

Intermedium

DIGITAL GOVERNMENT
READINESS AND MATURITY
INDICATOR REPORT



2023



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About the DGRMI

Intermedium produces the Digital Government Readiness and Maturity Indicator (DGRMI) in recognition that the ongoing digital transformation of government services across Australia and New Zealand (ANZ) is vital to the well-being of citizens, the building of trust in the democratic process, the effective use of taxpayer funds, and a thriving economy.

All ANZ governments are progressing in their digital transformations to improve citizen outcomes by providing safe, convenient and personalised services.

Most have now established the foundational Whole of Government (WofG) enablers for transformation, including having a digital strategy, policies, governance arrangements, service delivery organisation and a willingness to collaborate across borders, and are making real progress in building digital government maturity.

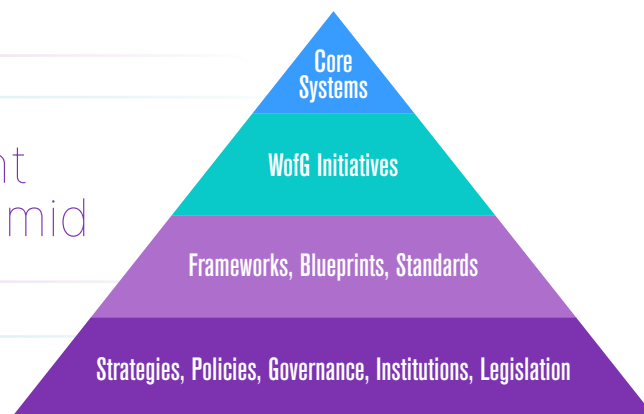
Intermedium's Digital Government Readiness Indicator (DGRI) has recorded this transformation since 2016, by giving each jurisdiction a score based on Intermedium's objective assessment of how far along they were in their journey.

In 2022, Intermedium expanded its examination by measuring digital readiness *and* maturity. The change recognised that most government jurisdictions were moving up the Digital Government Maturity pyramid. They have established their readiness enablers and were building digital government maturity by embedding digital and data into government processes to improve citizen experience and outcomes. The 2023 DGRMI continues this investigation of jurisdictional progress across readiness *and* maturity.

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Digital Government Maturity Pyramid



The DGRMI covers Australian (Federal, State and Territory) and New Zealand (Central) governments. It measures initiatives managed or overseen by multiple agencies, teams and roles. The evaluation focuses on WofG digital government readiness and maturity and is not a 'report card' for any single agency, group or position.

The 10 jurisdictions assessed in this report are:

- | | |
|--------------------------------|----------------------|
| 1 New South Wales | 6 Northern Territory |
| 2 Federal | 7 Western Australia |
| 3 Victoria | 8 South Australia |
| 4 Australian Capital Territory | 9 Queensland |
| 5 New Zealand (Central) | 10 Tasmania |

The DGRMI comprises three scores which, taken together, give a comprehensive picture of digital government progress:

- 1 A score out of 10 for **digital government readiness** (the DGRI)
- 2 A score out of 10 for **digital government maturity** (the DGMI)
- 3 A score out of 20 for the combination of **digital government readiness and digital government maturity** (the DGRMI). The DGRI and DGMI each contribute 50 per cent of the score to the DGRMI.

The criteria for the DGRI are the WofG-level existence of:

- ➔ An **ICT strategy**, including publicly announced funding for ICT and digital initiatives
- ➔ Necessary **ICT policies**, such as those for open data, privacy and cyber security
- ➔ A robust approach to **ICT governance**
- ➔ The existence of a **WofG service delivery agency**
- ➔ Reforms to **procurement** that reflect the contemporary needs of 'going digital'
- ➔ Cross-jurisdictional **collaboration**

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Fourteen weighted assessment elements sit under these six enablers. The evidence of a jurisdiction's activity for each criterion is assessed and scored to provide a multi-jurisdictional comparison of commitment to, and success with, putting the complete set of enablers in place. Intermedium must find evidence in the public domain to ensure an objective and impartial assessment of all jurisdictions.

Intermedium converts the DGRI score into an index with a maximum value of 10. Jurisdictions are assessed as being 'digital government ready' when they score 9.0 or higher on the index.

On the other hand, the DGMI assesses jurisdictional progress toward digital government. Intermedium has aligned its maturity assessment with The *OECD Digital Government Policy Framework*¹ and its 'six dimensions of digital government'.

The criteria for the DGMI are evidence of progress, at the WofG level, towards a government that is:

- **Digital by design**, where government ingrains digital technology into processes and policies, supported by effective leadership and enforcement
- **User-driven** and **proactive**, where government places citizens at the centre of service design and delivery (including supporting vulnerable groups). Governments should, where possible, pre-empt the needs of citizens and respond before citizens need to act
- **Data-driven**, where data is treated as a strategic asset, shaping decision-making and service provision
- **Focused on a government as a platform** approach, where the government establishes rules, resources and cloud-based technology platforms to enable a holistic, seamless level of service provision
- **Open by default**, where data and processes are open and transparent (where deemed in the public interest).

