approaches to the development of applications that have been particularly successful as well as challenges encountered and lessons learned. This publication is the second volume of *Transforming Government*.

The TIGERS Report

http://www.agimo.gov.au/publications/2003/09/tigers_report

The TIGERS Program was an innovative e-government trial program undertaken by the Australian Government in collaboration with the Tasmanian state and local governments between 2000 and 2003. The sponsors of the program were the Commonwealth Minister for Communications, Information Technology and the Arts and the Premier of Tasmania.

TIGERS was a unique program in the way it explored the opportunities and issues that arise in the more advanced stages of e-government: the provision of integrated services involving multiple agencies and multiple jurisdictions.

Appendix: Resources

Studies

E-government Benefits Study

http://www.agimo.gov.au/publications/2003/03/e-govt_benefits_study

The current e-government initiatives provide a strong foundation for meeting the Government's objectives of increased reach and impact of e-government. Achieving the next step will require increased demand for and maturity of e-government, supported by improved management practices. This study identifies many examples of significant benefit to citizens, businesses and intermediaries through the government's adoption of online delivery of services.

Australians' use of and satisfaction with e-government services

http://www.agimo.gov.au/publications/2005/june/e-government_services

When people contact government they can use a variety of channels. That is, they go in person to an office, use a telephone service, access information via the Internet, send a letter, or use a third party. When people contact government they may be contacting the Australian, state/territory or local government services.

This report outlines how people are using these different channels to contact the three levels of government in Australia. It also examines the level of satisfaction they have with those services and their preferences and expectations. By better understanding what's happening across the three levels of government, agencies will be better placed to design services to meet future demands and expectations.

Measuring the Efficiency and Effectiveness of E-Government

<http://www.anao.gov.au/WebSite.nsf/Publications/2C3CDF64278872A9CA256FA2007F445E>

Australian Government policy is that agencies use the Internet to deliver all appropriate programs and services. This has led to considerable agency investment in Internet-based service delivery. In this report, The Australian National Audit Office examines whether agencies are measuring the efficiency and effectiveness of the services and programs they deliver through the Internet.

Future Challenges for E-government

http://www.agimo.gov.au/publications/2004/05/egovt_challenges

This series of papers on e-government was commissioned by the Australian Government Information Management Office through the Institute of Public Administration of Australia (ACT Division). The topics covered are community collaboration; multi-channel delivery; collective accountability; privacy and legal issues; accessibility; value and evaluation; and organisational and management issues. The views expressed in the papers indicate the depth of debate surrounding e-government in Australia.

Tools

Delivering Australian Government Services – Managing Multiple Channels

<http://www.agimo.gov.au/government/>

Australian Government agencies deliver a wide range of services to a diverse range of customers across numerous channels. This use of multiple channels (e.g. shopfronts, call centres and the Internet) is also commonplace within both government and industry environments.

This guide was developed to provide Australian Government agencies with insight into the strategic considerations for developing a robust channel strategy and guidance for aligning customer needs, services outcomes and channel mix.

Delivering Australian Government Services – Service Delivery Capability Model

<http://www.agimo.gov.au/government/>

For effective service delivery, agencies need to understand their own service delivery capabilities as well as the capabilities of the agencies they seek to collaborate with. Agencies need to utilise this capability effectively and collaboratively to improve service levels to customers and/or reduce costs to government. This means knowing what neighbouring agencies are doing and what their capabilities are, and using that knowledge to drive collaborative policy development and service delivery options.

The Capability Model provides a common framework within which policy developers and implementation planners can identify and describe the capability required to deliver customer-centric services.

Demand and Value Assessment Methodology

<http://www.agimo.gov.au/government/damvam>

The Demand and Value Assessment Methodology assists agencies in developing transparent and auditable assessments of demand and value propositions for online-government programs. These propositions underpin the business case and assist in substantiating the viability of the initiative, in justifying resource investment and in demonstrating transparency and accountability. The methodology provides for a consistent approach across agencies.

Better Practice Checklists

<http://www.agimo.gov.au/practice/delivery/checklists>

These checklists have been created to help web managers, business unit owners, and others quickly enhance their understanding of a range of issues associated with the provision of services online. The checklists are short documents which provide information in a simple, non-technical manner. Further information can generally be obtained from documentation and contacts referred to in the checklists.

Appendix: Resources

Guide to ICT Sourcing

<http://www.sourceit.gov.au/sourceit>

The Guide to ICT Sourcing for Australian Government Agencies was released in May 2004. This is a document for Australian Government agencies that are dealing with Information and Communication Technology (ICT) sourcing issues. The Guide was developed in response to a growing need among agencies for clear and objective information about ICT sourcing. This is not a policy document or rule book, but presents options for strategic decision-making about ICT sourcing. It describes how agencies manage ICT sourcing based on a four-phase lifecycle, which starts with a decision about whether to change the current sourcing strategy, and concludes with an approach for transitioning to, and managing, a new sourcing solution.

