Australian Government’s ICT Strategic Vision
Wipro Technologies’ Comments
Contents

Executive Summary ............................................................................................................................................ 3
Introduction ...................................................................................................................................................... 4
Strategic Priority: Deliver Better Services; Strategic Action: Building Capability ........................................... 4
Strategic Priority: Deliver Better Services; Strategic Action: Enabling better services ............................... 6
Strategic Priority: Engage Openly; Strategic Action: Creating knowledge .................................................. 6
Strategic Priority: Engage Openly; Strategic Action: Collaborating Effectively .......................................... 9
Strategic Priority: Improve Government Operations; Strategic Action: Investing Optimally ..................... 10
Conclusion ....................................................................................................................................................... 11

Wipro Australia Pty Ltd, a division of Wipro Limited, (NYSE:WIT) is a AUD 6.5 billion global provider of Business Consulting, IT Services, Business Process Outsourcing, and Infrastructure Services. We have a growing presence in Canberra providing transformation services to our key customers such as University of Canberra and the Australian National University. Wipro has also commenced providing services to the Federal Government via membership of the Centrelink IT Services panel and provision of services to the Department of Human Services.
Executive Summary

In this document Wipro presents its comments on AGIMO’s ICT Strategic Vision on the Australian Government’s use of ICT. Our comments are intended to assist AGIMO finalise its strategy and enable government agencies to transform their ICT services and delivery models to achieve citizen satisfaction and additionally cost advantages.

With changing citizen demographics and characteristics involving social media, online services, increasing involvement of citizens in governance and the requirement to providing an agile, responsive, flexible and cost effective ICT services, Governments the world over have started to explore more sustainable and effective ways of service delivery.

Our key comments on the draft ICT Strategy paper are as follows:

- Empowerment of a central governance body to play a greater role in governance and compliance of the policy across the agencies
- Innovative skill building and utilisation programs launched within Universities
- Online strategy to encompass citizen demographics, ICT technical readiness in terms of network, capacity and to be implemented through an iterative “Pilot Strategy” approach
- Developing a sustainable information strategy and adding an action program for building a consolidated information repository
- Setting up Government Information System Services, built on business intelligent platforms to help agencies and citizens to access, understand and effectively use government data
- Define measures, collaboration framework to improve the effectiveness of government collaboration
- Enable scalability by identifying government processes to be placed in the cloud and therefore ensuring wider acceptance of cloud/shared services approach
- Define Citizen oriented metrics to ensure continued adoption

Wipro Technologies commends AGIMO for its well thought out strategy.
Introduction

The Australian Federal Government’s ICT draft strategy prepared by the AGIMO is focused towards indicating how the Government, leveraging its ICT capabilities, can deliver better services to support productivity growth, improving government operations, identifying innovative approaches, delivery paradigms to better meet the needs of the Australian citizens and communities.

The strategic vision for use of ICT is a comprehensive document that identifies the three key strategy priorities and the strategic actions supporting them to transform the government business and service to meet the changing citizen’s expectations.

Wipro appreciates the opportunity to provide comments to AGIMO on the draft strategy and looks forward to working with AGIMO in the future in regarding other initiatives that promote the effective use of technology in service delivery.

While understanding the strategic priorities and strategic actions defined by AGIMO in its draft strategy, we have provided guidance and comments on certain areas of strategy which we believe could be clarified or expanded to add more value to the implementation agencies. These comments are based upon our wide experience from transformational engagements which we have undertaken with customers across the globe.

Strategic Priority: Deliver Better Services; Strategic Action: Building Capability

Changing population demographics, lifestyles and exposure to highly efficient services offered by businesses has resulted in citizen’s expecting the same high quality and efficiency from government services. The government strategy envisages increasing the utilisation and enhancing the ICT capability to meet these citizen expectations.

