

eGovernance Practice and Potential in the Local Government Sector

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1.0 Abstract / Introduction

This paper presents initial findings of a research project into the current extent of, demand for, and strategic inhibitors / facilitators to / for the development of electronic governance (eGovernance) in the local government sector in Australia. Undertaken by members of the sector in Victoria, in conjunction with the Centre for Public Policy of the University of Melbourne, the project is will produce a final detailed strategic report by the middle of 2004.

Based on the results of survey data collected by members of the project team during 2002-3, this paper argues that the local government sector, as typified by municipalities in the state of Victoria², can be seen to have an interest in a broad range of activities that fall under the rubric of eGovernance as defined within. In the research findings to date, however, a number of issues about the future the development of eGovernance processes and activities within the sector have been identified:

1. While extremely high proportions of survey respondents indicated that information technologies are important or highly important in governance functions within their municipality, and that this level of importance was likely to increase in future years, awareness of the concept in any detailed form is far more limited and activities within the sector to date have been limited or of small scale application. This finding is problematised³ somewhat by three factors: inspecificity as to the meaning of the term governance as a principle for practical application; lack of central or primary responsibility within council organisations for leading governance initiatives, and; a tendency for local government practioners to predominantly attune to sources from within the sector with regards to information about eGovernance concepts and implementation (limited learning from outside of the sector);

² Caveat: see the Research Methodology, below.

³ Only in the context of the acceptance of eGovernance activities or processes as a normative good, an argument that is beyond the scope of this paper.

2. To interpret the complex and uncertain set of relationships concerning drivers and motivations of the adoption of eGovernance processes and practices within local government requires a close reading of the survey data. On the surface, backed by observations about the types of initiatives undertaken within the sector to date, a large motivator for eGovernance initiatives would appear to be predicated on external constituent needs (service quality) and desires (expectations of the public) which easily fit in line with popular and academic discourse regarding eDemocracy (ICTs as facilitators for eConsultation and transparency). This view is supported by the type of initiatives undertaken within the sector, and the kinds of examples to which practitioners attune in their environment. A deeper reading of the survey data, however, which aligns motivational factors with identified problems or issues for local government governance practice, does not necessarily support this position. For respondents, key governance concerns focused on organisational capacity (resources) and processes (compliance and reporting), both within organisations and through fiscal federal relationships. This finding would imply a need to re-orient the importance of eGovernance from democratic towards inter- and intra-governmental activities, and;
3. Desiderius Erasmus stated that in the land of the blind, the one-eyed man is king. eGovernance remains a concept without definition or champions in the majority of organisations surveyed, with the corresponding *ad hoc* pattern of development and hesitancy regarding introduction. While generalised support for the concept is very high within surveyed councils (with some exceptions), there appears to be an absence of catalytic examples and change agents within municipalities. In the absence of a clear direction (point above) and strategically-useful information (point 1) a significant problem may emerge in the pattern of future developments in this area, given the preponderance of existing eGovernance literature stresses consultation processes that may not accurately reflect organisational needs.

1.1 Background

Governments in Australia have traditionally been strong investors in information systems (Hughes, 2003:182-4) to support their diverse range of planning and service delivery activities, as well as record keeping processes mandated by both the concept of responsible government and legal requirements under administrative law (O'Faircheallaigh, Wanna, and Weller, 1999:62). During the last decades of the twentieth century, technical efficiency drivers in the public sector accelerated this tendency as manual systems were replaced with electronic hardware and digital record keeping. In the 1990s the rapid growth of personal computers and computer networking (Information Communications Technologies, ICTs) spawned a renewed interest in the value of computers, through the development of electronic commerce models (eCommerce) as well as remote and automated systems for delivering the public with government information and services.

For members of the local government sector in Victoria, eCommerce and remote service models presented attractive means to reduce costs and expand service offerings following significant restructuring and financial stringency of the early 1990s under the Kennett Government⁴ (Chen, 2002a) and municipalities, both individually and collectively under the State's peak body (the Municipal Association of Victoria; the MAV) began to increase their offerings of electronic services to their residents and clients, as well as automating "back office" managerial functions and business transactions with some suppliers and contractors (eProcurement).

While these initiatives have significant value in that they have the potential to deliver services at lower cost, to remote communities via ICTs, and out of business hours, service delivery and procurement functions are not the sole *raison d'être* of local

⁴ These two factors were not separate, however, with many of the financial constraints on local government a function of the opportunity costs associated with restructuring and amalgamation in addition to mandatory reductions in their per capita rate base. The amalgamation process was predicated on the unrealistic expectation that growing the size of local government organisations would lead to immediate (rather than medium or long term) economies of scope and scale.

Barlow, Chen, Chimonyo, Lyon, O'Loughlin: eGovernance Practice and Potential in the Local Government Sector government organisations. As the level of government closest to the general public in terms of physical presence, size, and density of political representatives to electorate members, local governments around Australia often pride themselves on their democratic credentials. In addition, as greater awareness of the need for "joined-up" (co-ordinated and integrated) government has reached the sector (Reddel, 2002), issues of effective and democratic government can be also seen in terms of internal decision making and regulatory compliance and inter-organisational relationships in terms of policy and service-oriented networks (Colebatch and Dawkins, 2002).

Thus, the digitisation (particularly due to the communicative aspects of ICTs) of governance activities by local governments can be seen as a potential source of increased performance and resource efficiency within these multifunction organisations. While an increasing number of researchers and academics have focused on the concept of electronic democracy (see, for example: Clift, 1999; Commonwealth Centre for Electronic Governance, 2001, Hagen, 1997), this approach tends to focus on external assessments of "need" – normally a normative assumption that "more is more" when representative institutions have greater scope for transparency of their operations (online publishing and oversight) or direct participations in decision making by members of their constituency. The origin of this research, however, stems from practitioners' interest in the potential of existing infrastructure invested in ICTs (communications systems, hardware, software, and human capital) to support local governance activities and processes.

1.2 Research Methodology

As applied research, this paper reports on one component of the overarching research strategy employed by the project team (paper authors). The complete project will employ a number of research components:

1. Collection of baseline data (this survey);

2. Identification of case examples that fit governance needs identified in baseline research (domestic and international);
3. Development of case materials from Australian local governments exploring implementation processes and outcomes associated with eGovernance initiatives, and;
4. Final reporting and stimulation of new pilot initiatives.

As the result of the baseline data collection phase of the wider project, the information reported in this paper is based on a twenty-nine question survey distributed nationally in July 2003 in both paper (attachment 1) and electronic forms (attachment 2, extract only). Initially directed at Chief Executive Officers (nee Town Clerks) for completion from the officer(s) responsible for governance services and activities, the survey solicited a mix of both numerical and freetext responses from respondents.

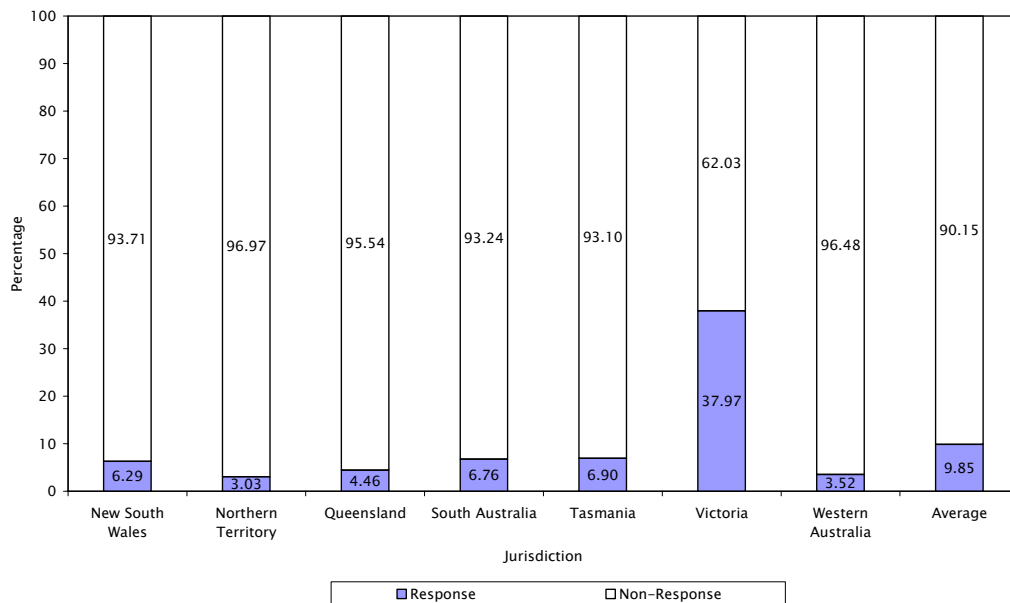
The aims of the survey were to identify:

1. General and specific levels of awareness of the concept of eGovernance;
2. Interest in, or importance of, technology in governance activities;
3. Key information sources on the application of technology to governance functions;
4. Activities undertaken within the organisation to date;
5. Barriers and enablers to technological adoption;
6. Support within the organisation for adoption / further adoption of eGovernance practices or projects, and;
7. Key governance challenges or problems facing the sector.

