



Manager Connectivity Policy
Department of Communications, Information Technology and the Arts
GPO Box 2154
CANBERRA ACT 2601

Re: Submission from Citrix in relation to an invitation from the Australian Telework Advisory Committee (ATAC) to provide comment on a range of issues regarding telework adoption in Australia

ABOUT CITRIX:

Founded in 1989 and headquartered in Florida, USA, Citrix Systems Inc. (Citrix) is now a leading services provider in the area of secure access software, enabling companies and people around the world to access information, applications, and processes securely from anywhere in the world.

Citrix opened its Australian office in 1997 and expanded to the New Zealand market in 2000, employing more than 90 staff across the Tasman. Worldwide, Citrix employs approximately 2,100 people across 22 countries.

Citrix is a company built on innovation and is deeply committed to investing in global research and development (R&D) each year. In 2004 this amounted to USD\$86.4 million or 12 per cent of revenues.

Citrix's Australian R&D Centre, which employs 30 engineers, is considered to be the innovation engine of Citrix's product range. Its mission is to investigate technologies that are two to three years ahead of the current engineering cycle. This entails but is not limited to the investigation and examination of emerging concepts and technologies and also involves monitoring and providing input into industry standards bodies. The Centre's mission is to develop the sophistication and value of Citrix's product range and, in turn, deliver an enhanced experience for our customers.

Citrix's Sydney R&D facility and the wider Advanced Product Group (a business unit of which the facility is a part) have enjoyed multiple successes since inception. Today, many of the innovative features that can be found within Citrix's product range directly result from the research activities that we undertake in Australia.

The Advanced Products Group is headquartered in Sydney and also maintains R&D facilities in the United States (Redmond) and the United Kingdom (Cambridge).

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More than 120,000 organisations are customers of Citrix worldwide, of which around 5,500 are located in the ANZ region. Recently, Citrix reached a milestone in servicing 50 million end users around the globe, two million of which are based in ANZ. Since its establishment, Citrix has enjoyed strong year on year market growth both globally and locally. In 2004, Citrix recorded a global market share of 26 per cent and 37 per cent market share in the ANZ region.

In the delivery of software which enables and supports flexible work practices – commonly known as secure access software – Citrix is the market leader, holding 75 per cent of total market share.

It was this recognition of the need to find effective solutions to meet increasing workplace demands which led to the development of the Citrix Access Suite – a solution for the “on-demand” enterprise which provides secure and timely access to all workplace applications and information, from any location, device or network connection by centralising application processes onto a single server or data centre.

GARY O'BRIEN
Area Vice-President
Australia-New Zealand



SCOPE OF SUBMISSION

The Inquiry:

This inquiry has been established to examine the range of issues associated with wider acceptance of flexible work practices, particularly telework, in Australia.

In particular, the Australian Telework Advisory Committee (ATAC) is seeking input into the following areas:

- The potential social and economic benefits and disadvantages of telework;
- Cultural, regulatory, technical and/or legal factors that are enabling or preventing telework adoption; and
- Policies and actions that Government could use to encourage the adoption and effective use of telework in Australia.

Scope of Citrix's submission:

In drafting this submission, Citrix draws on its experience in developing and marketing the software and services which facilitate flexible workable practices.

This submission specifically focuses on:

- The technical implications of telework;
- Highlighting the opportunities technology creates for Australian workplaces wishing to adopt flexible work practices;
- The barriers and problems associated with greater uptake of telework, which Citrix software helps to overcome and resolve; and
- Case studies and examples of how Citrix software can be used to solve particular business problems, including those associated with telework.



EXECUTIVE SUMMARY

A desire for improved working conditions including achieving greater work-life balance as well as dealing with an increasingly mobile and ageing workforce has highlighted the need for organisations to more readily provide telework arrangements for its employees, facilitated by access to various information and communications technologies.

The trend towards adopting telework arrangements has been seen in both private and public sectors, largely supported by a need for organisations to perform critical applications in real-time from any location, regardless of geographical separation or isolation of employees.

While organisations have experienced numerous benefits as a result of telework, such as increased workforce productivity and realisation of significant cost savings, in order for these benefits to be gained, there are still numerous technical challenges and issues which have to be overcome before wider acceptance of telework can be encouraged. Such issues include security, connectivity and hardware/software capability.

