

The Digital Strategy Outcomes Framework

Improving Clarity Regarding Success of the Digital Strategy
for the Western Australian Government 2021-2025



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Purpose of the Framework:

The outcomes framework (the framework) sets out the outcomes that the Western Australian Government is seeking to achieve through its digital transformation. The Office of Digital Government (DGov) has developed the framework using a 'results-based framework' model to outline the high-level outcomes, intermediate outcomes and indicators for the strategic priorities of the Digital Strategy for the Western Australian Government 2021–2025 (the Strategy). This includes the fifth priority, which was introduced in the Digital Strategy Roadmap to capture initiatives that improve government's internal operations and future ability to progress the Strategy's four strategic priorities. Use of the results-based framework model is supported by a number of national and international entities including the Organisation for Economic Co-operation and Development, and the Australian Department of Foreign Affairs and Trade.

The below diagram illustrates how a WA Government Agency contributes to the outcome of the Strategy. **Inputs** (initiatives), **activities** (tasks and actions) and **outputs** (deliverables) are not reflected within the framework as they are determined by agencies.

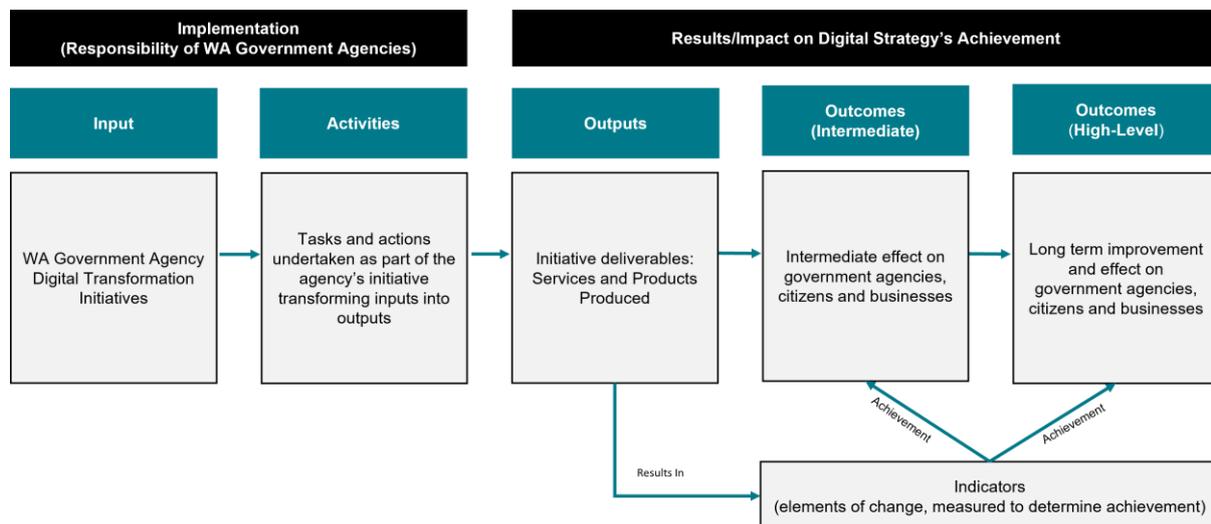


Diagram 1. Cause-Effect Linkage of the Digital Strategy Outcomes Framework's

The **intermediate outcomes** result from outputs and represent intermediate effects on society, whilst contributing to the success of the Strategy. To ensure the intermediate outcomes are effective, clear and concise, each high-level outcome has only one intermediate outcome, except Supporting Digital Foundations, which has two. They have been written to emphasize the results of the action, rather than the action themselves.

The **high-level outcomes** are long term impacts that follow from the intermediate outcomes, and reflect the strategic priorities and key objectives of the Strategy. The Strategy intends to deliver convenient, smart and secure government services¹ for all Western Australians by focusing on the following Strategic Priorities:

¹ Government Services are defined as a transactional interaction, in which people provide information, funds, or equivalent, to initiate or complete official procedures, with the end goal being the receipt of a specific service, approval, or entitlement from the relevant authorities. For example, an application for a permit, signing up to a public benefit, registering a new address, etc.

1. Better Services: Improve government services for Western Australians.
2. Informed Decisions: Increase the use of data to inform decisions.
3. Safe and Secure: Improve the protection of services, systems and information from cyber threat and misuse.
4. Digitally Inclusive: Improve Western Australians accessibility and use of digital technologies.
5. Supporting Digital Foundations: Improve government's internal operations and future ability to progress the Digital Strategy's four strategic priorities.

For each Strategic Priority (excluding the fifth priority, Supporting Digital Foundations), the Strategy specifies 3-4 key objectives. These key objectives are used as the high-level outcomes in the framework below to ensure a linkage between the framework and the strategy is clear.

Indicators measure the outcomes. They identify elements of change that can be quantified to determine if progress towards the desired outcome(s) is being achieved. The indicators are fairly simple to make it easy to collect the data required.

