

Part 1 – Australian Government Chief Information Officers Review

The Australian Government Information Management Office commenced operation on 8 April 2004, following the 10 March 2004 announcement by the then Minister for Communications, Information Technology and the Arts, the Hon Daryl Williams AM QC MP, that the Australian Government was refocusing its administrative arrangements to maximise the benefits generated from its use of information and communications technology (ICT). For the period 1 July 2003 to 7 April 2004, the functions now with AGIMO were undertaken by the former National Office for the Information Economy. More detail on the changed arrangements can be found in Part 2 of this Report.

AGIMO fosters the efficient and effective use of ICT by Australian Government departments and agencies. It provides advice, tools, information and services to help Australian Government departments and agencies use ICT to improve administration and service delivery—often referred to as e-government. AGIMO also works with governments and other bodies at the local, state, national and international levels to develop and maintain Australia's position as a world leader in e-government.

Australia ranks consistently in the leading group of countries in e-government. Recent international benchmarking reports and surveys reflect international and domestic recognition of the Australian Government as an exemplary user of ICT and as a leader in e-government. Among other things, a recent survey

indicated that Australia had the highest percentage (36%) of home internet users accessing government websites. More detail on Australia's leadership position in e-government can be found in Part 2 of this Report.

The Australian Government's standing as a leader in e-government provides many advantages, including global recognition of Australia as an advanced nation, with an advanced public sector and as a good place to do business. This also provides opportunities for Australian businesses to sell e-government products and services internationally.

Over the past year, AGIMO has continued to be a valued source of information and advice for agencies. We are helping agencies to address rising demands to collaborate and share electronic data in an environment in which dependence on ICT for the business of government continues to grow. The value of the Information Management Strategy Committee (IMSC) governance framework also is being recognised. For example, other leading e-government nations have monitored the Australian Government's approach and sought AGIMO's advice as they also seek new approaches to maximise the benefits of their ICT investments.

The role of the Office continued its change from a technical to an enabling focus – the enabling role of ICT in improving productivity and service delivery in the Australian Public Service. The achievements during the year reflect this transformation.

This report relates to Outcome 1, Output 1.2 of the Portfolio Additional Estimates Statements for the 2003–04 financial years. It covers the application of new technologies to government administration, information and services for the 2003–04 financial year under previous and existing administrative arrangements, as the National Office for the Information Economy before 8 April 2004 and as the Australian Government Information Management Office from 8 April 2004.

The Role of ICT in Government

Information and communications technologies have played a critical role in underpinning Australian Government operations for fifty years. Government has been a leader in understanding the importance of harnessing ICT and the internet to deliver better



outcomes. Expenditure on information technology is around \$4.2 billion annually across the Australian Public Service.

Over the past decade particularly, policy, program, administration and service delivery have been transformed through the application of these technologies in government. Websites and online services are becoming the public face of government for a growing number of individuals. The expectations of both individuals and businesses for better, more accessible services from government are rising.

ICT receives particular attention now not only for its technological attributes, but because it is embedded in almost every function of government. The application of ICT to improve both the internal processes of government and the way government delivers programs and services to business and the community is now part of the 'fabric' of government operations.

Although ICT enables improvement in processes, adjustments to business practices and organisational cultures are critical to achieve the desired policy outcomes and improvements in program and service delivery. There is growing recognition that the environment has become more complex. Dr Peter Shergold, Secretary to the Department of the Prime Minister and Cabinet, recently said:

"Most of the pressing problems of public policy do not respect organisational boundaries. Nor do most citizens, the subject of public policy. Both the effective development of policy, and the efficient delivery of the services that are the concrete manifestation of policy are equally hindered by departmentalism."

Dr P Shergold - A speech to launch Connecting Government: Whole-of-Government Responses to Australia's Priority Challenges (Management Advisory Committee, Report No 4), 20 April 2004.

As early as 2001 the Management Advisory Committee (MAC) recognised the growing dependence by agencies on ICT and the increasing need to share electronic data while maintaining privacy and security safeguards. It established an informal sub-committee, the Information Management Strategy Committee (IMSC), to foster collaboration and cooperation on the application of ICT across the Australian Government.