Building internal capabilities and capacities is definitely a key to any government to deliver better and simpler and easier to access government services to citizens. Also, from the draft ICT Strategic Vision document, we understand that significant ICT capabilities are either duplicated or underutilised and also there is a shortage of technology skills is being felt in society and in-turn Government. Therefore, In order to build strong and lasting ICT capabilities within Australian Government, Wipro would like to suggest the following based on our wide eGovernance Consulting experiences:

Utilisation of existing technology capability: This is a lever which can be implemented within a short timeframe to bring in efficiency in operations and service. To achieve the benefit Wipro recommends defining a robust service delivery framework to address scenarios of “business as usual” and “new developments”.
The service delivery framework built on principles of lean can help the agencies to setup an integrated delivery model which operates efficiently. To achieve re-use and sharing of investments/assets/resources, the model of "flex delivery" can be implemented which would enable the agencies to leverage a large flexible pool of resources and skills based upon their need without having to carry the costs for the lean periods. This model of "flex delivery" brings in the costing model of pay per need, with flexible capacity ramped-up and down based on need cycles.

**Improve Government program delivery capability:** One of the key success factors for achieving benefit from the ICT reform/transformation strategy adopted by the Government agencies would be the ability to define a robust guideline for service management and governance. A clear and strong governance framework and approach would ensure smooth execution and mitigate the risk associated with such large-scale transformation initiatives.

The Governance and compliance framework along with process, templates, guidelines standardisation, defined in standard operating procedures would need to be established and owned by the central governance committee setup as a Lead Agency or a Department at the Federal Level.

a. This committee would be required to monitor, control and co-ordinate all ICT/eGovernance projects and programs across the Government of Australia (covering all ministries, departments and/or agencies) and also those being implemented or initiated at States or the Local level. *AGIMO within Department of Finance and Deregulation is already playing a key role in this aspect and may evolve into a full-fledged Apex Agency for Government ICT programs in Australia.*

b. Defining the roadmaps for each agency’s information technology implementation to ensure adherence to the ICT vision for achieving the benefit envisaged as well as enabling collaboration between the inter-dependent agencies. Oversight of a modal agency in this critical area would ensure that roadmaps are aligned to the strategic vision defined in the ICT strategy and enable risks of security breaches, issues relating to conflicting risk and legal compliances to be effectively addressed.

c. Function as an advisory body to oversee the ICT spend by agencies, skill upgrading, definition of operational level agreements, and metrics for success. This oversight/involvement would enable standardisation, re-use, sharing of investments and workforce and build a model to track and realise value from the strategy.

d. Define the Change Management, Implementation Frameworks and Issue Guidelines for overall management of ICT programs while keeping Citizen-Centricity in focus. This will help bring in standardisation in all ICT programs and initiatives in terms of tools and technologies to be adopted, standards to be followed, recommendations on shared investments, revenue generation for government and awareness creation among citizens and government employees.

e. Creation of holistic National Level ICT Programs of broader impacts (such as NBN already being implemented) directly under the control and coordination of Lead Agency – Some of the infrastructure projects which can be considered are creation of centralised data centre(s) to host shared and/or agency specific applications centrally for different government agencies/ departments while utilising shared infrastructure over NBN.

**ICT Workforce skills and utilisation:** Workforce building, skilling and utilisation are critical to building capability to deliver better service. The draft strategy document mentions about the skill building program initiated in 2007. In addition to this program we also suggest that the Government consider providing special incentives to the student’s community to take up ICT courses which will help
development of technology skills. The Government with the Universities can design specialised profession ICT and eGovernance courses at Universities which will help students prepare and take on the ICT based employment with government.

The government can also adopt initiatives such as “earn while you learn” scheme, which would provide the students undergoing these specialised courses an opportunity to work with the government while they complete their education. This would provide a steady stream of trained professionals who can be immediately deployed as full time employees on completion of their degree and this would help reduce manpower cost escalations for the departments.

**Strategic Priority: Deliver Better Services; Strategic Action: Enabling better services**

**Simplify government websites:** The action program to improve delivery of services through a single account making “Government Simpler” is a transformational initiative. The approach to reduce the number of websites, standardise the remaining websites to deliver simple and easy access to government service is a mammoth program requiring focus on change management, risk management, infrastructure (servers, network, data centre) management.