Technology providers, such as Citrix, are leading the way in developing software and services which enable these barriers to be overcome – resulting in organisations being able to realise these productivity and cost savings gains at minimal costs.

Though the current environment supports greater adoption of flexible work practices and telework, there appears to be a significant lack of awareness and understanding of the technology currently available to facilitate greater uptake.

As such, the Government has an important role in assisting and promoting greater uptake of telework arrangements in Australia – particularly in providing a framework for regulation to ensure any technical barriers identified are overcome prior to increased uptake.



THE MOVE TOWARDS TELEWORK

"Work is not a place you go, it is something you do."

As a greater number of individuals choose or need to remain in the workforce for longer, while also attempting to balance various competing family and lifestyle commitments, organisations have increasingly begun providing employees with greater choice in regards to flexible work practices.

With the emergence of information and communication technologies (ICTs) such as mobile devices, the Internet and broadband, providing flexibility in the workplace through telework has become considerably easier.

In this submission, the concept of telework refers to any work taking place outside of the traditional workplace which includes:

- Home based work, where employees or contractors have access to the necessary technology infrastructure to enable them to carry out work tasks from the home;
- Mobile work, where executives, professionals or service staff use ICTs to continue work while travelling;
- Work in telecentres, where employees work out of local office facilities equipped with ICTs allowing them to avoid long distance commuting to work; and
- Outsourcing, which allows employees in various industries to carry out their work anywhere in the world, enabling delivery of services across state and national borders.

While telework uptake continues to accelerate around the world, particularly in the US, growth in Australian workplaces has been much more gradual – although exact figures are not possible given the lack of available national statistics in this area. Yet as workforce demands continue to rise and Australian workplaces expand into geographically dispersed locations, telework will become a more viable option for organisations wishing to resolve such internal issues.

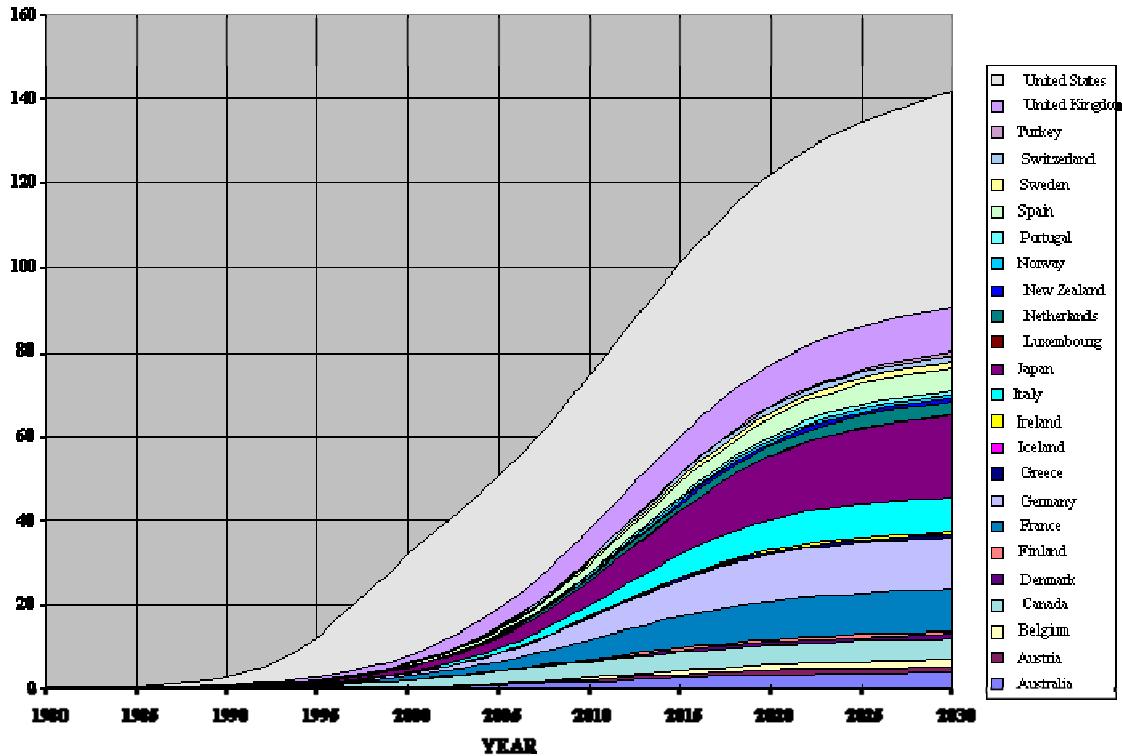
In fact, a recent statement from CCH Australia in May this year found *"organisations which had successfully implemented work/life balance strategies – aided in part by access technology – are likely to have lower staff turnover, lower absenteeism, higher employee satisfaction and higher productivity than other organisations."*¹