How to Apply the Framework:

In their applications for concept approvals and/or business cases, WA Government Agencies seeking funding from the Digital Capability Fund are required to (as practicable) demonstrate how their proposed initiative will contribute to the desired outcomes, e.g. by indicating how many services will be made available online, be unlocked with the Digital ID and be made available via the ServiceWA app/web interface etc.

Indicative Timing for the Achievement of the Outcomes:

The measurement of the indicators will occur yearly and are anticipated to continue till 2030. Unless specified otherwise, the indicators will be relevant till that time.

Data Collection, Monitoring and Reporting

Baseline data collection and ongoing reporting/data collection on the indicators is required from agencies to determine progress and achievement. Agencies, where appropriate, may be called upon for data collection and reporting on relevant indicators.

It is anticipated that the baseline data collection will commence following the frameworks approval and ongoing reporting will occur on an annual basis. This will occur via a simple format to minimise the reporting burden. Where possible, the progress of the outcomes will be published to the public for transparency.

DGov will report on the progress and effectiveness of the framework, as appropriate.

High-Level Outcomes	Intermediate Outcomes	Indicators
1. Strategic Priority, Better Services: <i>Improve government services for Western Australians</i>		
1.1 Make most of your transactions with the WA Government available online	Increased government services available online	<ul style="list-style-type: none"> • Number of services available online • Number of transactions completed online
1.2 Integrate WA Government services to simplify the way you interact with us.	Increased number of integrated government services	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.	N/A ²	
2. Strategic Priority, Informed Decisions: <i>Increase the use of data to inform decisions</i>		
2.1 Provide more and better ways for you to engage with the WA Government	Enhanced convenience for people engaging with WA Government	<ul style="list-style-type: none"> • Number of services available on ServiceWA App/Web interface • Number of notifications issued through Whole of Government solution

² The Framework is not measuring the 'not digital only' component and considers this outcome to be business as usual activity.

High-Level Outcomes	Intermediate Outcomes	Indicators
		<ul style="list-style-type: none"> • Cost of issuing a notification through Whole of Government solution vs previous means of issuance • Average time to receive a notification
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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Number of agencies that have implemented the WA Government Information Classification Policy • Number of agencies that have established an Information Asset Register and a procedure for handling information sharing requests regarding Privacy and Responsible Information Sharing (PRIS).³ • Number of Information Sharing Agreements established under the PRIS legislative framework.⁴
3. Strategic Priority, Safe and Secure: <i>Improve the protection of services, systems and information from cyber threat and misuse</i>		
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	<ul style="list-style-type: none"> • 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

³ This indicator will only be valid if the anticipated Privacy and Responsible Data Sharing Legislation is approved.

⁴ This indicator will only be valid if the anticipated Privacy and Responsible Data Sharing Legislation is approved.

High-Level Outcomes	Intermediate Outcomes	Indicators
		<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Number of agencies that have reached the level of "Progressive" for initiatives under the WA Government Information Classification Policy. Number of agencies that have published a Privacy Policy and a Data Breach Policy.⁵ Number of Privacy Impact Assessments published by departments under the new legislative framework.⁶

4. Strategic Priority, Digitally Inclusive: *Improve Western Australians connectivity, accessibility and use of digital technologies*

4.1 Connect more Western Australians to quality internet services that are fit for purpose.	Increased collaboration with committed partners across the digital inclusion ecosystem. ⁷	<ul style="list-style-type: none"> Number of initiatives under the Blueprint implementation program targeting connectivity, affordability, skills and design Number of Digital Inclusion Accord partners Number of Digital Inclusion Blueprint Leadership Forum meetings
4.2 Enable affordable access to digital devices and quality internet services and data.		

⁵ This indicator will only be valid if the anticipated Privacy and Responsible Data Sharing Legislation is approved.

⁶ This indicator will only be valid if the anticipated Privacy and Responsible Data Sharing Legislation is approved.

⁷ This outcome is focused on the Office of Digital Government's Digital Inclusion in WA Blueprint and the Digital Inclusion Accord and Leadership Forum. The indicators are considered as proxy indicators because of their ability to indirectly measure the achievement of the strategic priority's high-level outcomes.

High-Level Outcomes	Intermediate Outcomes	Indicators
<p>4.3 Promote digital skills for Western Australians to confidently and safely use digital technologies to succeed.</p> <p>4.4 Promote technology, websites and apps that are inclusively designed for everyone's use.</p>		<ul style="list-style-type: none"> The Australian Digital Inclusion Index score
<p>5. Supporting Digital Foundations: <i>Improve government's internal operations and future ability to progress the Digital Strategy's four strategic priorities</i></p>		
<p>5.1 Support the Digital Strategy's four strategic priorities</p>	<p>Increased number of up-to-date, modern and efficient IT systems that support effective service delivery</p> <p>Improved user experience, increased efficiency and cost saving by using modern technology</p>	<ul style="list-style-type: none"> Planned financial Benefits (as per approved business cases) (\$ per year) Realised financial benefits (\$ per year)⁸ Non-Financial – This will not be measured

⁸ To capture the required data for this indicator agencies would have to report on benefit realisation for ICT projects. As per October 2023, this is excluded from the reporting requirement under the Digital Capability Fund.