From a total population of 722 local governments around Australia, the survey received 62 responses, a response rate of 9.85 percent. While this response rate is reasonable in aggregate terms, figure 1 shows that the responses were substantially skewed towards the Victorian local government sector – reflecting the origin of the

Barlow, Chen, Chimonyo, Lyon, O'Loughlin: eGovernance Practice and Potential in the Local Government Sector survey from the Victorian local jurisdiction (also a result of the "local" social networking characteristics of the sector, see 3.3, below), but also possibly the somewhat more developed state of electronic and online service delivery adoption in the jurisdiction as a function of relatively larger average municipal sizes. Overall, this distorts the findings towards the Victorian situation, which, it should be noted, is somewhat atypical of the "average" local government situation in Australia (a highly variable sector in general terms)⁵.

Figure 1: Percentage of total number of Councils that Responded to the Survey, by Jurisdiction (n=62)⁶



⁵ It should be noted, however, that New South Wales is currently in the process of considering amalgamations (possible amalgamation proposals have been requested of all municipalities in the state from the State government), and thus NSW may more closely mirror the Victorian sector in the medium term depending on the ability of the State government to ensure compliance with this policy direction.

⁶ In viewing this breakdown, caution should be taken in incorporating Northern Territory local governments into the aggregate population due to the large number of very small (>1,000 residents) local self-governing communities in the jurisdiction.

2.0 Definitions

Electronic Government (eGovernment) is becoming a widely used term and has attracted a range of incompatible meanings (Marche and McNiven, 2003:76). For some, it is specifically employed to refer to the computerization of government administrative functions and service undertakings, such as the payment of bills via computer, or service bookings via the Internet (see below), while for others it is used as a generic term to describe any area of public sector activity that incorporates the use of ICTs.

This paper favours the latter approach, thus making eGovernance one element of a wider eGovernment agenda that includes electronic and online service delivery (OSD) and eDemocracy.

2.1 Online Service Delivery

Over the last ten years governments at all levels of the federal system have not been shy to adopt ICTs to some of their core functions. Across Australia there has been a blossoming of projects which aim to provide existing or new services to the public using ICTs to reduce costs, increase service quality, deliver services unrealizable via traditional (physical means), or a combination of all three. Overall, especially at the Commonwealth and state levels, Australia is recognised as a leading jurisdiction in the adoption of ICTs for service delivery and business functions in government (UN Division for Public Economics and Public Administration and American Society for Public Administration, 2002:3). Because the inclusion of the wider public in governance processes is not a service, but a right, a clear distinction needs to be made between OSD and eGovernance. However, more specifically, OSD refers to the implementation of policy, rather than its formation.

2.2 Electronic Democracy

eDemocracy is related to eGovernance, in that unlike OSD, it focuses on the political aspect of government activities, rather than implementation of decisions in the form of services to the public. Over time, the term "electronic democracy" has tended to become vague, however, and different authors use the term in ways not incompatible with our definition of eGovernance.

For the purposes of this paper and the associated research, however, the project team decided to keep the use of the term "democracy" more strictly contained to a process of universal involvement in decision making. This may take a variety of forms, but two examples would best summarise the core elements of eDemocracy:

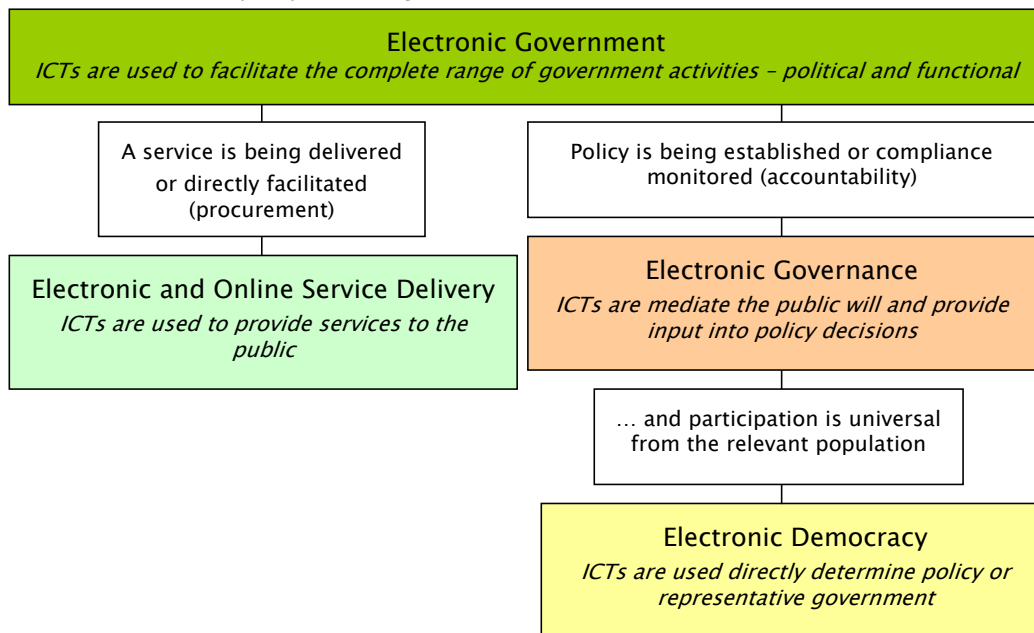
- Use of ICTs for the election of representatives to a Council (eVoting), and
- Use of ICTs for direct voting on policy decisions by the public (referenda or plebiscite).

The distinction between the two forms is far weaker than between eGovernance and OSD, however eDemocracy faces a far higher test for success: the processes or structures of eDemocracy must be universally inclusive.

2.3 A Conceptual Distinction and Caveat

The definitional distinctions summarised above, therefore, can be illustrated by the following figure. This figure shows the relationship between eGovernance and its related activities (OSD and eDemocracy), which sit under the wider rubric of eGovernment.

Figure 2: Electronic Governance in Context



In making this distinction, however, a caveat needs to be made. While we can conceptualise the three concepts separately, they are intertwined concepts for a number of reasons, not least because figure 2 can easily be accused of perpetuating the politics-administration fallacy (Huber and Shipan, 2002; Kettl, 2002)⁷. These include:

1. Processes used to facilitate service activities may have significant benefits in terms of governance decisions: Thus an OSD system or process may be valuable in capturing citizen feedback about the nature of the service, which is fed directly into decision making about how that service is designed and delivered;
2. Technologies used to deliver one aspect of eGovernment can be used for others: Many of the basic technologies used for eGovernment (communications infrastructure, database systems, online interfaces) can be used for a variety of functions, illustrating the flexibility and power of ICTs, and;
3. eGovernance processes may become universalisable over time: Online polling (currently largely based on convenience sampling), for example, may develop

⁷ Given the project has been initiated from within the managerial layer of local government, however, this view can be rejected.

Barlow, Chen, Chimonyo, Lyon, O'Loughlin: eGovernance Practice and Potential in the Local Government Sector into a more universal activity with the decline of the digital divide (Servon, 2001) and developments that allow better verification of users' identities.

Thus there are limitations with this form of analytical approach and these have been identified by authors, such as Geiselhart (2000). However, for the purposes of focusing on under-developed areas of ICT application in local government, the distinctions used to guide the research project can be seen as functionally valuable. Given this definitional positioning, we can now turn to an examination of the results of the data collected.

3.0 eGovernance Concept Awareness

The initial interest of the research project was to determine current levels of awareness of the concept of eGovernance. Using our definition (above), respondents were asked if they were aware, in the most general terms, of the concept, eliciting a high awareness of the term (close to ninety percent).

Figure 3: Concept Awareness (n=59)

Aware of e-governance concept	52 (88.13%)
Unaware of e-governance concept	7 (11.87%)

3.1 Reported Value of Concept

From the initial determination of awareness, respondents were asked to specify the importance information technologies played within their organisations in facilitating governance processes on a scale that indicated negative outcomes (risks) through to positive outcomes. This question was also matched by an additional question which asked respondents to indicate the anticipated changes in this level of importance in coming years. Thus, figure 4 shows that the vast majority of respondents (over

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eighty percent) saw information technologies as important, and that (figure 5) this
importance would increase in the future.