Jack Nilles, President of JALA International, who in 1973 originally coined the terms 'telecommuting' and 'teleworking' during the first documented pilot telecommuting project, has made predictions for future global uptake of telework by Organisation for Economic Cooperation and Development (OECD) countries.

¹ Available at <http://www.cch.com.au>

According to Nilles' forecast, on a pro rata basis the US will continue to dominate in telework uptake through to 2030 with just over 140 million teleworkers, while Australia is expected to remain at the bottom of the list, only reaching around 4 million teleworkers in the same time.

Expectations of telework in OECD countries (millions of teleworkers)²



This correlates with figures released by the Australian Bureau of Statistics (ABS) in June 2000 which revealed one in five Australians, or 1.68 million workers, worked some hours at home. Of these 1.68 million, only 980,000 Australians were found to work primarily from home³

Despite the relatively slow growth of telework in Australia, greater availability of secure access software which allow teleworkers to connect to the same information and applications as their office based colleagues, has been the key factor in encouraging organisations to adopt telework arrangements.

While in the past, organisations have faced numerous technical limitations and challenges in being able to offer telework to its employees, software such as the Citrix Access Suite have enabled these barriers to be overcome.

² Available at <http://www.jala.com/publicat.php>

³ ABS Locations of Work, Australia (6275.0)



Such limitations and challenges included:

- Concerns over timely access to critical information and applications;
- Fears over transmitting secure data over unsecure networks; and
- Overcoming barriers associated with employees located in remote or geographically dispersed locations.

TECHNICAL BARRIERS TO GREATER TELEWORK ADOPTION

In an ICT context, there are several key issues which must be resolved in order for organisations to be able to enjoy the benefits telework arrangements can provide.

Security:

Transmission of data over 'unsecure' or 'untrusted' networks present several limitations to technology providers and continues to be a key concern for organisations with telework arrangements – particularly ensuring all critical business data and applications transmitted to teleworkers on remote desktops are kept secure and preventing unauthorised access to this vital information.

Secure access software developers, such as Citrix, have been able to provide reassurance to organisations by investing considerable time and expense to develop added layers of security when transmitting data and applications over these unsecure networks. For example, the Citrix Access Suite enhances security by utilising industry standard encryption methods and inherently protects against information leaks by transmitting and receiving only user interface updates.

Remote connectivity:

Connecting with employees in geographically dispersed offices, particularly in rural and remote areas remains to be a hurdle to greater telework uptake.

Dealing with dial-up, satellite, broadband and wireless connections can present its own set of problems in enabling teleworkers to carry out their work when they need to and with the resources they require.

The benefit of secure access software, particularly the Citrix Access Suite, is that it is able to make use of any existing connection to easily deliver access to applications located on a central server to various remote devices.

Hardware/software capability:

Just as teleworkers have to deal with various remote network connections to access business applications, the different types of hardware or devices used to perform work functions can also play a part in how efficient an employee is. The Citrix Access suite can deliver applications to the wide range of devices commonly found in teleworkers homes, as well as work offices.



One capability which is still being addressed by technology providers is printing of hard copies from the central data source. Currently teleworkers experience delays when printing information or applications provided by the centralised server, however the latest version of the Citrix Access Suite has improved the speed of printing remotely – and this remains a focus of development with the software developers within Citrix, who are constantly reviewing the new printing technologies as they become available.

