

Towards Transforming Delivery of Client Services

Queensland Government Multimedia Strategy (QGMS)

Information Planning Branch (IPB)
Government Infrastructure and Coordination Division
Department of Premier and Cabinet

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INTRODUCTION

This document outlines a multimedia strategy for the Queensland Government.

The primary focus of the strategy relates to how the Government can make most effective use of the development of this technology in supporting the business and goals of the Government, particularly in the area of client services. Multimedia, in this sense, should be viewed as a critical element in transforming the ways that the government delivers services to its clients.

This strategy has been developed with extensive consultation and reflects a broad base of opinion from a wide range of stakeholders. It includes a set of strategic initiatives which combine to support the objectives of the strategy, and if adopted will create positive and cost-effective change. The document was developed with the assistance of a consultant from the Convergent Technology Group.

BACKGROUND & STRATEGIC CONTEXT

Converging technologies, skills and capabilities across information technology, media and communications have led to the development of interactive multimedia. This convergence allows users to find, manipulate and interpret information using more than one medium, eg. text, graphics, still pictures, moving pictures and sound.

When combined with advanced information and telecommunications technology, this can result in sophisticated products which can be communicated world-wide. The notion of client services being provided around the clock, at a time chosen by the client, and from a choice of locations (including their home) is realisable with well planned and carefully designed multimedia-based initiatives.

The Government Information Infrastructure Strategy (GIIS) provides the strategic context for the Government's direction in information management and the related processes and technologies that support the business of government. Multimedia is identified in GIIS as a technology option that is ideally suited to supporting new and enhanced methods of delivering government services, while also having the potential to improve the operation of government departments and agencies.

A small number of Queensland Government agencies are currently benefiting from the introduction of new or enhanced services that utilise multimedia. These have occurred through the efforts of innovative people and with the support of programs such as the Information Planning Branch's (IPB) Cross-Agency Multimedia Advisory Committee (CAMSAC) trial.

The challenge now exists to extend these benefits as widely as possible throughout the Government. This will require moving the use of multimedia in government to the next evolutionary stage, ie. from early adopters to a wider take-up.

In the broader context, multimedia is a global phenomenon that cannot be ignored. It is not a technological fad which might disappear or be leap-frogged overnight, and should no longer be thought of as an emerging technology to be experimented with. It is now evolving as a mainstream option.

This global technological development and direction, on its own, supports the need for a considered and proactive response by government. In addition, drivers for improved client services in an environment of continually having to do more with less provides a significant justification for the Government to seriously investigate use of multimedia to enhance client service delivery.

It is within this context that the need for a QGMS exists. The primary focus of the QGMS is on the business of government, and in determining the most effective role for multimedia and methods for its introduction.

RELATED INITIATIVES

The Information Industries Board (IIB) convened a Multimedia Task Force (MTF) in mid-1996 and commissioned an independent consultant to develop, with input from the MTF, a report outlining the potential of the Multimedia Industry in Queensland. The resultant report is titled *Emerging Technologies, Future Industries*.

The Queensland Cabinet, responding to a recent submission from the MTF, has directed the IIB to coordinate the development of an overall Queensland Multimedia Strategy (QMS), which is to be presented to the Boards of the IIB and the IPB for input in March 1997, prior to being presented to Cabinet for endorsement. The QMS is to consist of:

- Queensland Multimedia Industry Development Strategy (QMIDS); and
- Queensland Government Multimedia Strategy (QGMS)

As part of the Cabinet decision, the IPB has responsibility for developing QGMS with input from a wide range of stakeholders, and in close consultation with the IIB. These two strategies are to be developed in parallel and overlay sufficiently to provide a consistent overall QMS.

The IPB recently commissioned a consultancy to develop submission review guidelines for new or enhanced services involving multimedia for Treasury and agency officers. This consultancy also collected information that provided useful input to the development of this particular strategy (ie. the QGMS).

CURRENT SITUATION ASSESSMENT

The Queensland Government has had some encouraging experiences with multimedia. The table on the following page describes the current situation relating to multimedia and government. This data has been developed from extensive consultation with government officers and executives, as well as the multimedia industry via the IIB and the developing QMIDS. It forms a critical base from which the QGMS is to build.