Figure 4: Importance of IT in Governance Functions, Current (n=61)

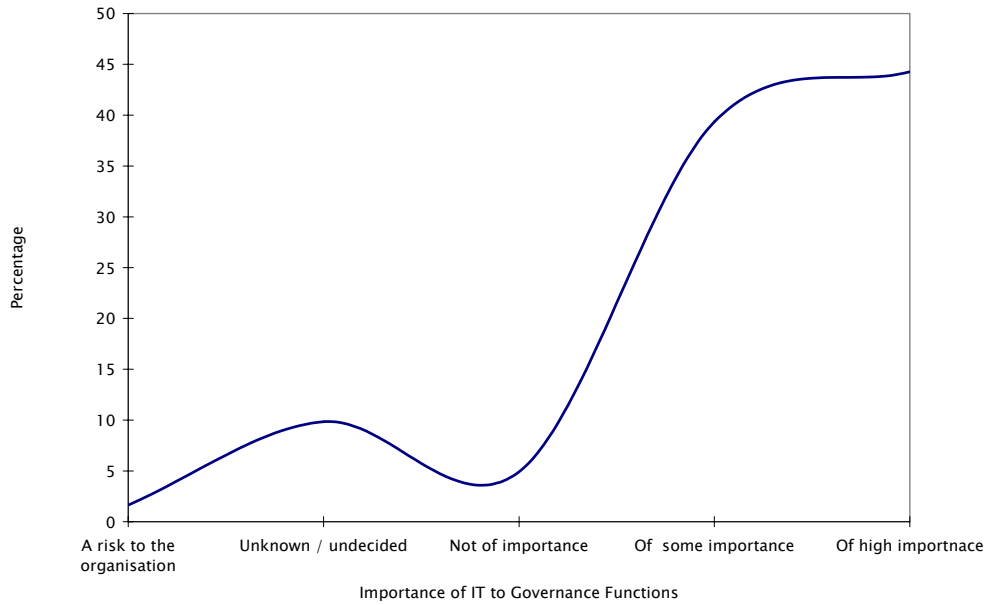
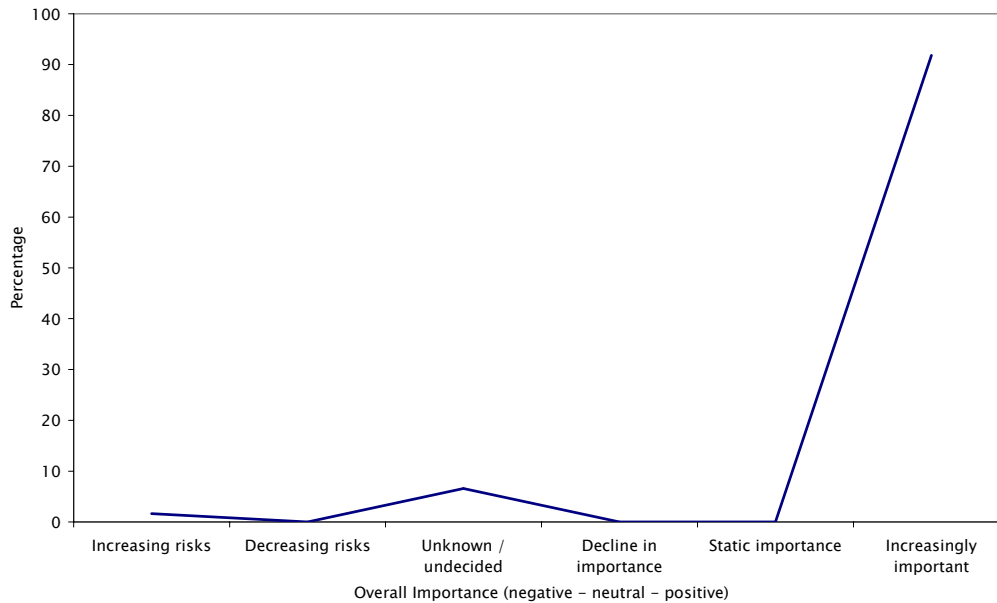


Figure 5: Importance of Information Technology in Governance Processes, Coming Years (n=61)



3.2 eGovernance Activities within Australian Local Government

While, on the surface, 3.1 would indicate a central position for ICTs in council governance functions that would expand over time, the research team were also interested in tracing interest and awareness back to tangible expressions of eGovernance in practice. Thus, respondents were asked to nominate up to three examples of eGovernance activities undertaken by external organisations, and initiatives undertaken within the organisation. The responses to these questions are summated in figures 6 and 7.

Figure 6: Examples Identified Outside of Reporting Council – Frequency / Utility by Type*, n=29 (58 Reported Examples)

Type	Frequency
<i>Webcasting Meetings</i>	12
<i>Electronic Polling/Consultation</i>	8
<i>Computerisation of Meetings (minute taking, GIS, Display boards, etc.)</i>	6
<i>Specific Online Service Delivery Project</i>	4
<i>Online Publishing of Council Information</i>	
<i>Networking the Nation / State Government Online Service Delivery Meta-Projects</i>	
<i>Online Communication with Councilors</i>	
<i>Infrastructure Projects (Digital Divide / Accessibility Projects)</i>	3
<i>Online /Teleconferenced Meetings</i>	
<i>Audit / Statutory Reporting Automation</i>	2
<i>Billing for Service Delivery</i>	
<i>Election Information</i>	
<i>Knowledge / Document Management</i>	1
<i>Internet Voting</i>	
<i>Other</i>	

*Type designator applied *ex post* from free text responses

Figure 7: Activity Undertaken Within Reporting Council – Frequency by Type*, n=47

(114 Reported Activities / Initiatives)

Type	Frequency
<i>Online Publishing</i>	30
<i>Online Communication with Councilors</i>	21
<i>Electronic Polling/Consultation</i>	11
<i>Billing (service)</i>	9
<i>Intranet / Internal Networking</i>	8
<i>Audit/Statutory Reporting Automation</i>	7
<i>Specific Online Service Delivery Project</i>	
<i>Knowledge/Document Management</i>	6
<i>Computerisation of Meetings (minute taking, electronic boards, GIS)</i>	
<i>Other</i>	5
<i>Email (general use)</i>	
<i>Webcasting Meetings</i>	
<i>Online/Teleconferenced Meetings</i>	3
<i>Customer Dbase</i>	

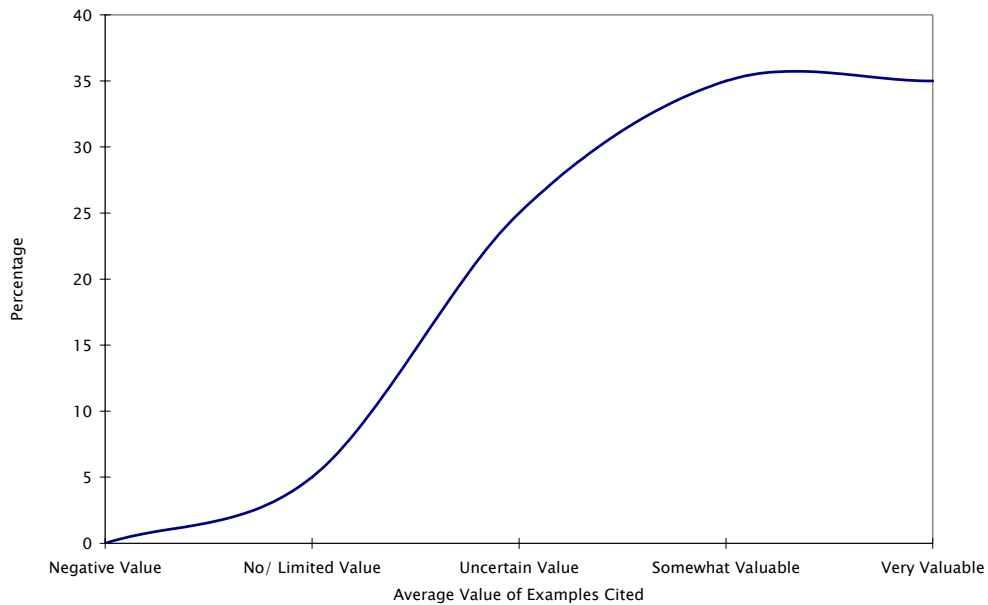
*Type designator applied *ex post* from free text responses

What the two figures above show is that, overall, large numbers of respondents can nominate clear examples of eGovernance, both from within their organisation (seventy-seven percent of respondents) and outside of the council (forty-seven percent). What this indicates is that, in broad terms, the awareness of the eGovernance concept in the local government sector goes beyond simple "buzzword knowledge" to a capacity to recognise technological applications that they identify as governance functions. What is also clear from looking at the frequency lists is that the concept of governance, essentially contested in academic discourse, is similarly contested in the local government sector, with a small but significant proportion of "pure" service delivery initiatives and activities nominated as examples of

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eGovernance by respondents. This reflects a tension within local government over the sector's role as primarily a democratic mechanism or a service-oriented institution in society (Kiss, 1999). This tension is clearly illustrated in Victoria during the last decade in comparing the Kennett and Bracks governments' interventions: both at the political level (dismissal of councils and appointment of commissioners), and managerial change (introduction of Compulsory Competitive Tendering and its replacement with the Best Value initiative; Francis, 2002).