CONSIDERATIONS FOR GOVERNMENT

Availability of broadband:

While the Citrix Access Suite can utilise any connection to deliver information and applications to teleworkers, there is no doubt that greater availability of broadband services – particularly in rural and remote areas where access to broadband is problematic – will make undertaking telework arrangements easier.

Ensuring Australian workers in remote areas are equipped with the necessary technology and infrastructure to enable them to enjoy the benefits of flexible work practices is an area where governments have an important role to play.

The importance of broadband in enabling telework has been highlighted through various international studies. A report commissioned by the International Telework Association and Council (ITAC), *The 2004 American Interactive Consumer Survey*, found an 84% increase in the number of teleworkers who used broadband for work. These figures were consistent with a 2003 research report by Telework America which predicted “*more workers would telework as they became equipped with broadband.*”

Legal and regulatory considerations:

Intellectual property (IP) and privacy are two factors which need to be considered by organisations wishing to engage in telework arrangements. Where IP laws have usually protected employers by ensuring any work carried out in the workplace or during work hours remains the property of employer, the line between which party retains ownership of the work produced by a teleworker is currently blurred, given the work is carried out outside of the workplace and generally outside of work hours. Governments will need to address such issues before great uptake of telework can be encouraged.

The Citrix Access Suite assists in this area, as all business data, applications and information, actually reside in the organisations data centre, giving administrators the ability to control how access or what level of access is granted to teleworkers.

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Privacy issues, particularly regarding email, are also a barrier to greater uptake of telework. Balancing an employer's right to monitor or track an employee's work email account versus the employee's right to protect their privacy outside of a traditional workplace environment is still a grey area which needs to be resolved.

BENEFITS OF TELEWORK

As a result of greater availability to secure access software, such as the Citrix Access Suite, organisations are now able to realise significant productivity gains and cost savings from adopting telework arrangements – at a minimal cost compared to alternative solutions.

Increased productivity:

By offering employees flexibility and choice in how and where they undertake work tasks, organisations have reported increased productivity levels from their teleworking employees.

While increased productivity can be attributed to better matching working hours to individual circumstances, the ability for teleworkers to access and undertake workplace applications at any time or any location through secure access software – which in turn provides a return on investment for employers – has been the driving force behind organisations adopting telework arrangements.

The Citrix Access Suite provides timely remote access to critical business applications and data – giving mobile workers a familiar “desktop-to-go” which is accessible from any location and enabling greater productivity from those who work outside of the traditional workplace setting.

Greater cost savings:

Organisations adopting telework arrangements also experience benefits through realisation of cost savings in other parts of the workplace budget. At a minimal cost to implement, but providing greater return on investment through increased productivity gains, organisations are able to achieve savings on other work related costs such as reduced direct and indirect overhead costs including rent, insurance, lower utility bills and reduction in paper usage.

SOLUTIONS FOR GOVERNMENT

Under growing pressure to transform the way they operate in order to increase the efficiency of their processes and operations, government departments and agencies are increasingly utilising secure access software to perform its core functions.

Government effectiveness is largely dependant on workers being able to access, share and act on vital information across functions, agencies and borders, which is aided by a greater reliance on conducting transactions via the Internet.



With this escalating reliance on Internet communications, governments must consider a number of factors when considering adopting telework.

In particular, the need for secure, authorised, uninterrupted and timely access to government information and applications to increase workforce productivity and dealing with numerous budget limitations are key factors. (See Appendix A and B for examples of governments utilising Citrix secure access software to resolve various business hurdles).

In its White Paper (sponsored by Citrix) entitled '*Achieving On-Demand Access for Government. Using Technology to Help Australian and New Zealand Government Agencies Gain Efficiency and Effectiveness*', IDC identified a number of challenges facing Australian Government in the adoption of virtual access software.

Geographic Information Access:

A common challenge faced by federal, state and local government agencies and departments is the ability to provide the latest applications and real-time information to growing workforces in geographically dispersed locations. The Citrix Access Suite enables remote government workers to access vital information from a centralised location in real-time, eliminating the need to dispatch IT staff to service remote offices.

Modification to applications undertaken in the centralised data centre, can be instantly made available to all users regardless of location, and without the need for application updates to be undertaken on the remote device. This also eliminates the need for IT staff to be available at the remote location when updates are performed.