The QGMS includes strategic initiatives that exploit the opportunities and deal with the external threats; build on the strengths and address internal weaknesses; and overcome real and perceived constraints.

Strengths <ul style="list-style-type: none"> Ownership and access to large amounts of potential multimedia content, from within government and outside (IP issues need to be addressed) Public sector reform agenda (eg. focus on client services, purchaser/provider split, outputs budgeting, Quality Assurance, etc.) A developing State-wide telecommunications infrastructure, including government intra/internet The presence of the Qld-based CMCs, and government investment in QANTM (with strong links to arts, cultural, youth and indigenous sectors) 	<ul style="list-style-type: none"> Some areas of high competence in government with the technology and its application to government business The projects of the CAMSAC trial, and other government successes with multimedia High degree of public acceptance of multimedia in entertainment, education, and arts and cultural areas The potential of the Strategic Management Framework and whole-of-government coordination of information management through the GIIS The new Ministerial Advisory Council for Information Planning 	Opportunities <ul style="list-style-type: none"> Greater equity of access to government services and resources throughout the state Developments to the technology and lower costs create opportunities for wider take-up; also access issues are expected to significantly reduce over time, eg. with digital TV Respond to the growing use and expectation by government clients of multimedia, who are also demanding greater "ease-of-use", in this digital world Commercialisation of government owned IP Access to the global market, and cost-effective international benchmarking (including for rural and regional communities) Learn from the experiences of other governments (in Australia and overseas) 	<ul style="list-style-type: none"> "Move the service counter" - multimedia provides increased opportunity for on-line access and client interaction Growing local industry capability, supported by QMIDS, CMCs, AIMIA, IIB, TAFE, etc. Growth of information intermediary services (eg. libraries, social services, etc) Joint industry-government projects with strategic objectives for all stakeholders (potentially via a program of lead projects serving wide regional delivery) Transform the service delivery model, with vastly improved options for client interaction and potential to improve cost-effectiveness Linkages with entertainment industries, and also with major Qld industries, eg. tourism
Weaknesses <ul style="list-style-type: none"> Low level of awareness of potential of multimedia and related trends within government and public service Little knowledge about what existing content might be appropriate for multimedia, and also potential legal issues involved (inc. IP, copyright, etc.) A small local multimedia industry base, ie. supply choices are limited for government purchasers (also largely SE Qld centred) Capacity of State-wide telecommunications infrastructure, particularly in rural and regional areas (including high costs) No mechanisms to protect digital assets Skills in innovation, commercialisation (eg. of IP), business case development, contract and project management within government General attitude of risk aversion within government, and tendency to be critical rather than creative 	<ul style="list-style-type: none"> Limited overall coordination of multimedia activities across government Client service focus and culture is low in government and is hindered by stove-pipes within and across agencies No defined technology standards, or guidelines for development, nor for dealing with privacy, confidentiality, security, etc Some confusion about what multimedia actually means (a clear, concise, consistent definition is required) No QA testing or accreditation of products or suppliers Business practices that are not suitable for an on-line multimedia environment, eg. not accepting credit-card payments, or requiring paper-based forms or reports Generally low level of involvement from arts, media, graphic designers, content experts, etc. - projects are largely IT driven Limited sectorial visions for use of multimedia 	Threats <ul style="list-style-type: none"> Danger of the strategy being hijacked or the objectives being misinterpreted, eg. multimedia considered as a cost-cutting tool, or overly focussed on industry development Low acceptance by clients of services involving multimedia, and their inability to use it Insufficient client commitment to new or enhanced services that use multimedia The business case cannot be made, and sufficient funding is not available Unsupportive attitude from government decision makers Accountability for outcomes is not clear "Location-less" online business applications using multimedia may threaten local businesses in rural and regional areas, however it can also provide local businesses with access to the global market (this threat may be neutralised by improved opportunities) Danger of government IP being inadvertently "given away" via multimedia based services 	<ul style="list-style-type: none"> That the strategy is viewed only as a "technology push" Marginalisation of government clients without access to technology, eg. CD-ROM, internet, etc.; the "haves" and the "have-nots" Security of on-line multimedia services, eg. from hacking, etc. Perception of shifting of costs to the user A deficit of ideas for use of multimedia in government services Third party service providers who use government content in their services Risks may be high due to limited precedence and experience of multimedia in government Government service clients are generally unsophisticated in terms of multimedia technology, and may have difficulty relating purchase decisions to business improvements
Constraints <ul style="list-style-type: none"> Perception that the technology is complex and costly for development and implementation; also that it is only good for games and entertainment Complex approval processes (including State Purchasing Process as it relates to multimedia development), annual budget cycles which can hinder long-term projects, and availability of funds to support early initiatives Some government regulations which may constrain flexibility of design of multimedia-based services 		<ul style="list-style-type: none"> Process of accounting for government investments can inhibit client service innovation Differing philosophies of industry and government (including the National Competition Policy) Parts of the community are wary of government use of IT&T Limited (but growing) capability in the community to effectively utilise multimedia based government services (eg. numbers of PCs, CD-ROM drives, internet access, etc.) 	