In addition to the finding above, however, we need to note that the perception of high levels of salience of eGovernance *as a concept* reported and anticipated in the future that was discussed in section 3.1 should be countered by the practical assessment of respondents to the external examples of initiatives they identified. Thus, by asking respondents to rank the value of initiatives they cited (using a simple likert scale indicator), we see that (figure 8) the overwhelming view of the importance of the concept indicated previously suppresses a significant minority (approximately thirty percent) of respondents for whom their view of the increasing importance of eGovernance is not backed by a positive view of tangible examples. What this indicates is that, for this group, the future importance of ICTs in governance functions may be more a matter of resignation than celebration. This finding clearly has implications for future adoption in some local governments around Australia.

Figure 8: Average Value of Examples Cited (n=29)



3.3 Social Limitations to Concept and Example Awareness

Given the formative nature of the concept and tangible expressions of it in local government processes and systems, the research team were particularly interested in the way information moves around the sector (Ansoff, 1990) and how lessons and information about eGovernance are gathered by practitioners.

Turning first to respondents' assessments of the quality of information sources on eGovernance, we see a problematic picture. In Figure 9, every information source listed produced only marginally positive responses to the quality of information possessed or provided on eGovernance concepts and initiatives. Overall, for the vast majority of potential information sources (those with a mode of 3 in this figure), the predominant view was that they have limited relevance in this area of government innovation. Clearly, in contrast to the salience of the concept previously identified, a substantial information gap exists for practitioners within the sector.

Figure 9: Quality of Information Sources on E-Governance (n=62)*

Information Source	Mean	Median	Mode	Standard
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				Deviation
<i>Colleagues within Sector</i>	2.145	2	2	0.743
<i>State Representative Body</i>	2.338			0.651
<i>Professional Periodicals</i>	2.387		3	0.686
<i>Co-workers</i>	2.435			0.715
<i>Local Government Periodicals</i>	2.435		2	0.643
<i>Colleagues outside Sector</i>	2.548	3	3	0.644
<i>IT Periodicals</i>	2.564			0.76
<i>National Local Government Body</i>	2.741			0.541
<i>State/Territory Department</i>	2.774			0.611
<i>International Sources</i>	2.79			0.604
<i>General Media</i>	2.822			0.665
<i>Federal Department</i>	2.919			0.552
<i>Social Network</i>	2.935			0.474

* Likert Scale Ranking: 5 – very unhelpful; 4 – unhelpful; 3 – neither; 2 – helpful; 1 – very helpful

Alternatively, when we exclude those information sources (or more accurately, *potential* information sources) with a mode of three, we see three sources of information that have slight, but positive recognised value in terms of information sharing on eGovernance: colleagues within the sector (sectoral-professional networks; Land, Bresnen, and Swan, 2003), state representatives bodies (such as the MAV), and local government-specific periodicals (such as *Local Government News*⁸). This shows that, for local government professionals, key information about eGovernance is sourced and trusted from within the sector, and the more immediate to the organisation (level of personal contact), the higher the quality of the respondents' assessment of the information. This finding has implications in terms of policy learning (Bennett and Howlett, 1992): that the sector operates somewhat as a

⁸ Published by Hallmark Editions.

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 "closed loop" in informational terms (Schomaker, et al., 1995) and therefore innovation is limited by number of those members of the network who activity invent or import new innovations or applications of eGovernance concepts.

The closed loop problem identified above is also exacerbated by the nature of policy transfer (in terms of examples identified) and their relationship to internal organisational priorities (Rose, 1991:22). If it is safe to assume that internal examples of eGovernance initiatives match organisational priorities, then there are some differences between the type of eGovernance projects or activities that reporting councils predominantly initiate (those aimed at external audiences and internal processes, figure 10⁹) and the kinds of lessons that are predominantly drawn (much heavier emphasis on external audience projects, rather than the three other kinds of project or process). This finding, however, remains speculative and may imply:

1. Learning is surface only, and therefore organisational members are only attuning to "observable" initiatives (that by nature are aimed at external audiences in a open manner);
2. That learning is focused on areas of potential future activity and that internal activities are unlikely to decline, or;
3. That externally-focused eGovernance initiatives are the key area of interest at present (most likely, see section 6.0).

Figure 10: Activity Undertaken Within Reporting Council – Frequency by Audience*,
 n=47 (114 Reported Activities / Initiatives)

Orientation of initiative	Frequency	%
<i>External Audience (Public / Suppliers / Stakeholders)</i>	68	50
<i>Internal Organisational (within Council)</i>	60	44.117
<i>Internal Public Sector (Between Levels of Government)</i>	6	4.4117
<i>Internal Sectoral (Between Councils)</i>	2	1.470

⁹ A breakdown of this figure is provided in figure 12.

*Type designator applied *ex post* from free text responses

Figure 11: Examples Identified – Frequency by Audience*, n= (58 Reported Examples)

Orientation of initiative	Frequency	%
<i>External Audience (Public / Suppliers / Stakeholders)</i>	36	57.142
<i>Internal Organisational (within Council)</i>	17	26.984
<i>Internal Sectoral (Between Councils)</i>	7	11.111
<i>Internal Public Sector (Between Levels of Government)</i>	3	4.7619

*Type designator applied *ex post* from free text responses

Figure 12: Activity Undertaken Within Reporting Council – Frequency of Most Significant Project Outcomes*, n=38

Orientation of initiative	Frequency
<i>Intranet / Networking</i>	7
<i>Online Publishing</i>	
<i>Online / Electronic Communication With Councilors</i>	5
<i>Customer D/Base</i>	4
<i>Computerisation of Meetings</i>	3
<i>Electronic Requests for Service</i>	
<i>Management Information System</i>	
<i>Billing (service)</i>	2
<i>Knowledge / Document Management System</i>	
<i>Specific Online Service Delivery Project</i>	
<i>Online / Teleconferencing / Webcasting</i>	1
<i>Audit / Statutory Reporting</i>	
<i>Online Polling and Consultation</i>	
<i>Other / Multiple</i>	

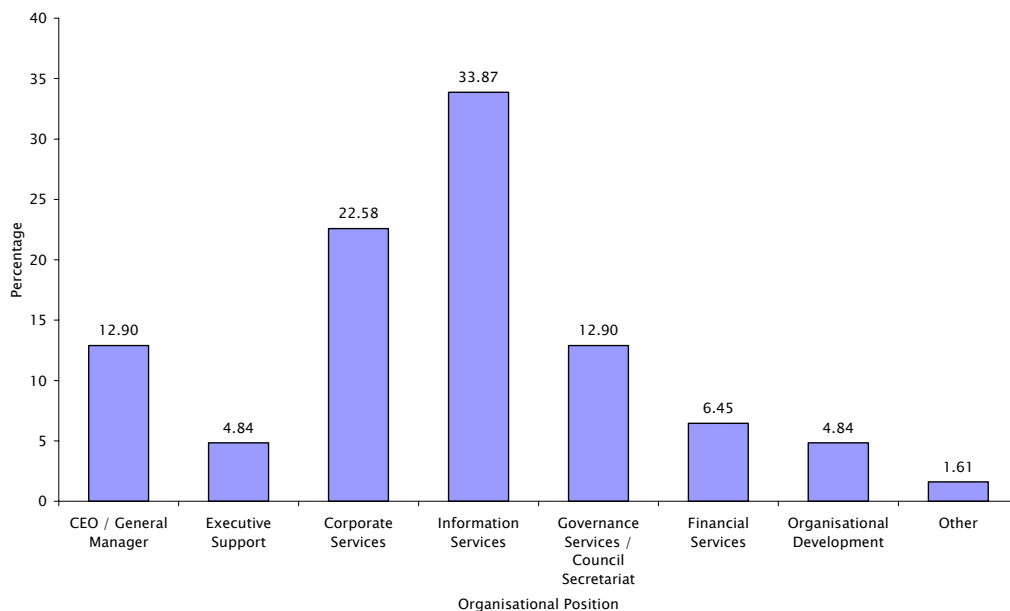
*Type designator applied *ex post* from free text responses

3.4 Structural Limitations to Concept and Example Awareness

Following the findings of section 3.3 it is important to consider not only the messages about eGovernance and their spread through local government networks, but where – in organisational terms – this information may be sought from and the capacity of local governments to encounter meaningfully a concept that has both narrow (issue / functional specific) and broad (inter- departmental / organisational) characteristics and application.