Secure and authorised access:

As human resources petered off, government departments and agencies increasingly wanted to minimise the risks associated with electronic transfer of secure information. Hence there was a rapid rise in the demand for secure gateway technology which would ensure confidential information was not displayed on the screens of unauthorised remote or mobile workers.

The Citrix Access Suite provides secure and authorised access to critical applications and information while protecting the security of the information being transmitted. Version four of the Access Suite, contains further enhancements in security, including the addition of hardened devices offering further protection to data shared between the private and government sectors.

Increasing mobile government worker productivity:

An increasing percentage of the overall government workforce are now remote or mobile workers. The Citrix Access Suite extends access to a government's networked resources beyond the traditional office environment and gives teleworkers a familiar desktop-to-go with secure, real-time remote access to applications and information.



SUMMARY RECOMMENDATIONS

With current trends showing a marked increase in flexible work arrangements in Australia, Citrix believes there is a significant role for Government in encouraging further telework adoption. In summary, Citrix makes the following recommendations to the Australian Telework Advisory Committee to facilitate greater uptake of telework:

- A need for the Australian Government to “lead by example” and adopt telework practices within its own Departments and Agencies, providing more concrete data about its benefits and disadvantages;
- A need to resolve connectivity issues and provide greater access to broadband in rural and remote areas;
- Partnership between Government and a leader in the area of secure access software development with a proven track record in servicing government clients, such as Citrix, to educate and raise awareness of telework among Australian organisations; and
- The development of regulations and policy which will clarify organisations’ and individuals’ rights and responsibilities with respect to telework to encourage greater uptake.



APPENDIX A

Case Study: Australian Department of Veterans' Affairs

DVA Takes New Strategic Direction with Citrix Access Infrastructure:

"The deployment of a Citrix access infrastructure has given us a strategic opportunity to gain greater control over the IT environment which, in turn, contributes to us being able to manage costs with greater certainty."

- Bob Hay, CIO, Department of Veterans' Affairs

The Australian Department of Veterans' Affairs (DVA) serves Australia's veteran and defence force communities, war widows/widowers and dependents. The Department has offices in every state of Australia, including regional centres such as Ballarat, Townsville and Launceston. DVA supports more than 480,000 beneficiaries through programs of care, compensation, commemoration and defence support services. Operating with an annual appropriation of more than AU\$10 billion, the DVA places strong emphasis on achieving excellence in service delivery to its beneficiaries.

The Challenge: Contain Costs without Compromising Functionality:

Like all government departments, DVA is under continual pressure to keep budgets under control while improving its services to beneficiaries. "The department had followed a traditional, distributed, environment," said DVA's CIO, Bob Hay.

"However, the limitations of this configuration quickly became apparent under the conflicting demands of keeping costs down while at the same time providing adequate performance to our rural and remote offices."

While DVA was working through possible solutions to the problem of maintaining a distributed network, it realised that the total cost of ownership (TCO) of its system was increasing. DVA was equally concerned about the costs involved with managing an increasingly complex and geographically diverse user environment. "With 3,000 end users, the main challenges for us were to provide cost-effective IT services that meet the business needs of the organisation, plus efficient and effective network management," said Hay.

In short, DVA needed to update its entire hardware infrastructure. Thus, when an extended contract with IBM Global Services was signed in August 2002, the Department adopted a Citrix solution as a core strategy to contain costs.

Implementing a Citrix Solution for Remote Office Connectivity:

The Department of Veterans' Affairs had been experimenting with Citrix® MetaFrame® Presentation Server for several years before it decided to implement an access infrastructure architecture that would take it into the 21st century. Working in concert with IBM Global Services Australia (IBM-GSA), a Premier Plus Citrix Alliance Partner and



Citrix Global Systems Integrator, and with Citrix Consulting, DVA rolled out Citrix MetaFrame Presentation Server 3.0 to its 3,000 users across Australia. Using a variety of Wyse and HP thin-client terminals plus IBM desktop PCs and laptops, up to 2,400 concurrent users are now able to access applications such as PeopleSoft, QSP Financials, Microsoft® Office, Outlook and Internet Explorer, as well as many in-house developed packages. The operation runs via a centralised Citrix access infrastructure.