The analysis of the current situation on the previous page is a macro view.

It is recognised that the assessment can't reflect exactly the situation of all agencies, some of which are relatively well advanced in their use of multimedia, and others who have investment priorities where multimedia is currently a low priority. In addition, in some cases the weaknesses listed above may in fact be strengths for some agencies, eg. skills in the development and commercialisation of multimedia-based products is a strength of TAFE and a small number of other agencies.

The assessment is intended to provide a broad-brush review of the current status to help guide overall strategy development. In developing a strategy for multimedia for the Queensland Government, it will be important to particularly address the weaknesses, threats and constraints. Building on strengths and opportunities is also important. However, these will come to nothing if existing and potential threats and constraints are not adequately addressed.

The current situation can be described in summary as:

- The Government has had encouraging experiences with multimedia, particularly in areas such as staff education and web-site development.
- There is work needed to build on these experiences and to spread the benefits.
- Threats, weaknesses and constraints need to be specifically addressed as they will inhibit wider adoption.

Increased use of multimedia in government, of course, will only occur if positive business cases can be demonstrated that provide net benefits.

STRATEGIC FRAMEWORK FOR THE QGMS

The State Strategic Plan states that the Government's objective for public sector management is to facilitate delivery of services of high quality with maximum efficiency which positively support the economic and social development of the State, while maintaining fiscal responsibility.

To support this, the Strategic Management Framework focuses on five key result areas:

1. Promotion of a performance culture
2. Provision of quality client service
3. Achievement of best value for money
4. Effective change management
5. Increased accountability

In support of these key result areas, the GIIS outlines a strategy that is designed to:

- transform the way government delivers services to people;
- make it easier for people to access government information and services; and
- provide services which meet the expectations of people living in the Information Age.

The above provides an overarching strategic framework which the QGMS aims to achieve by particularly focussing on the role of multimedia in government. The QGMS is entirely

complementary to and explicitly supports the State Strategic Plan, the Strategic Management Framework and the GIIS.

Given that the QGMS is to represent an approach to multimedia for the Government, it is important to identify those objectives for which multimedia would have some direct relevance. These include:

- Improved client services (external and internal, including service integration)
- Improved internal operations (including staff development)
- Support for industry development (eg. job creation, increased options for supply)

While industry development is a goal of the Government, it is critical that a government multimedia strategy articulate a use that is core to its business, ie. it needs to position the use of multimedia as a means of addressing the broader range of government objectives. In the context of the QGMS, industry development can be viewed as a positive side-effect, rather than as a specific goal. The QMIDS, being developed by the IIB, specifically addresses multimedia industry development.

This matter of strategic focus is a key issue, as it relates directly to identifying the *change* that the QGMS seeks to cause. The QGMS will not be successful if it cannot articulate an intended change, nor will it be successful if it attempts to change many things, or the wrong things for the wrong reasons. The intended change and the associated reasons must be clearly described.