As part of the sampling approach employed for the survey, Chief Executive Officers or their proxies (equivalent positions or support personnel) were requested to direct the survey to the part of the organisation with primary responsibility for governance activities. Looking at individual respondents to the survey, however, figure 13 shows that this position is allocated differently in the various municipalities surveyed. In many cases, this appeared indeterminate and the nature of the survey encouraged CEOs to forward the request to information systems and technology support units. Overall, what this shows is that, just as the concept of governance is increasingly complex with expressions in a wide variety of areas of activity, the local government sector does not necessarily "border" governance activity within a structurally distinct part of their organisations. Thus, as the figure demonstrates, governance is seen across a wide variety of interpretations: from Council support services, through regulatory and corporate governance (financial controls and statutory reporting), as a service unit within the organisation, to *ad hoc* activities aimed at citizens and ratepayers. This means that in considering the implications for eGovernance adoption, governance is a cross-cutting organisational activity that lacks centralised responsibility and control, and therefore limits the ability to uniform learning and adoption by council organisations *in toto*, as internal colleagues were largely excluded as good sources of eGovernance information, as indicated in figure 9.

Figure 13: Response Rate, by Organisational Division or Designation (n=62)

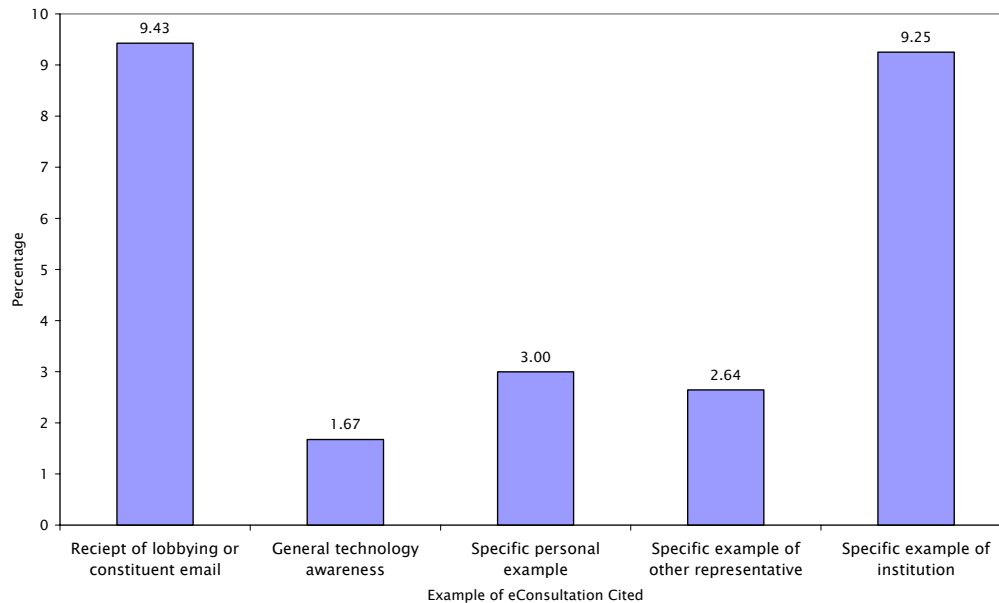


Additionally, if governance functions lack a center of gravity in some municipalities, and uncertainty surrounds the role of councils as service or democratic institutions (as discussed in 3.2), previous research indicates that the problem of limited information distribution on eGovernance is not overcome by the presence of the political strata in local government management (Dahl's "Homo Politicus", 1961). From data collected on elected representatives in 2002 (Chen, 2002b), figure 14 shows the limited ability of elected representatives to identify clear examples of eConsultation processes that originate from within local council institutions. What this means is that council organisations cannot rely on their elected representatives – presumably¹⁰ those with a keen interest in democratic processes – to provide oversight and initiative in eGovernance in the immediate term. This finding is also explored in section 5.0.

Figure 14: Awareness of Online Consultation (n=1137)¹¹

¹⁰ Though possibly naively.

¹¹ If one looks at the first and last column of this figure, we see that eConsultation (at least in 2002) was more of a "push" (public demand via action) than "pull" (initiation from organization or individual representative) innovation.



Source: Chen, 2002b (recalculated from original data set¹²)

4.0 Key Drivers for Adoption

From the finding that governance remains an indefinite function within local governments, it would be unsurprising to hypothesise a mixed set of key drivers for innovation and technological adoption in governance processes and activities. However, while survey data supports this finding to some extent, there are consistencies in key motivating factors for technology adopting in governance functions. Figure 15 illustrates the response to a question that provided ten possible drivers for technology adoption and asked respondents to select three and rank them in order of importance. Overall, technological adoption for governance functions is clearly motivated by external pressures on council: service level improvement (possibly as a result of the shift to Best Value and similar customer-focused performance techniques inspired by the "quality" movement; Wilkinson, et al., 1998:7-9) and demand from the municipality's constituency, and that these motivations are ranked over other drivers for change. Internal initiation is the second most likely driver behind adoption, noting that these are managerial, rather

¹² De-identified data only.

Barlow, Chen, Chimonyo, Lyon, O'Loughlin: eGovernance Practice and Potential in the Local Government Sector than politically driven as per the interpretation of findings in section 3.4, and that these drivers are seen as less significant than factors operating from outside of the council organisation.

Figure 15: Motivating Forces for Increased Adoption (frequency/average*), n=62

Motivational Factor	Frequency of Selection	Value (average)	Standard Deviation
<i>Service Improvement</i>	46	1.74	0.712
<i>Community Demands / Expectations</i>	33	1.728	0.801
<i>Process Reengineering</i>	27	2.223	0.847
<i>Senior Management Initiation</i>	19	2.211	0.713
<i>Cost Savings</i>		2.264	0.871
<i>Other Level of Government</i>	18	1.778	0.878
<i>Peer Council Examples</i>	13	2.77	0.438
<i>Councilor Initiation</i>	9	3	0.707
<i>Organisational Restructuring</i>	2		1.414
<i>Environmental Issues</i>	0		

*Likert Scale Ranking: 1 – highest rank ... 3 – lowest rank (Likert ranking based on nominated 3 most influential factors only)

While figure 15 presents a reasonably clear view of the drivers for change, we also need to consider that eGovernance may be adopted to improve or mitigate problem factors associated with existing governance processes within the council itself (as expressed as "process reengineering" in figure 15). Thus, when asked to respond to a freetext question about general or specific governance challenges facing their organisation, figure 16 textures the findings on motivating factors by illustrating that key governance problems identified by council managers are associated less with democratic (but not representative, see section 5.0) issues (ability to effectively gauge public demands from the constituent body and public attention to the activities of the

Barlow, Chen, Chimonyo, Lyon, O'Loughlin: eGovernance Practice and Potential in the Local Government Sector municipality). Rather governance problems are perceived in terms of limits to organisational strategic capacity: either in terms of skills and financial resources (clearly an interlaced problem) that finds expression in the service quality and breadth of customer and client coverage / satisfaction previously identified, or leadership and process or compliance issues for the organisation. This last point can be unpacked somewhat through examining survey research undertaken by Turner (2003), which highlighted the role of fiscal federalism in local government organisations and the compliance burden created (information interchange) for local governments as a result of centralised funding for decentralized program delivery and management (a similar pattern of compliance issues exists between state and local governments). Overall, these findings are related to strategies that address capacity issues (resources, compliance costs, process improvement) by streamlining activities that have high human costs and low immediate value to the organisations internal or external processes: basic service transactions and regularised compliance reporting. Thus, while the former has been a feature of eGovernment in recent years, the latter remains open for further investigation and development.

Figure 16: Key Governance Challenges Facing the Organisation*, n=48 (113 Reported Issues or Challenges)

Issue or Challenge	Frequency
<i>Resource Limitations: Human</i>	17
<i>Resource Limitations: Financial</i>	15
<i>Due Process / Compliance</i>	13
<i>Difficulties in Securing Organisational Leadership</i>	11
<i>Need for Organisational (structural, cultural) Change</i>	10
<i>Public Ignorance / Apathy / Hostility vis Local Government Functions / Processes</i>	
<i>Geography of Municipality / Size</i>	7
<i>Environmental Uncertainty: Political</i>	6

<i>Difficulty in Accurately Determining Public Preferences</i>	5
<i>Constituency: Socio-economic Diversity</i>	
<i>Other</i>	4
<i>Co-ordination: Internal</i>	3
<i>Information Overload</i>	
<i>Co-ordination: Intergovernmental</i>	2
<i>Environmental Uncertainty: Technological</i>	

*Type designator applied *ex post* from free text responses

Turning from motivating forces for change to enabling factors that would support these changes, table 17 shows elements necessary for change to move from active pressure to organisational adoption. Aggregating some of the elements of this table, four key factors can be identified that would support innovation and technological adoption (preconditions):

1. Leadership across a variety of forms: management, political, jurisdictional (state government), and peak body, as well as a culture for innovation (43.5%);
2. Organisational resources in terms of human capital and money (30.6%);
3. Information, both in terms of ideas and examples for selective emulation, and clear proof-of-concept (business case) information (27.4%), and;
4. Community infrastructure that allows access to eGovernance services and processes (bandwidth, information literacy, and hardware; 17.7%) .