Centralised Application Access Drives TCO Costs Down:

For DVA, the advantages of implementing a Citrix-based environment became rapidly apparent. "The deployment of MetaFrame Presentation Server enables robust, secure access to core business applications," said Hay.

"By centrally deploying and managing applications through MetaFrame Presentation Server, we're able to better control what is on the desktop, effectively eliminating the problem of unauthorised applications. And it is all able to be managed through the one console -- anywhere, anytime."

The problem of slow response at some DVA offices also disappeared overnight with the implementation of MetaFrame Presentation Server. "We have yet to do a detailed study of the benefits of our Citrix access infrastructure implementation, but rural and remote office staff have observed that the network is more stable, reliable and faster," explained Hay. Improved reliability means applications are available and responsive when staff need them. Reduced response times have brought significant improvements to employee productivity and customer service.

Through the centralisation of applications, DVA also has greater control of its software licensing. Because applications are deployed through its MetaFrame Presentation Server farm, DVA is able to fine-tune its licensing requirements so it deploys only those that it needs to. And because support personnel can administer the entire system from headquarters without needing to travel to every remote office, the time taken to deploy patches, fixes and new applications has also been reduced.

"We expect to reduce our TCO as a result of centralising the administration and achieving complete control over software licensing through the deployment of MetaFrame Presentation Server," said Hay. "In addition, the deployment of a Citrix access infrastructure solution enables our infrastructure cycles to be better driven by depreciation and the economic life of the hardware."

Future Plans:

DVA already deploys over 100 applications on its MetaFrame Presentation Server farm. Now that the implementation has been completed, DVA is looking to extend its range of applications available through MetaFrame Presentation Server.

"The Citrix access infrastructure solution enables our desktop infrastructure cycles to be driven by depreciation and the economic life of the hardware."

- Bob Hay, CIO, Department of Veterans' Affairs



Key Benefits:

- Reduced costs of operation through reduced IBM GSA services costs as well as cost-savings in licenses, travel and hardware replacement;
- Achieved greater control over IT environment;
- Improved network performance for rural and remote offices; and
- Improved customer service.



APPENDIX B

Case Study: Victorian Department of Justice (Criminal Justice Enhancement Program)

CJEP Integrates Data from Three Agencies into One Efficient System:

For a state criminal justice system, centralised administration and one true version of data save money, time and lives.

"We had allocated hundreds of thousands of dollars in our budget for the upgrade of network links, but we haven't needed to spend anywhere near that, thanks to MetaFrame Presentation Server. We discovered that an individual's personal details such as name, date of birth, place of residence are captured more than twelve times. By having police, Corrections and courts all accessing the same database, we've been able to largely eliminate this multiple handling of the same piece of information."

- Peter Stephenson, General Manager, Criminal Justice Enhancement Program

The Victorian Department of Justice's Criminal Justice Enhancement Program (CJEP) commenced in 1999 as a major procedural, cultural and technological re-engineering of the Australian State of Victoria's criminal justice system. Involving government departments and agencies such as the Victoria Police, Office of Public Prosecutions (OPP), Corrections Victoria, Magistrates' Court, County Court Victoria and Victoria Legal Aid, CJEP was designed to produce major benefits such as greater efficiency, improved quality and sharing of information, improved integration of justice agencies, and faster disposition of cases.

The Challenge: Rapid, Secure Application Deployment over Low Bandwidth:

The Victorian Department of Justice was having difficulty integrating data across its three major agencies: the police, the Corrections Department and the courts. Repeated entry of basic data such as a person's name and address was rife.

"We discovered that in the course of going from suspect to being charged, and then, if proven guilty, to prison, an individual's personal details such as name, date of birth and residence are captured and entered into various databases more than twelve times," explained Peter Stephenson, General Manager of the Criminal Justice Enhancement Program.

To solve the problem, the Victorian Justice Department decided to implement a new database, which became known as E*Justice, in concert with an extensive business process reengineering (BPO) program. Based on Oracle 8i, with an Oracle Forms 6 front end, E*Justice turned out to be a very bandwidth-intensive application. This created a performance issue because, parts of the Victoria Police network have limited bandwidth, with available links ranging from 64K ISDN and satellite to smaller remote stations and 2MB Frame Relay for the larger metropolitan locations, the E*Justice application was very slow.