In accepting that change is required (as per the current situation analysis and the overarching goals of the government), there is a need for a proactive approach so that benefits can be purposefully achieved as early as possible. It is likely that this will require that the Government bear some of the early risks and may require some intervention in terms of seed funding.

OBJECTIVES OF THE QGMS

Based on the framework above, there are clearly two key objectives for the QGMS.

1. Provide opportunities for enhanced client services and service integration
2. Provide opportunities for business process change within Government

1. Provide Opportunities for Enhanced Client Services and Service Integration

It is suggested that multimedia has the greatest potential benefit in the area of government services, and therefore the primary objectives of the QGMS should relate to this. This objective can cause the following outcomes to occur.

- Transformation of the ways that services are provided to clients (eg. to make services and information readily available, ie. 24x7, that are comprehensive in content, integrated not fragmented, and linked to the business world)
- Integration of cross-agency services at the point of client interaction (eg. clients can interact with "the Government", and not individual agencies)
- Introduction of a client service culture (designing and building a multimedia product requires a focus on the client and their needs)

- Creation of an image of a proactive government that uses contemporary approaches and technologies

Case for the Objective

Multimedia creates a significant opportunity to rethink the ways that government services are delivered. The traditional notion of a service counter that is staffed, in limited locations, open only during particular hours, and requires clients to queue, can be extensively challenged with the possibilities that multimedia introduces.

It is not suggested that multimedia can completely substitute this traditional style of client interaction. This is clearly not possible, nor desirable. However, multimedia can create significant improvements in client services in target areas, particularly those related to providing information and involving simple transactions (including payments, for example).

In addition, multimedia creates an opportunity to provide added value to service arrangements for government clients by potentially combining services from a number of agencies that are relevant to a given group or profile of clients. It is believed that a much simplified interface and increased access to a wide range of integrated Government services and information will be highly valued by government clients. This is supported by experiences in other industries and jurisdictions.

Some investment in bricks and mortar (eg. service counters) may instead be made in multimedia based client services that are available 24 hours a day, from the client premises and with no queuing. This is a change that is possible with the QGMS.

In considering this change, it is critical that clients are involved early in the planning and design processes, and have a prominent role during implementation. This involvement may be achieved through current representative groups and if required, through specifically created consultative reference groups.

The process of involving the clients should extend to having them formally endorse the new or enhanced service method. In most cases, the use of prototypes and "proof of concept" projects will aid in this process and help to ensure the most effective outcomes. Developing community participation and ensuring services based on multimedia are demand-driven are viewed as a critical success criteria for client services based on multimedia.

When client service needs are considered from the client's point of view, it can easily be seen that the current government agency structures and geographic service boundaries limit the ability to integrate service offerings and create a seamless interface to Government.

This idea of providing integrated service offerings is being successfully tried in some cases with the traditional service counter paradigm. One example, of a number of initiatives that address this change in approach, is the Queensland Government Agents Program (QGAP), which aims to increase access to government services for people living in rural and regional areas. The level of client and public acceptance to this style of service provision is believed to be high, however some analysis is required to test the theory.

The primary inhibitors to the integration of client services are organisationally related, and not about technology. The organisational "will" across agencies to take a client centred approach is required before service integration can occur.

Multimedia on its own can't cause services to be integrated, however, it does make integration relatively easy to implement, eg. by presenting a unified, consistent and comprehensive interface to the user. In this regard, the QGMS can support the implementation of a client centred approach to the delivery of client services and enhance cross-agency initiatives.

2. Provide Opportunities for Business Process Change within Government

The other major area of benefit to government with multimedia is as an aid to implementing best practice business processes which support service delivery goals.

Staff development is a business process that stands to benefit greatly from the use of multimedia. There are many examples (within Queensland and elsewhere) where significant gains have been achieved through training programs that include multimedia as a complementary delivery mechanism. Multimedia is very effective as a tool for training as it engages many senses that help the learner to retain and process information (eg. via visual, audio and tactile).

With multimedia based staff training programs, there is the opportunity to optimise current training provision in terms of outcomes and costs.