Intermedium has combined the OECD's 'proactive' and 'user-driven' dimensions on the basis that a user-driven approach to digital government requires proactiveness (ideally freeing up citizens from acting at all) and vice versa.

Forty-seven weighted assessment elements sit under these criteria. Intermedium converts the DGMI scores into an index with a maximum value of 10.

In addition to public domain research, the DGMI component references jurisdictional WofG Chief Digital Officers (or equivalent) responses to a survey conducted by Intermedium.

NZ was the only jurisdiction that chose not to respond to the survey in 2023 so more DGM activity may be underway in NZ than can be discerned from public domain information. NZ may have received a lower score than otherwise if this is the case.

Once a jurisdiction attains a score of 9.0 for either the DGRI or DGMI components, score growth becomes incremental as there is less 'headroom' for significant improvement. The DGMI's assessment elements and scoring regime allow jurisdictions to progress substantially.

The DGRMI is published on an annual basis to reflect jurisdictional progress made in the preceding 12 months.

Executive Summary

In a very encouraging development, eight of the ten ANZ jurisdictions now have the foundational enablers required for effective digital transformation and are progressing towards digital government maturity, according to the 2023 Digital Government Readiness and Maturity Indicator (DGRMI) Report.

The Data and Digital Ministers Meeting (DDMM), established as a sub-committee of the National Cabinet, survived the change of government at the Federal level. Even though it has met far less frequently than in the COVID years, it has reaffirmed the importance of a national approach to digitising citizen services and effectively sharing data across jurisdictional boundaries.

Some of the most complex pan-jurisdictional issues, such as taking a life event-based approach to service delivery, are beginning to be resolved. The DDMM-endorsed 'birth of a child' pilot, to create an end-to-end digital pathway for new parents to register a newborn child, will be completed in the 2023 calendar year.

The trend towards state and territory jurisdictions enabling citizens to use myGovID to access their services will also improve the citizen experience in Australia's federated system. While NZ has passed its digital identity services legislation, work continues in Australia to implement an economy-wide solution.

While progress in these areas will ultimately benefit citizens and businesses irrespective of location, looking at what is happening at an individual state and territory level is essential. Encouragingly, unlike in previous years, no jurisdiction fell back in its score.



Digital Readiness Results

Any jurisdiction scoring above 9.0 is 'digital government ready' according to Intermedium's long-standing methodology. NSW (10), Federal (9.8), ACT (9.7), NT (9.4), NZ (9.4), WA (9.2), VIC (9.1), and SA (9.1) now have that status. QLD (8.4) and TAS (8.6) are now not far behind, having done a significant amount on their digital agendas since the 2022 report.

Although it remains outside this grouping of 'digital government ready' jurisdictions, Tasmania had the largest gain in score, jumping from 6.6 in 2022 to 8.6 in 2023. Several factors drove the increase, including comprehensive new governance arrangements and increased funding.²

WA increased its score from 7.9 to 9.2 due primarily to record new ICT and digital funding and to updates to its digital strategy. WA's digital strategy is one of ANZ's most comprehensive, and it is one of three jurisdictions to maintain a dedicated funding mechanism for digital or ICT projects.

QLD increased its score from 7.2 to 8.4 due to the release of its new strategy and the introduction of its digital citizen account. Regular updates to its new strategy will bring it in line with strategy update leaders, such as WA, SA and NT. But while QLD introduced a new digital citizen account, other jurisdictions were adding functionality to their already established service delivery accounts, meaning it is still in catch-up mode.

New or updated strategies (e.g. NT and SA), budget funding increases (e.g. ACT), and enhancements to the WofG service delivery entity (e.g. VIC) resulted in score increases in other jurisdictions.

Scores for NSW and NZ were unchanged relative to their 2022 assessments. NSW's perfect 10 out of 10 reflects the fact that it has hit the ceiling of the index and can't gain any more points.

Since the last report NZ has released the *Digital Strategy for Aotearoa and Action Plan* but the focus of this strategy was not primarily on digital government. However, NZ has not updated its digital government strategy (*Strategy for a Digital Public Service*) since 2019.

The Federal government's achievements in several areas (e.g. a new interim *Data and Digital Government Strategy*, and myGov enhancements) resulted in a small increase to its score.

The two jurisdictions with 100 per cent attendance at the DDMM (and its earlier incarnations) since 2018 were Federal (unsurprising due to its role as chair) and NSW. No longer in Parliament, the previous Minister for Customer Service and Digital Government, Victor Dominello had a perfect attendance record at the DDMM and was widely regarded as the outstanding advocate of digital service delivery.

With all jurisdictions now having attained their strategy, policy and governance enablers, the critical area of difference between the leading jurisdictions and the remainder of the leaderboard is progress in establishing a WofG approach to service delivery.

Victoria's January 2023 establishment of the Department of Government Services, and additional funding for Service Victoria, improved its score by demonstrating its commitment to building a seamless citizen service experience. Some jurisdictions without a central customer service delivery agency continue to require citizens to move between websites with often vastly different user experiences.