Figure 17: Key Enablers for Adoption of E-Governance Initiatives *, n=56 (62 Reported Enablers)

Enabler	Frequency
<i>Community Demand and Access Capabilities</i>	11
<i>Resources: Skills</i>	10
<i>Resources: Financial</i>	9
<i>Proof of Concept: Cost-Benefit</i>	

<i>Proof of Concept: Examples</i>	8
<i>Leadership: Council</i>	
<i>Leadership: SMT</i>	6
<i>Innovative Culture</i>	
<i>Infrastructure</i>	
<i>Software Packages (availability / interoperability)</i>	5
<i>Leadership: State/Territory Government</i>	4
<i>Other</i>	
<i>Leadership: State/Territory Peak Body</i>	3

*Type designator applied *ex post* from free text responses

5.0 Key Barriers to Adoption

Overall, if the key enabler for eGovernance adoption is associated with direction and leadership within and around local government organisations, the anticipated response of other groups within the organisation to eGovernance ideas and proposals would appear to be critical to the prospects of the concept's adoption in the immediate term. Given the important position of councilor leadership and proof of concept ideas in the data presented in section 4.0, therefore, figure 18 adds additional understanding to barriers to eGovernance adoption: namely that councilors, of all key actors within the local government environment, are reported by council officers as least likely to support these kinds of initiatives¹³.

Figure 18: Anticipated Support from Other Actors, Averages (Likert Scale*)

	Average	Standard Deviation	N
<i>Councilors</i>	2.339	0.733	59

¹³ For the sake of completeness, figure 18 shows the anticipated support of other actors in / around the organisation as a matrix that allows the views of each type of respondent of other types of actors to be illustrated. The key point illustrated by the figure is that the variances of the self-analysis to the average of the total assessment of key organisational units position on eGovernance adoption is not high, demonstrating a consistency of opinion within (but between) local councils.

<i>CEO or equivalent</i>	1.678	0.797	
<i>Senior Management Team</i>	1.729	0.665	
<i>Information Technology</i>	1.527	0.781	57
<i>Media and Communications</i>	1.928	0.716	55
<i>Customer Relations</i>	2.036	0.731	57
<i>Key Stakeholders</i>	2.156	0.767	58

* 5 – Highly Opposed; 4 – Opposed; 3 – Neutral; 2 – Supportive; 1- Highly Supportive

Figure 19: Average Anticipated Support from Other Actors – Self/Other Assessment

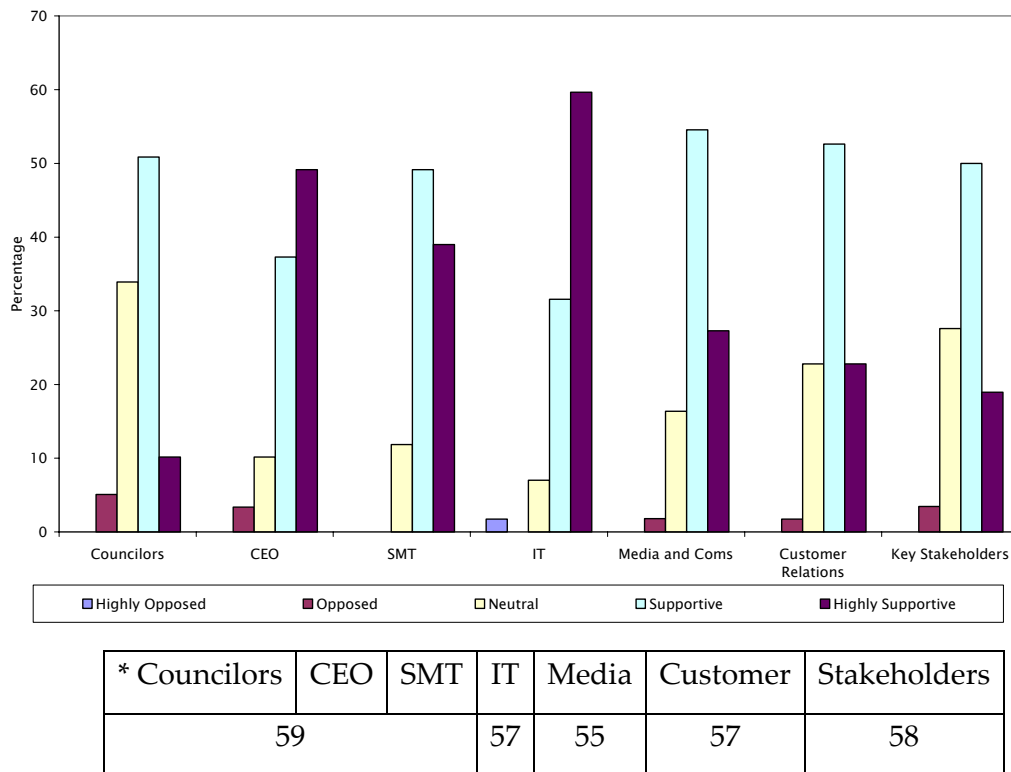
Matrix (variance from average)*, n=53

Perspective on: View of:	Chief Executive Officer or Equivalent	Senior Management Team	Information Technology	Customer Service	Average Variance
<i>Chief Executive Officer or Equivalent</i>	1.375 (-0.175)	1.375 (-0.183)	1.143 (-0.261)	2 (0.084)	-0.134
<i>Senior Management Team</i>	1.653 (0.101)	1.579 (0.020)	1.667 (0.262)	1.945 (0.028)	0.103
<i>Information Technology</i>	1.843 (0.291)	1.948 (0.388)	1.474 (0.069)	2.053 (0.136)	0.221
<i>Customer Service</i>	1.334 (-0.217)	1.334 (-0.225)	1.334 (-0.07)	1.667 (-0.249)	-0.190
Average	1.551	1.559	1.405	1.916	

* 5 – Highly Opposed; 4 – Opposed; 3 – Neutral; 2 – Supportive; 1- Highly Supportive

The finding drawn from figure 18 would, by examining average responses, paint a pessimistic view of the likelihood of eGovernance adoption, but for two observations from the data collected: First, that when compared with other leadership sources (CEOs, senior management team, innovative cultures) Councilors are seen as less significant than other actors by a ratio of 2 to 1, and that these other actors – in terms of levels of support and quality information provision (figure 9) – are viewed positively by survey respondents. Second, even if Councilor support is more critical for eGovernment adoption than indicated by the findings of figure 17, in breaking down the perceived support of actors to these ideas and projects into the scale elements (figure 20) we can see that, while generally less supportive of eGovernance initiatives than other parts of local government management, Councilors reflect more a neutral (rather than oppositional) view of the concept. Information, therefore, is once again emphasised as a key determinant in the future direction of this area of activity, a view that contextualises the findings presented in the last section to some degree in that leadership as a key enabler may itself be enabled by demonstrable evidence of external (community / service) benefits associated eGovernance.

Figure 20: Anticipated Support from Other Actors – Response Distribution (Likert Scale), n=*



While it is possible to take a positive message from the findings in this section, either in terms of internal managerial-led initiatives (high levels of internal support) or politically-led initiatives (significant opportunities for conversion through information generation and distribution), the existing tendency (as illustrated in examples exhibited to date by the sector) to focus on citizen-focused initiatives are at odds with the findings that key organisational opportunities may be more closely associated with back office and interorganisational governance and the freeing of resources of service improvement. Clearly, support does not equate with leadership in this area of activity, and given the complex and pluralistic nature of the concept of governance and its application, the lack of key sources of eGovernance leadership within local government organisations is problematic.

6.0 Strategic Issues / Conclusions

From the findings presented above, we can draw two (albeit tentative and initial) core conclusions as to the direction of eGovernance development and adoption within the local government sector in Australia.

6.1 Information and Learning

It appears likely that eGovernance development in Australian local government will be driven or inhibited by information about the concept and its value. At present there appears to be a dearth of information that is seen to have elements of importance to a resource starved sector (clear cost-benefit proof of concept examples). This leaves three strategic questions, should the eGovernance concept have validity in application:

1. Who will generate this information?
2. How will the information be distributed?
3. To whom will the information be distributed?

At present, there is a clear predilection in favour of professional, in-sector peers as sources of information, local government peak bodies (state based), and sector-specific periodicals. Overall, while lesson sharing via professional networks would appear to have the greatest traction in terms of message internalization and adoption (based on most positive value assessments of interlocutors), continued reliance on this form of information distribution is limited by the effective size of social networks (leading to *ad hoc* and patchy learning across the sector), the lack of clear proof-of-concept initiatives from within the sector, and slow timeframes for information dissemination (if we consider the professional network in terms of an asynchronous data propagation system). Clearly, therefore, state and territory peak associations present a clear opportunity to establish a locus for information and its communication, either in terms of project initiation and distribution of results (centralised model), clearinghouse activities (distributed, but co-ordinated model), or

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a combination of approaches (seeding, initiating, case harvesting). This general approach seems particularly valuable given 6.2, below.