The IMSC is playing an increasingly important role in creating an environment that fosters collaboration, reuse and the secure and productive application of ICT across the Australian Government. During the year, the Management Advisory Committee Report, *Connecting Government: Whole-of-Government responses to Australia's Priority Challenges*, extended the role of the IMSC to include information and knowledge management guidance in the Australian Government. Agencies are increasingly working collaboratively across a range of matters that will assist to realise the benefits of e-government.

Achievements

In addition to its broad policy role on the application of ICT and the internet in government, AGIMO is responsible for developing and maintaining a range of products and services for use within and outside the Australian Government. AGIMO had busy year during 2003–04. Highlights of its achievements are listed below.

IMSC initiatives

AGIMO supported the work of the Information Management Strategy Committee by identifying and progressing solutions to whole-of-government issues. Among other things, during the year the IMSC:

- Established common standards for data exchange between agencies via the Technical Interoperability Framework, which describes a base set of policies and standards to help break down barriers, allowing seamless provision of information and services between Government agencies (November 2003)
- Developed a strategy that aims to improve the efficiency and effectiveness of government service delivery arrangements, providing information and options in *Delivering Government Services* (February 2004)
- Worked towards a consistent approach to government authentication, releasing a draft Australian Government Authentication Framework that sets the basis for matching risk and authentication needs for electronic transactions (March 2004)



- Provided clear and objective information promoting a strategic approach to sourcing and cooperation among agencies through the provision of A Guide to ICT Sourcing, and accompanying website (May 2004)
- Accelerated the roll-out of the FedLink encryption system to provide secure and trusted communications among Australian Government agencies across any infrastructure, including the internet.

Increased collaboration between agencies and development and delivery of more integrated services and information are providing an indication that good progress was made on whole-of-government issues during the year.

Policy

AGIMO broadened and informed discussion surrounding the contribution of ICT to the public sector by:

- Contributing to development of the Strategic Framework for the Information Economy
- Contributing to the Management Advisory Committee report Connecting Government - Whole-of-Government Responses to Australia's Priority Challenges (March 2004)
- Co-sponsoring the development of discussion papers on e-government published in Future Challenges for e-Government and the Business e-Volution of Government Conference (May 2004)
- Leading the Online Council's Integrated Transactions Reference Group (ITRG)
- Maintaining Australia's links with the OECD, APEC and other international bodies on e-government matters.

E-government infrastructure

AGIMO made significant contributions to the management of e-government infrastructure. Highlights include:

- Implementation of AusTender, the Australian Government's online tendering system which allows business to be notified of government tenders relevant to them (late 2003)
- Making it easier for individuals to find government information, including –

- redevelopment of the Government Online Directory - www.directory.gov.au (May 2004)



- improved access to Australian Government publications through the Register of Australian Government Publications (www.publications.gov.au)



- improved access to government information and services through other whole-of-government websites such as www.australia.gov.au, and www.fed.gov.au.
- Administration of the Gatekeeper PKI (Public Key Infrastructure) strategy under which several government and private agencies are now accredited.

Information products and services

AGIMO has provided a range of products and services to support departments and agencies dealing with key issues in e-government and online environments. These included:

- Demand and Value Assessment Methodology tools to provide a consistent approach to placing government services online (April 2004)

- Solutions to resolve security concerns about hidden data in documents created by some applications
- Twelve new Better Practice checklists providing simple practical advice to assist agencies with e-government matters
- Management of the FedLink encryption system
- Developing guidance on implementing the Australian Government brand in the online environment
- Producing government publishing policies for printed and electronic documents
- A range of education and information sharing activities were provided such as Information Seminars, Forums, and Communities of Practice which provided mechanisms for participants to share knowledge of common issues and solutions.

Administration

To position AGIMO to meet the Australian Government's objectives, we:

- Managed the processes to implement changes in the administrative arrangements that created the Australian Government Information Management Office
- Implemented improved people performance and development approaches, including an online performance system
- Integrated AGIMO's business management system, linking budgets with business plans and performance reviews.

AGIMO relies on the goodwill and assistance of other departments and agencies, suppliers and industry experts who have actively contributed to improving the way the Australian Government manages and applies ICT to deliver better services and better government. I thank all those people who have contributed so much during the year.