The Government strategy should take into consideration of the demographics of the various states including the citizen’s computer literacy, accessibility, age, population distribution before planning on widespread implementation of this program. The success and challenges of similar “single window/portal, one-stop” approaches planned the world across needs to be analysed in depth to learn from them.

This high and wide impact program should be undertaken in a phased manner with ‘Pilot’ programs to measure its success, impacts and outcomes. The Pilots should be decided based upon the processes/services (identify high volume citizen-centric services being offered by various departments and agencies, such as issue of Certificates, Utility Payments, etc. and prioritise accordingly for implementation), cost-benefit that can be achieved, impacted government groups and infrastructure readiness required.

**Strategic Priority: Engage Openly; Strategic Action: Creating knowledge**

**Sustainable Information Strategy:** A sustainable Information Strategy needs to leverage its Information Assets to achieve its strategic goals and -

- Maximise returns from IT investments
- Align to the Business Strategy with minimal latency
- Improving Efficiency and Effectiveness Through Intelligence gained
The diagram below illustrates what is our view of the Business Intelligence and Information Strategy:

**Information Strategy**

Such a strategy involves not just software but a broader spectrum of concerns. Focus on information as a corporate asset is required to support key business goals. We need to move away from the current environment in which data is treated as separate from applications and business process—which may require a cultural shift within the IT department.

To help aligning all the back end systems within ICT and across the various Government units we recommend that the draft strategy also **add an action program for building a consolidated information repository**. An Enterprise Data warehouse will enable the reporting and analytics capabilities that will enable effective fact based decisions.

It is important that a clear focus is established in defining the underlying data architecture and a strategy for the management of the complete information lifecycle, which includes structured as well as un-structured information.

The building blocks for effective information sharing capability should include -
- Data Strategy – Defined from a Business Point of View.
- Data Architecture - Provides the Blueprint that guides the implementation
- Tools – Enables the realisation of data architecture
- Organisation - Business and Technology alignment.
- Skills – New competency needs new skills Data Architecture implementation requires both breadth and depth.

From the well-defined Information Strategy, ICT will not only be able to manage and govern the information within the organisation better, it will also be able to move into the area of modelling and optimisation science which will help ICT take fact based decisions quicker. Opportunities from analytics for improving efficiency and effectiveness within ICT are limitless. Special focus should be given to areas like Revenue Management and forecasting, Fraud Prevention and Human Resource Analytics.
Build business intelligence: The draft ICT strategy identifies the additional economic value that can be generated by greater access and availability to information and knowledge resources. A large amount of this data would be available on 'http://data.gov.au/' and although this data can be made easily available to citizens and business for understanding, interpreting this data may raise concerns from the citizens.

Building business intelligence will help ICT in managing information as an asset. In addition, it will help ICT develop a foundation that is governed and will enable intelligent decision making.

The dynamic change in Business scenarios, the need for agility in delivery and the need to be cost conscious will mandate ICT to adapt to a well-defined approach towards managing their information infrastructure to be able to take quick decisions. Along with this, ICT needs to assess the internal and external risks associated with such decisions.

The tools and platforms developed to access and interpret data on the cloud could be through the G2G/G2B/G2C model. For this model to be successful GIS (Government Information System) Services built on business intelligent platforms could help in agencies and citizens to access, understand government data and then put it to efficient use.

GIS Services could aid the government in developing and collaborating with citizens by the provision of interactive user interfaces. The interactive, user friendly platform enables collaboration within agencies/constituencies and also between government and its citizens. These services are well equipped in providing zonal information, making location more discoverable, consolidating and integrating large volumes of data to track and manage critical events or disasters such as epidemic break outs, weather forecasts etc.

Develop tools and platforms to analyse data: The use of appropriate tools and platforms can help in transforming data into intelligence. Based on identified trends and analysis of information, valuable insights can be gathered to aid in policy development and quick decision making during government service delivery. By ensuring that the location based information collected complies with the emerging standards in government information publishing such as ODGI (Open Data Government Initiative) governments can capitalise on the value of data and release public sector data for sharing and distribution. In this manner, government can provide transparent quality services and a collaborative engagement platform for its citizens and agencies.