6.2 Leadership and Coercion

A leadership issue exists in relation to eGovernance. While local municipalities express interest, acceptance, and support of the general concept, this is limited by both the problems identified in 6.1 and a lack of centralised governance functions (in the broader context of governance) within local government organisations. While some might argue that this could be readily addressed through the creation of governance-specific operating units via re-departmentalisation of local councils, the increasing ubiquity of governance in all government activities limits the practicality of this idea, in that it feeds back into the classic politics-administration fallacy.

Alternatively, leadership from peak bodies or state governments is both impractical (given the diversity of local governments, both in terms of their constituent composition and also interests and areas of activity, as identified above) and democratically unsound (in terms of their *raison d'être* as politically distinct organisations in our society). In the United Kingdom, local government reforms ("modernization") have attempted to force more participatory practices on the municipal sector in that nation (Leach, 2003) albeit in a flexible manner that stresses meeting a range of required principles using a variety of techniques to be selected at the local level. While this has advantages over some of the more coercive aspects of central-local relations, Aars (2003:1), for example, notes caution about "top-down strategies for bottom-up participation" and queries if these initiatives are about democratic participation or the creation of "accomplices", while Karakaya (2003) has questioned the value of even these forms of coercive targets, arguing that (from the UK experience), principle-based regulation combined with peer network learning can lead to isomorphic program adoption for reasons only of symbolic ("tick box")

Barlow, Chen, Chimonyo, Lyon, O'Loughlin: eGovernance Practice and Potential in the Local Government Sector compliance with central government policy, rather than the realisation of local needs or in sensitivity to local conditions.

These concerns, therefore, would seem to encourage the use of singular, but cross-organisational leadership figures within organisation (champions) having the advantages of:

1. Peer network credibility;
2. Local organisational legitimacy, responsibility, and authority;
3. Singular points of access for intra-organisational information dissemination, and;
4. Providing the organisation with an identifiable locus of innovation for eGovernance.

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Attachment 1: Survey (Hardcopy Version, Complete)

[Australian Local Government E-Governance Survey](http://www.wellington.vic.gov.au/e-governance/) - www.wellington.vic.gov.au/e-governance/

Australian Municipal Electronic Governance Survey

July 2003

*A survey of senior governance officers within
the Australian Local Government Sector
inviting them to contribute
to an information data bank
on ways the information technologies can support
the governance responsibilities of local government.*

This survey is available in both electronic and hard copy form. Additional information has been included to help in answering the questions. To access this information on the **electronic version** of the survey, click on the **Ⓜ** symbol. For those using a **hard copy**, you will find the same information at the end of the survey for easy access as you progress through the questions.

Page 1 of 10

Australian Local Government E-Governance Survey - www.wellington.vic.gov.au/e-governance/

PRIVACY STATEMENT

The personal information and information identifying individual organisations requested in this survey is being collected by the E-Governance Project Team for the project, **E-Governance: Taking the Next Step at the Local Level**. This information will be used solely by the E-Governance Project Team for that primary purpose or directly related purposes. Respondents may apply to the E-Governance Project Team for access to and/or amendment of this information. ⓘ

Please Note: To access the supporting information electronic users should click on the ⓘ symbol. Those responding on a hard copy will find the same information at the end of the survey.

GENERAL INFORMATION

1. Your name: _____
2. Your municipality: _____
3. Your position or title: _____
4. Your email address: _____
5. Telephone contact number: _____

The survey asks for specific information about governance processes. You may wish to respond to these questions here. Alternatively, if you don't wish to respond here but would be happy to discuss them in a brief phone interview at a later stage please indicate this.

6. I am happy to respond here: Yes No
7. I can't respond here but would be happy to discuss the issues by phone interview: Yes No
8. I can respond here and am also available to discuss by phone later if necessary: Yes No
9. Have you heard of E-Governance, electronic governance, or similar concepts like online governance or digital democracy? ⓘ Yes No *

* If you select 'No' to this question, please ignore subsequent questions marked with a ⓘ symbol.

AWARENESS AND INFORMATION

This section seeks to find out how members of the local government sector have become informed about the concept of E-Governance, your attitudes to the ideas, and any other examples you may know of.

10. The application of information technology in governance processes is (please select ONE):
 - Of high importance to your organisation.
 - Of some importance to your organisation.
 - Not of importance to your organisation.
 - Unknown / undecided.
 - A risk to your organisation, please explain ⓘ

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11. The use of technology in governance functions will (please select ONE):

- Be more relevant to my organisation over the coming years.
- Remain the same over the coming years.
- Decline in importance over the coming years.
- Unknown / undecided.
- Will present risks that will decline over the coming years.
- Will present risks that will increase in the coming years.

If you selected 'No' to Question 9, please skip forward to the section headed ORGANISATIONAL CAPACITY.

12.

From where have you received information or ideas about the use of technology for governance functions? Please indicate how valuable the information was. ①	Please select one:				
	Very Unhelpful	Unhelpful	Neither Useful nor Unhelpful	Helpful	Very Helpful
A state-based representative body (e.g. MAV, Lgov NSW, etc.)					
The national local government body (e.g. ALGA)					
Colleagues within the sector					
Colleagues outside the sector					
Co-workers within the organisation					
Friends or relatives					
Local government periodicals or magazines (e.g. Ingovernment, etc.)					
Professional periodicals or magazines (e.g. Company Director, IPAA, etc.)					
Information technology periodicals or magazines (e.g. Information Week, etc.)					
General media (television, radio, newspapers)					
A state or territory agency or department - please indicate which body:					
A federal agency or department - please indicate which body:					
An international source, please indicate:					
Other, please specify:					

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GOVERNANCE ACTIVITIES AND INITIATIVES

The governance of an organisation can be defined as the responsibility and accountability for the overall operation of that organisation. Many governance issues that arise within a council are matters of process and compliance and can be regarded as **internal governance**. Others arise between the council and those outside it, and can be thought of as **external governance**. ①

The following questions look at what applications of technology, if any, your council has introduced into its governance processes. These projects or initiatives may be large or small, be in development, be ongoing, or have concluded. If you selected 'No' to Question 9, please skip forward to the section headed ORGANISATIONAL CAPACITY.

⑩ 15.

In the space below, please outline up to four ways your council has used technology in your governance processes. Where possible, indicate in general terms the nature of the governance activity this initiative is related to. Please indicate your view as to the value of the initiative. ①

1. Description of initiative or project:

2. Description of initiative or project:

3. Description of initiative or project:

4. Description of initiative or project:

⑩ 16. What is the most rewarding governance project using technology that your council has introduced? ①

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ORGANISATIONAL CAPACITY

The capacity of your organisation to develop and implement technology in your governance practices will be influenced by a range of factors within or outside your organisation. These may include factors relating to financial, infrastructure and human resource matters. In addition, other factors may play an important role in your particular municipality. ①

17. Please describe the factors or issues that may assist your council in using technology in governance practices?

18. Please describe the factors or issues that may prevent or limit your council in using technology in governance practices?

19.

Please rate the level of support that you have had or would expect to receive for the introduction of a governance initiative that utilises technology. These responses will remain confidential. ①	Please select one				
	Highly Opposed	Opposed	Neutral	Supportive	Highly Supportive
Councillors					
Chief Executive Officer or equivalent					
Senior Management Team					
Information Technology					
Media and Communications					
Customer Relations					
Key stakeholders					
Other (please describe):					

20. Would you like to add any comments to your response to Question 19? ①

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GOVERNANCE ENVIRONMENT

This section explores the challenges that confront the governance practices within local government. This information will be used to suggest areas in which technology may be of value.

21. In the space below please provide details (up to five) of issues or challenges which you think affect your organisation's capacity to ensure good governance. Please discuss, in general terms, the nature of the challenge. This information will remain confidential and will not be used to identify councils individually. ①

Governance issue or challenge:

1. _____

2. _____

3. _____

4. _____

5. _____

ADMINISTRATIVE QUESTIONS

22. Can we contact you directly to ask for more information on the answers you have provided? Yes No
23. Would you like to receive information directly about the findings of the research project? ① Yes No
24. Can we list your name and organisation as respondents in the project report? ① Yes No
25. Would you like to add any comments?

Thank-you for your cooperation and assistance in completing this survey. Your response will contribute to a better understanding of ways local government can work to fulfil its governance responsibilities.

You can return the survey to us at:
Australian Municipal E-Governance Survey
PO Box 506
SALE, VIC. 3850

We hope you will follow the progress of the project, **E-Governance: Taking the Next Step at the Local Level**, by visiting us at www.wellington.vic.gov.au/e-governance/ in the coming months.