The potential role of multimedia in client services is discussed in the previous section mostly from the client's perspective. This objective deals mostly with changing government business processes, which of course will have a flow-on effect to client services. The following outcomes are expected from this objective.

- Consideration of multimedia will be included in the planning processes for client service development (for internal and external services)
- Costs and service delivery modelling of current service arrangements will be undertaken to provide a base for the business case for service changes involving multimedia
- A process exists that ensures accountability for the results of multimedia-based client service initiatives
- Business Process Reengineering (BPR) costs and related implications are factored into the planning, as does the lag-time for implementation and the probability of a dual delivery mode being required for the period of time when both methods of service delivery are functioning

Case for the Objective

Multimedia should be recognised as a vehicle for implementing business change within government. The opportunities to increase collaboration within agencies, and importantly across them, via multimedia-based services can lead to an increase in exchange of ideas and innovative ways of doing business. These internal efficiencies of course will create a better informed and responsive public sector to meet client needs.

There is the need to look carefully at appropriate applications for multimedia, as there is no point in having a multimedia-based service just for the sake of it, eg. as occurs with some web-sites. Some method of profiling service ideas or concepts to test for multimedia suitability will help with this matter.

The use of multimedia in a training program or as an aid to improving other business processes needs to be on a sound business basis and support explicit government goals. The experiences in Queensland and many other places indicate that there are indeed significant benefits from the use of multimedia in this area, and that a case exists for it to be seriously considered.

CONSIDERATIONS FOR MULTIMEDIA DEVELOPMENT

During the consultative process to develop this strategy, an amount of useful information concerning the technological and related-aspects of the development of client services using multimedia was provided.

These are discussed below and provided as items requiring consideration.

Planning

As multimedia is now evolving as a mainstream technology option, there is a growing case that it should be explicitly included in agency IM/IT plans and that agencies are to be actively encouraged to consider it as an alternative or as complementary to their existing IM/IT initiatives.

To support this process, the establishment of multimedia best practice guidelines to support the business of agencies is required, as is an awareness and training program to develop multimedia skills. These guidelines would need to be flexible and not of a form that constrains agencies with regulations, etc.

The guidelines would include such things as: business case templates, project planning processes, key principles, assessment criteria, full cost of ownership model, commercialisation guidelines, relevant standards and regulations, risk analysis aspects, client/end-user consultation processes, whole-of-government aspects, development process (including consideration of outsourcing and purchaser/provider), etc.

Standards

Standards are relevant to the QGMS in a number of domains. There is a delicate balance that causes efficiencies to occur and also permits innovation and creativity.

In the technological domain, it is important for the government to continually monitor global trends and developments and to adopt those that are appropriate on as broad a base as possible. It is recognised that it may not be possible to apply these standards in all cases as client capabilities and other circumstances will in many cases drive the take-up rate.

The goal, which includes for multimedia, is to have a consistent and interoperable environment that minimises support requirements and other costs, while maximising user benefits.

Other domains for standards, which will need to be discussed in the guidelines include: style (eg. the look of the multimedia application and the methods of interaction), process and organisational aspects. Relevant government regulations will also need to be considered.

Outsourcing and Industry Partnerships

Multimedia has a role to play in a wide range of applications. A spectrum exists that has at one end simple publishing via fairly static web-pages, to complex on-line transactions that involve many agencies at the other end.

It is not possible to develop a blanket policy for the outsourcing of multimedia projects that accommodates all the points in this spectrum. Instead different models should be developed for each major grouping with the contestability of the purchaser/provider approach being more stringently tested at the higher end.

This matter will need to be explored in more detail and some guidelines developed to help agencies determine their approach to product development.

KEY PRIORITIES FOR THE QGMS

In developing the QGMS, a number of key priority areas emerged during the consultation process. The priority areas listed below are considered to be both urgent and important.