The actual use of analytics within ICT can be strategic—supporting or even driving the accomplishment of key missions and objectives. WIPRO realises that ICT would use analytics to enable and drive their strategies and performance in order to serve the Citizens better and also to provide the intelligence required internally to better manage the operations.
**Strategic Priority: Engage Openly; Strategic Action: Collaborating Effectively**

**Strengthen external collaboration networks:** The draft strategy defines its plan to build both external and internal collaboration through its existing partnerships. Wipro agrees that usage of tools like Web 2.0, VOIP/Video Conference, Collaboration Portal, Unified Communication, Knowledge portals, Blogging can be effectively used to engage with people and businesses to improve policy development and services delivery.

When planning the program for external collaboration it would also beneficial to define the tangible benefits that need to be achieved enabling the agencies implementing the program to measure and track its success, for e.g.:

- The Satisfaction % of supplier, partner external expert
- Supply Chain cost when involving the supplier, partner external expert
- % of engineering change through increased “up-front” supplier participation

The diagram below provides a view on the enablement of collaboration.

**Build collaboration capability across government sector:** Building a community of ICT experts sharing best practices, business processes, learnings’ will help government to leverage the combined expertise, resources available.

The action program to create a community across multiple roles and locations to would need to ensure:

- Agency communication, collaboration, and decision-making to increase the success of essential initiatives.
- Facilitate transparency, responsible governance, and compliance.
- Embed risk analytics and reporting best practices into everyday activities.
- Coordinate responses to crisis and emergency management situations.
A probable collaboration framework can be depicted as shown below:

---

**Strategic Priority: Improve Government Operations; Strategic Action: Investing Optimally**

The approach to establish an ICT coordinated procurements policy for the purchasing of commonly used ICT goods and services for the whole-of-government would enable the drive to achieve greater efficiency and productivity in the government operations.

**Share computing resources and services:** The action program to consider cloud computing and opportunities for shared back-office corporate IT operations and ICT services to improve the efficiency and effectiveness of government’s ICT operations would be a very advantages initiative.

For these initiatives to be successful the policy of cloud virtualisation /server must be adopted by many agencies to achieve the benefits from economies of scale. There must be policy guidance regarding scale considerations such as determining how much flexibility the agencies and departments have to create private/government clouds at the agency and/or interagency level.

The ICT should adopt framework (Identify, Analyse, and Migrate) and parameters to identify those agencies with the highest near-term IT costs and expedite their migration to the cloud. The agencies should identify processes, current IT transactions that can be transitioned to the cloud in the near term to yield “early wins” thereby building support for widespread migration to cloud computing.

This action program would take a couple of months to obtain the required Government funding and clearance of Budget which would impact the duration of the implementations and before the
accumulated savings from agency investments in cloud computing offset the initial investment costs. The agencies and Government must betake this into consideration and be prepared to obtain returns.

Conclusion

The draft ICT strategy approach is by both strategic and tactical, enabling a shared and coordinated approach towards government services offered between agencies and citizens. The policy development will recognise the opportunity cost to government, people and business and measure the success of the strategy implementation. Wipro would recommend the consideration of metrics relating to Citizen Satisfaction such as:

- **Ease of use**: Usability and simplicity built into the interface providing the service.
- **Response time**: Measure the time taken to close a transaction to the satisfaction of the citizen - e.g. time taken for a citizen to file their taxes or time taken for retrieval of information requested.
- **Availability**: Measure of the up-time of the service to cater to the citizen request.
- **Information relevance**: Rate the completeness and accuracy of the information and service utilised by the citizen.
- **Service Churns**: Measure to find if the cloud is able to satisfy the citizens' need for information without them having to use other means such as toll free numbers help desks etc. to seek info and services.
- **Citizen trust**: Measure and track the citizens' attitude and adoption of services provided on a shared platform or on the cloud with focus upon improving the trust data point.