[Australian Local Government E-Governance Survey](http://www.wellington.vic.gov.au/e-governance/) - www.wellington.vic.gov.au/e-governance/

INFORMATION ABOUT THE QUESTIONS

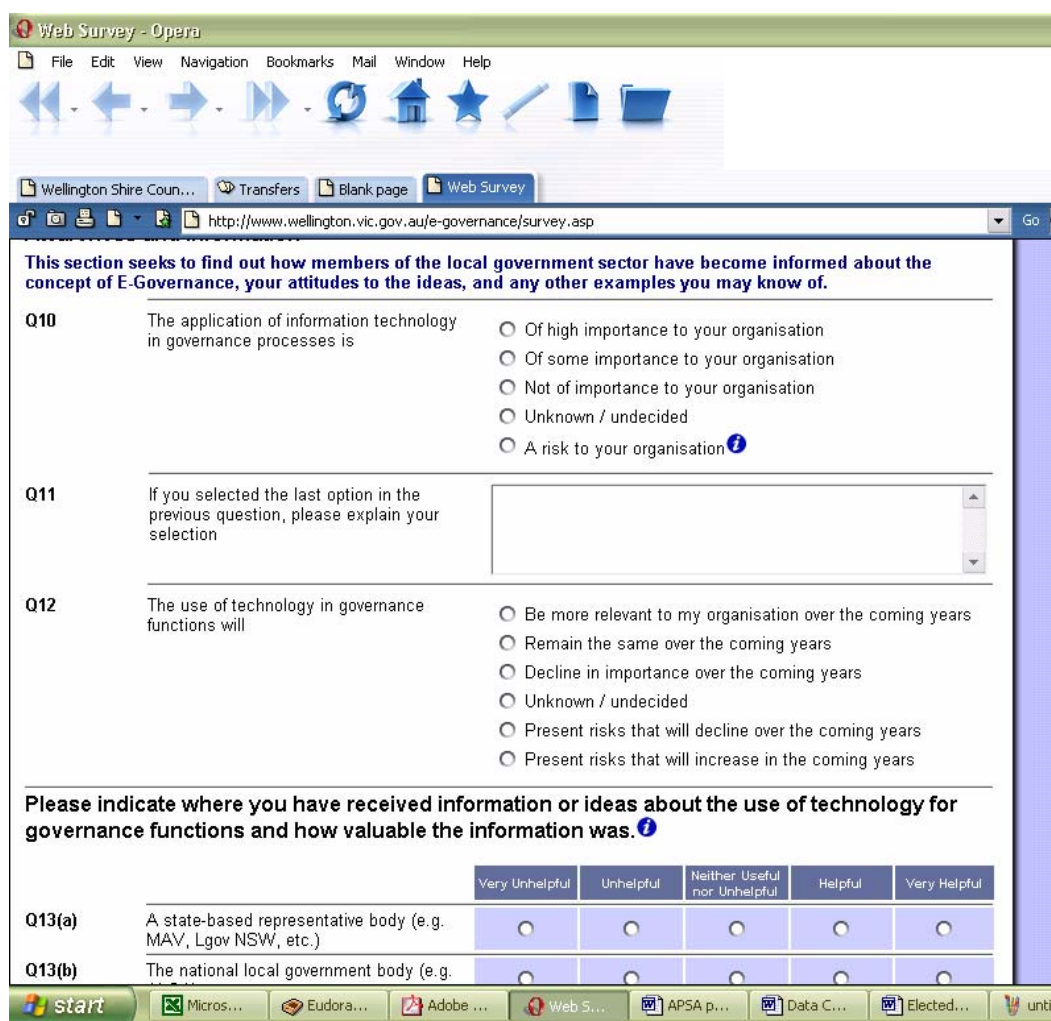
Section	Additional Information
Project Team	<p>This survey is being conducted by the E-Governance Project Team, a small team of local government practitioners and scholars located within Victoria.</p> <p>The group is comprised of:</p> <ul style="list-style-type: none"> • Senior Governance Practitioner – Alison Lyon (City of Melbourne) • Academic – Dr Peter Chen (University of Melbourne) • Local Government Officer – Sheryl Barlow (Wellington Shire Council) • Change Agent – Brendan O'Loughlin (Wellington Shire Council) • Project Consultant – Janet Chimonyo <p>The purpose of this survey is add to our understanding of the changing governance environment within the local government sector in Australia, and provide members of the sector with information about electronic governance, (or E-Governance), initiatives, potential projects and applications, and strategic considerations to assist in the development of E-Governance, where desired. The research is supported by Wellington Shire and the City of Melbourne in Victoria, and has received in-kind support from the Centre for Public Policy of the University of Melbourne.</p>
Privacy	<p>The survey includes specific questions to allow you to decide if you wish to remain anonymous. If you wish to complete the survey, but do not wish to be contacted again, you can do so by selecting 'No' to Question 22. If you do not wish to have your and your organization's name published in the survey report, you can do so by selecting 'No' to Question 24. In the latter case, your right to privacy and anonymity will be protected and data generated from this survey will not be used in a manner that identifies either you as an individual or your organisation. Analysis of the information provided on the survey will be through aggregates that will not allow individual organizations to be identified.</p> <p>Where possible, however, the E-Governance Project Team would like participating organizations to be identifiable for the purposes of developing a list of case studies for elaboration in the reporting stage of the project.</p> <p>If you have any questions regarding this statement, or concerns about your privacy in respect to it, please contact:</p> <p>Dr Peter Chen Centre for Public Policy University of Melbourne Melbourne Victoria, 3010 +61 3 8344 3505 pche@unimelb.edu.au</p>
Q 9	<p>E-Governance, or 'Electronic Governance', is one term that is used to describe this area of activity.</p> <p>Other terms you may be familiar with include online or digital governance, or electronic, online, or digital democracy. In addition, you may be familiar with ideas pertaining to the use of computers, communications technologies, and the Internet for governance purposes, without encountering a specific term, such as E-governance or electronic governance. If so, please check 'Yes' to this question.</p> <p>E-Governance does not include the everyday use of computers and advanced communications technologies (such as the Internet) for business transactions and payments (such as online service delivery).</p>
Q 10	<p>If you tick the RISK box, please indicate here whether you see the introduction of technology to governance functions or processes as having a negative outcome in areas such as:</p> <p>(a) your current processes and practices, (b) relationships with stakeholder or community groups, (c) political risks, and/or (d) excessive costs.</p>
Q 12	<p>This may include formal information sessions (seminars, conferences, reports, etc.) or informal information sharing.</p> <p>In addition, this may relate to information provided to you (unsolicited), or information you have actively requested.</p>

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Governance Activities & Initiatives	<p>When a council makes decisions for its community it will have delivered good governance when the decision-making process can be seen to be both transparent and accountable. Undertaking the appropriate level of effective consultation is a central element in achieving transparency and accountability in decision making.</p> <p>The council decision-making process is complex and governance considerations are present throughout. Governance issues that arise during the decision-making process include pre-meeting processes (agenda circulation, notices, briefings), meeting procedures, post-meeting processes (minutes, delegations, ensuring decisions are implemented). Other governance issues include compliance with relevant legislation and council policy and processes.</p>
Q 15	For example, this may include, but is not exclusive to, the use of computers in formal council meetings, consultation using mobile telephones or the Internet, email lists, and internal governance practices.
Q 16	<p>This project or activity need not have been specifically labeled an E-Governance project.</p> <p>It could be any project that used technology in some form that involved a governance process.</p>
Organisational Capacity	Please do not specify individuals in responding to this question.
Q 19	<p>Please note that these responses will remain confidential.</p> <p>This question seeks to determine where in your organisation technological initiatives in the governance process may:</p> <p>(a) gain support to drive the development forward, or (b) face resistance.</p> <p>Your response may be based on your previous experience having implemented technology in governance processes, or based on your assessment of the likely response to an initiative of this kind in your organization.</p>
Q 20	Please do not specify individuals in responding to this question.
Q 21	In this question you are asked to discuss challenges that may affect the good governance in your organisation. These may relate to a specific process that your organization engages in, a specific kind of issue or policy problem, or a wider concern.
Q 23	<p>The results of this survey will be published in a number of forms, including a final report for the local government sector in Australia, and academic publications via the Centre for Public Policy at the University of Melbourne.</p> <p>As part of the research project, E-Governance: Taking the Next Step at the Local Level, The E-Governance Project Team will be developing a report and an E-Governance strategy for the Victorian local government sector based on this and other research conducted during 2003-4.</p> <p>Information will be posted on www.wellington.vic.gov.au/e-governance/, but can be forwarded to you directly via email.</p> <p>Please select this option if you would like to receive periodic updates by email.</p>
Q 24	<p>If you select this option, your name and organization will be listed in these publications as respondents to this survey, and initiatives you have undertaken may be used as case studies. Please consult the privacy statement regarding this option.</p> <p>Selecting 'No' to this question will limit the ability of the E-Governance Project Team to develop specific case examples based on the information you have provided. Please consider if you need to remain anonymous given this limitation.</p>

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Attachment 2: Survey (Online Version, Illustrative Extract)





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