- Improving client service delivery (and ensuring equity of access where possible, and use of innovation in service design)
- Promotion of efficient and competitive business practices within government which can be supported with multimedia
- Increasing the awareness of agencies of the possibilities that multimedia creates
- Staff development: training of government staff in multimedia skills
- The development and adoption of a Best Practice approach to multimedia (including issues relating to IP, security, business case development, etc.)
- Development of cross-agency service delivery projects which can take advantage of multimedia
- For the government to gain a better and quantifiable appreciation of client demand and need for multimedia-based services
- Active client involvement in service planning and design, including increasing awareness of clients of the possibilities of service delivery using multimedia
- The establishment of a basic, affordable support service to Program staff to test and develop multimedia approaches - not to be exclusively orientated to IT areas or have peculiar IT biases
- Improving the capacity of the State's telecommunications infrastructure
- The aggregation of government multimedia design and delivery
- The active involvement of arts, media, graphic designers, content owners, etc.
- Continued support of current multimedia projects, eg. the CAMSAC pilots
- Seed funding to get projects started (eg. concept design & business case development)
- Overall coordination for multimedia in government

These priority areas are embodied in the strategic initiatives that follow.

STRATEGIC INITIATIVES

The strategic initiatives of the QGMS address issues that exist in the current situation (especially weaknesses, threats and constraints), and supports the objectives and priorities outlined earlier in this document.

This approach has led to the development of strategic initiatives that are practical and have immediate relevance to the current issues of multimedia in government. The QGMS also needs to indicate a future direction and include initiatives that work towards medium and long-term issues.

The following are the strategic initiatives for the QGMS, which are outlined in more detail in the tables that follow. It should be noted that many of the initiatives are interdependent.

1. Awareness, Training and Networking Program
2. Case Study Documentation
3. Best Practice Multimedia Guidelines for Agencies
4. Concept and Business Case Development Support
5. Major Client Service Programs

1. Awareness, Training and Networking Program

Develop and implement a program to increase government multimedia skills and raise the level of awareness of multimedia's potential role in the business of Government. Particular target groups being key decision makers, including CEOs, Program Managers and Politicians. Selected client groups should also be specifically targeted.

Recognise those people in Government who have been early adopters of multimedia and establish a means of supporting their good work and providing access to them for other government people.

Expected Outcomes and Benefits:

- Increased appreciation and understanding of submissions for new/enhanced services that include multimedia by decision makers
- Increase in innovation in design of government services
- People with ideas for government services utilising multimedia can develop these with input from people who have already done it
- The experience and expertise in multimedia of early adopters in government is shared

Constraints and Issues:

- Access to target groups of people
- Design of the program, ie. making it appropriate to the target groups

Major Activities:

- Develop awareness program material and processes; investigate utilising government investment in QANTM and also industry partnerships
- Conduct awareness program and follow-up with refresher sessions
- Establish and support a network of people who have experience in applying multimedia to the business of government
- Develop and conduct a multimedia training program for government program staff
- Develop a Queensland Multimedia Web-site that supports the interaction of people involved in multimedia within government and industry

Potential Responsibility:

- IPB, IIB, and PW&H
- Government executives

2. Case Study Documentation

Document projects that can enhance the collective knowledge of approaches to multimedia development in Queensland. Cover successes and failures, in both the government and non-government areas, and also locally and internationally. This initiative and the Awareness Program (No. 1) are integral to each other.

Expected Outcomes and Benefits:

- Capture the learnings from the experience of early adopters
- Increase awareness of possibilities and encourage innovative thinking
- Show-case Qld expertise, capabilities, etc.
- Critical sources of information to develop best practice from
- Greater appreciation of benefits and outcomes possible from the use of multimedia

Constraints and Issues:

- Extent of progress of some of the current major projects
- Reluctance of some groups to disclose information of failures, or aspects that are commercially sensitive

Major Activities:

- Identify ideal set of existing projects on a state, national and international basis
- Document each project as a case study, drawing out lessons, etc.; or access case study material already available
- Develop best practice approaches from the experiences of the selected projects
- Prepare case studies for publication
- Distribute them widely within government, and look to the local multimedia industry to assist with promoting selected best practice cases
- Launch a set of selected Queensland case studies as part of some significant event

Potential Responsibility:

- IPB, IIB and PW&H
- CAMSAC trial participants, and other government multimedia projects
- Local multimedia industry

3. Best Practice Multimedia Guidelines for Agencies

Prepare a set of guidelines for agencies that encourage a best practice approach to the use of multimedia in government. These should cover the full-cycle from idea/concept development, through to ongoing support, and stress a business/client service focus.