Beyond the problem of excessive bandwidth demand, the new application raised concerns about security. Maintaining the highest levels of data integrity was a challenge, especially since the integrated E*Justice database was being split across Police, Courts and Corrections domains.

"A secure network was imperative," said Stephenson. "We deal with highly sensitive information concerning persons of interest to the criminal justice system. It's a very sensitive area and highly regulated by privacy legislation. To guard against any form of unauthorised or inappropriate access, we need to know who is looking at what information, at what time."

In addition, to keep costs under control, it was vitally important that network administration and application deployment be as streamlined as possible.

Implementing a Citrix Solution for Application Deployment:

Stephenson realised that the only way to implement the E*Justice database securely and without incurring huge bandwidth and administration costs was to use Citrix® MetaFrame® Presentation Server. To achieve its aims, CJEP worked with Citrix Consulting to roll out Citrix MetaFrame Presentation Server across all the agencies included in the CJEP project. Now, 13,000 users are able to access applications and data centralised on 25 servers via the Citrix access infrastructure solution. MetaFrame Presentation Server provides Department of Justice personnel with access to a range of applications including E*Justice, Case and List Management and Crystal Enterprise.

Fast, Secure and Cost-effective Application Access:

Because MetaFrame Presentation Server centralises application processing on the server, and only minimal data – keystrokes, mouse clicks and screen updates – are transmitted over the network, users such as officers in small police stations using 64K ISDN links can access the E*Justice system without any degradation in performance.

"We had allocated hundreds of thousands of dollars in our budget for the upgrade of network links to sites such as one-officer country police stations, but we haven't needed to spend anywhere near that. Thanks to MetaFrame Presentation Server, we've only had to upgrade specifically targeted stations rather than having to do an across-the-board upgrade," said Stephenson.

Besides reducing bandwidth demand and preventing large expenditures on network upgrades, MetaFrame Presentation Server greatly simplifies IT administration, particularly when updating client forms for the E*Justice database.

"If we were using a fat-client solution, we would have to distribute updates to thousands of users over three different computer domains each time a form was updated," explained Stephenson.

"Now, we just have to implement these updates on our two Citrix server farms, one for Victoria Police and the other for external departments, and all users get access to the



new forms the next time they log on. As a result, administration has been greatly streamlined and the cost of making changes to forms and other updates has been dramatically reduced."

Further, the CJEP project has secured large cost savings by slowing the hardware upgrade cycle. "One of the biggest advantages of moving to the Citrix solution is that it really doesn't matter what client hardware we are using," enthused Stephenson.

The productivity increases that have been facilitated are nothing short of astounding, instead of data being entered 12 times in numerous different systems it is entered once – saving huge amounts of time and providing 'one version of the truth.'

"By having Police, Corrections and Courts all accessing the same database, we've been able to largely eliminate this multiple handling of the same piece of information," said Stephenson.

With the introduction of the Citrix Secure Gateway technology, the CJEP project was able to maintain a consistent flow of traffic across the entire network. Additionally, as Citrix Secure Gateway protects data using industry standard SSL encryption, the network security teams from all departments and organisations involved with the E*Justice system only had to make minimal firewall changes.

The linkages formed between different departments by the CJEP project could even save lives in the future. Stephenson said, "Back in the 1990s we had some instances of deaths in custody. When an enquiry was conducted, it was found that on at least one occasion, self-harm had occurred in a different part of the justice system, but the information was held by the responsible agency and not passed on when the prisoner moved out of its jurisdiction." Access to centralised information should help avoid these situations.

Future Plans:

CJEP, together with the Victorian Department of Justice, are now planning an upgrade to MetaFrame Presentation Server 3.0, primarily to take advantage of improved user login feedback, performance enhancements and connection based policies. Part of this upgrade project includes investigating alternative hardware such as IBM HS20 Blade Servers.

Stephenson also plans to expand the use of Citrix Resource Manager to provide proactive monitoring and reporting to senior executives on the usage of the system.

Key Benefits:

- Improved coordination of cases;
- Higher productivity from elimination of repeated data entry;
- Improved application performance over low-bandwidth links; and
- Cost savings from streamlined administration and lower bandwidth requirements.