AGIMO obtains many of its corporate services through a service level agreement with the Department of Communications, Information Technology and the Arts. Over the year the Agreement has been adjusted to reflect changes in organisational arrangements and needs. I wish to record my appreciation of the continuing efforts of the Department's staff in the provision of corporate services to AGIMO.

I also take this opportunity to acknowledge the leadership and drive that John Rimmer brought to the National Office for the Information Economy (NOIE) over the past three years. Prior to his retirement in February 2004, Mr Rimmer succeeded in raising awareness of the importance of the information economy to Australia's broader economic growth. Under Mr Rimmer's leadership, NOIE addressed some of the more difficult and long-term ICT issues around the pattern and structure of economic activity and changing governance needs as the Australian Government continues to become more 'connected' and reliant on shared information and services. His leadership and depth of experience were critical factors in shaping the Australian Government's approaches in these areas.

The progress in 2003–04 was achieved through the efforts of a professional and dedicated staff. It required them to listen and be open to the views of others, to recognise opportunities, to be innovative and to be active in taking matters forward. I thank the people in AGIMO for working hard and collaboratively during the past year and look forward to their continuing commitment in the coming year.

John Grant
Acting Australian Government
Chief Information Officer



Part 2

Agency overview

Role and Function

The National Office for the Information Economy (NOIE) was renamed the Australian Government Information Management Office (AGIMO) on 8 April 2004. AGIMO is an Executive Agency under the Public Service Act 1999 with Prescribed Agency status. AGIMO is an agency in the Communications, Information Technology and the Arts portfolio.

AGIMO is responsible for functions relating to the promotion and coordination of the use information and communications technology in the delivery of Australian Government programs and services. Other functions previously undertaken by NOIE that related to broader information economy policy, research and programs were transferred to the Department of Communications, Information Technology and the Arts (DCITA).

The new arrangements established the position of Australian Government Chief Information Officer as the Chief Executive of the Australian Government Information Management Office. This position was created to reflect the Australian Government's determination to promote excellence in the use of ICT to develop and deliver government policies, information, programs and services.

AGIMO coordinates the cross-government application of technologies to government administration, information and service provision. AGIMO's role is to act as a catalyst to improve the delivery of public programs and services, and achieve long-term efficiencies.

NOIE's vision was:

A world-leading information economy for all Australians

AGIMO has adopted a new vision statement:

Australia – A leader in the productive application of information and communications technologies to government administration, information and services.

Organisational Structure

The acting Chief Executive, Mr John Grant, leads the organisation and has the powers of an Agency Head under the Public Service Act 1999. Mr Grant is given the title Australian Government Chief Information Officer. In addition, Mr Grant's responsibilities, as specified in sub-section 66(2), are:

'...to assist the Agency Minister to fulfil the Agency Minister's accountability obligations to the Parliament to provide factual information, as required by the Parliament, in relation to the operation and administration of the Agency.'

AGIMO's Senior Executive Service includes two Chief General Managers and four General Managers. AGIMO employed 108 staff as at 30 June 2004.

The new organisational structure came into effect on 8 April 2004 (see Figure 1). Prior to this the Office, as the National Office for the Information Economy, operated as reported in the NOIE Annual Report 2002-03. The AGIMO structure has four branches in two groups. Each group was headed by a Chief General Manager. Functional responsibilities are set out at Table 1.



Figure 1 Organisational Structure, as at 30 June 2004



Functions

The following table provides descriptions of the functions of each Branch.

**Table 1 AGIMO Functional Responsibilities,
as at 30 June 2004**

Name	Functions Performed
Service Delivery	Facilitates access to government information and services, including through online services; directory services; government domain administration; promotion of information and technical interoperability within and across jurisdictions; publishing advice and policy frameworks for access to government information and services. Provides policy development and promotion of service delivery issues, including access and channel strategies and interoperability across the Australian Government and on a national level across jurisdictions.
Policy and Strategy	Provides advice on development of e-government policy and assists the ongoing framing of that policy within the Australian Government. It also assists in the implementation of e-government strategy by developing policies and frameworks around evaluation and measurement; accessibility; closer citizen engagement; authentication; and best practice. It communicates e-government strategies to stakeholders, internal and external to government, and assists practitioners engaged in implementing e-government policies and strategies.
Sourcing and Security	Responsible for e-procurement policy for the Australian Government and provides the capability to advertise government