Expected Outcomes and Benefits:

- High quality initiatives using multimedia
- Consistency in approaches and use of standards
- Multimedia integrated as an option in service delivery planning

Constraints and Issues:

- Achieving agreement amongst government agencies as to what constitutes best practice
- Acceptance of the guidelines by all agencies

Major Activities:

- Determine objectives of the guidelines and intended contents
- Review case studies for actual experience
- Develop guidelines and distribute widely; also launch them at some significant event
- Include service profiling method to identify services that may best benefit from multimedia, and assessment process for value for money

Potential Responsibility:

- IPB, IIB, and PW&H
- All agencies and local multimedia industry

4. Concept and Business Case Development Support

Establish a program that motivates agencies to access best available expertise in the development of service ideas/concepts that may use multimedia, and in the development of business cases and project plans. The expertise may be sourced from industry or within government on a contestability basis.

The focus of this strategic initiative is to increase the quality of the early activities in agency projects. These early activities are critical to the success of projects that include multimedia.

Expected Outcomes and Benefits:

- Higher hit-rate of project ideas going ahead
- Acceleration of the early developmental stages
- Access to industry expertise, to enhance skills in government

Constraints and Issues:

- Funding is required - potentially sourced from IT&T related savings programs, eg. in Telecommunications

Major Activities:

- Investigate options for supply arrangements for these services (eg. panel of suppliers, etc.)
- Develop a funding model and secure necessary funds (eg. dollar-for-dollar with agencies)
- Prepare generic business case format as templates for agencies to use, which include consideration of outsourcing as an option
- Gain appreciation of client demand and preparedness for services based on multimedia
- Actively promote the program within government

Potential Responsibility:

- PW&H
- IPB and IIB
- All involved agencies

5. Major Client Service Programs

Proactively identify and develop major cross-agency client service programs that could utilise multimedia, and establish required partnerships for service and multimedia product development. Also look at other agencies (eg. non-State) and other service providers as potential partners.

Expected Outcomes and Benefits:

- Cross-agency client service delivery and integration is promoted
- One or two major projects can be show-cased and promoted as best practice examples
- Government gains from commercialisation of identified government owned IP
- Good working relationships with industry are established

Constraints and Issues:

- Organisational "will" to cooperate
- Lack of clear sectoral visions
- Funding

Major Activities:

- Proactively identify client service project opportunities and work with relevant agencies to develop
- Identify commercialisation opportunities
- Investigate usefulness of the AUSIndustry Business Networks program as a means of establishing appropriate partnerships (potentially with industry)
- Identify related projects and ensure necessary links are established (eg. Project Lighthouse)
- Establish consultation processes to ensure client input and endorsement is obtained

Potential Responsibility:

- PW&H and Qld Treasury
- IPB, IIB and DTSBI
- OoPS and Office of Rural Communities

The objective in formulating these initiatives is to focus on action areas that are practical and address the currently understood weaknesses, threats and constraints. In this sense they present immediate opportunities and benefits, but equally with a view to the medium and longer term.

STRATEGY COORDINATION

The IPB will establish and convene a QGMS Steering Committee with representatives from those organisations listed above as having the potential responsibility and any other key stakeholders. The QGMS Steering Committee will:

- develop an implementation plan for the strategic initiatives;
- identify relevant groups within government to take the lead in progressing specific strategic initiatives;
- coordinate the QGMS with other government initiatives, in particular the Strategic Telecommunications Review; and
- support the progress of the strategy, and verify it at defined phases.

Agencies responsible for progressing the strategic initiatives would be expected to do so based on sound business principles.

BIBLIOGRAPHY

The following list of documents have been used as background for the development of this document, and may be useful as reference material for people seeking further information.

Consultancy Report: Assessment Guidelines - Agency Multimedia Initiatives

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