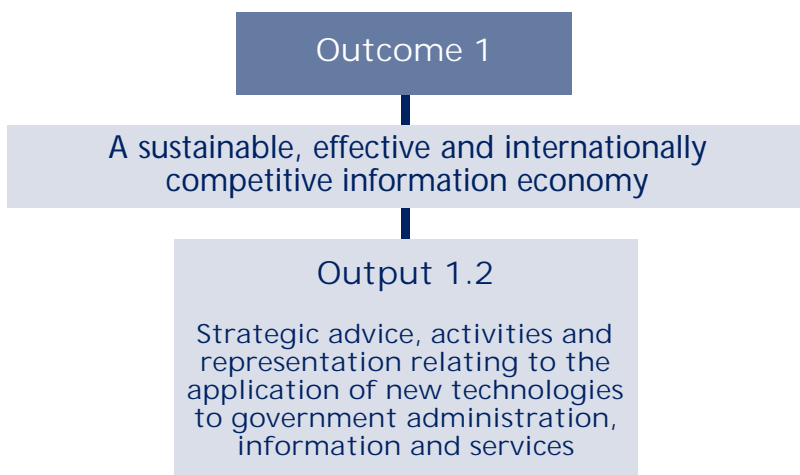
business opportunities electronically. Coordinates the development of IT sourcing strategies to help government obtain better value for money. Monitors emerging technologies like open source software and facilitates activities to ascertain the potential value of these technologies in a government context. Manages the FedLink secure communications network. Develops policy for secure interagency communications.

Corporate and Governance

Supports the operations of AGIMO by providing financial, ICT, Human Resources and procurement services. Provides advice and support to the AGIMO executive on matters of governance and accountability. Operates through a mixed sourcing model including: in-house services; outsourced services; services provided by DCITA through a Service Level Agreement and contracted services.

Outcome and Outputs Structure

Figure 2 Outcome and Outputs Structure, 2003–04



AGIMO reports against Outcome 1 for the then National Office for the Information Economy (NOIE) in the Portfolio Budget Statements 2003–04 for the Communications, Information Technology and the Arts portfolio, pp 507–517. The effectiveness measures for Outcome 1 are provided below.

Note: Under the administrative arrangements that came into effect on 8 April 2004, AGIMO reports against output 1.2 of Outcome 1. (Measures for Output 1.1 of Outcome 1 that were with the then NOIE are reported in the Department of Communications, Information Technology and the Arts Annual Report 2003–04)

Australia's Participation in the Information Economy

Effectiveness – Overall achievement of the Outcome
(Measures, indicators and targets used as appropriate)

Outcome 1

A sustainable, effective and internationally competitive information economy

Quality

- Recognition of the Australian Government as an exemplary user of information tools and systems.
- Quality, timeliness and relevance of advice to government provided by NOIE.

Quantity

- Number of government services available online.
- Level of usage of government services online.

Performance Results

- Please see Part 3, Section A for an overview of performance.
- Tables 2 to 5 in Section B provide detailed performance results in accordance with the Portfolio Budget Statements 2003–04 and the Portfolio Additional Estimates Statements 2003–04.



Performance Information for Administered Items (including Third Party Outputs)

AGIMO has no Administered Items to report on for 2003–04.

Performance Information for Departmental Outputs

Output 1.2

Strategic advice, activities and representation relating to the application of new technologies to government administration, information and services

Quality

- Fostering transformation of government information and services through provision of strategies, frameworks and approaches to enhance the links between business drivers and technology opportunities.
- An effective governance framework for the application of new technologies to government information, services and administration that affects multiple agencies or whole-of-government.

Quantity

- Extent to which Commonwealth agencies apply NOIE frameworks, information standards, principles, guidelines and tools.
- Extent to which Commonwealth agencies apply whole-of-government initiatives supported by IMSC/CIOC.

Price

- \$22.150 million

Performance Results

- Please see Part 3, Section A for an overview of performance.
- Tables 2 to 5 in Section B provide detailed performance results in accordance with the Portfolio Budget Statements 2003–04 and the Portfolio Additional Estimates Statements 2003–04.