Queensland has taken the most strongly decentralised approach to digital transformation of all jurisdictions. Its Department of Transport and Main Roads (DTMR) has taken leadership in service delivery initiatives such as digital licences.

Digital Maturity Results

SA, VIC and TAS responded fully to the DGRMI survey for the first time in 2023. Consequently, Intermedium received insights into activities it could not find in public documents, and this additional information contributed where relevant to their rise in scores.

NSW and Federal maintain their top two positions on the DGMI, improving their positions in all categories. NSW's decade-long focus on digital and customer service means it is now enhancing its digital products, rather than introducing them for the first time. It is doing this while simultaneously examining its use cases for emerging technologies like AI.

Like NSW, Federal has the vision to be a "world leader" in digital service delivery and is now making progress with core enablers such as digital identity, which other jurisdictions are only just now beginning to support in their digital accounts.

Victoria's score improved across all five DGMI categories, showing leadership in human-centred design, digital inclusion and data infrastructure.



The ACT evidenced progress across almost all DGMI criteria and is the smallest jurisdiction in the top half of the DGMI leaderboard. It has extensive data infrastructure, project assurance and processes to engage CIOs during budget decision-making.

The increase in scores by all other jurisdictions is also attributable to steady progress across various criteria.

Digital by design

All jurisdictions must embrace the notion of digital by design to maximise technology investments and improve citizen outcomes. Digital by design involves government embedding digital technology into processes and policies supported by effective leadership and enforcement.

The jurisdictions with mechanisms to ensure that digital funding went towards WofG priorities and digital objectives, such as establishing common platforms (to support interoperability, data sharing etc.), life event-based service delivery, and building staff capability, tended to do best in this criteria. The best examples are NSW's Digital Restart Fund and WA's Digital Capability Fund.

Leading jurisdictions also made progress in embedding the ethical considerations of emerging technologies like AI into the development of government services. NSW is again out in front with its AI Framework, with NZ for its *Algorithm charter for Aotearoa New Zealand*.

Approaches to building public sector digital and data capability differed between jurisdictions, with some emphasising broader economic skills development, likely to enhance the talent pool available to the public sector, whereas others focussed on employee training. Federal is a leader in this area with its APS Digital and Data Profession workforce streams, offering employees courses, networking, mentoring, job mobility, and communities of practice to improve career growth and development.

An 'undercooked' capability across jurisdictions continues to be the need to educate legislators about the implications of their digital decisions. Most jurisdictions support this area to a limited extent through governance arrangements or training.

User-Driven and Proactive

All jurisdictions are working on designing services around citizens rather than agency processes. Most jurisdictions have resources (standards, principles, guidance etc.) to support agencies in this area. ACT's *Guiding Best Practice Design and Delivery Guide* is an example of best practice, supporting agencies in adopting co-design and user-based testing of solutions.

All jurisdictions are putting in place mechanisms to support life event-based service delivery. For example, NSW has established a 'Life Journey' team to work with agencies to build services around life events, not government processes. The DDMM is also supporting initiatives in transforming government services around life events.

Most jurisdictions focus on eliminating the digital divide, but the range of programs and degree of investment from one jurisdiction to another varies significantly. Most jurisdictions have acted on basic principles, such as mandating web accessibility standards and supporting digital skills in groups such as seniors. Others are investing heavily in communications technologies to give regional communities equal access.

Data Driven

All jurisdictions are addressing the challenges of leveraging data to support policy and service delivery. Leaders have developed common infrastructure to support data sharing and visualisation, such as:

- NSW and VIC's digital twins
- QLD's shared Data Analytics Platform for single and multi-agency use
- WA's WofG data linkage and analytics capability PeopleWA

Data analytics centres (or the like) continue to be a feature of jurisdictions' data strategies to bolster WofG capability. They include:

- QLD's Data and Information Services team (within DTMR)
- NSW's Data Analytics Centre (within DCS)
- SA's Office for Data Analytics (within DPC)
- Victorian Centre for Data Insights (within DGS)

Governments are also updating the legislative framework to share data while protecting citizen privacy, including WA's *Privacy and Responsible Information Sharing* (PRIS) legislation.

Government as a Platform

Achieving 'government as a platform', where the government establishes rules, resources and platforms to enable a seamless level of service, is the nirvana of digital transformation.

Most jurisdictions have rules and resources to support a common enterprise architecture; for example, NSW has released reusable design, HTML and CSS UI components to support agencies in creating consistent, user-focused customer experiences.

Leading jurisdictions are also establishing architecture review teams. For example, the ACT's *Architecture Design Review Panel* (located inside CMTEED) assesses the feasibility of solution designs and discusses how new and changing technologies relate to the government's strategic platforms.

Most jurisdictions are rolling out common platforms to speed up delivery, reduce duplication and support a seamless citizen experience, with the most progress in ERP, stakeholder engagement, and grants management.

The area with the most considerable flurry of activity is citizen service accounts, with all Australian jurisdictions either enhancing their WofG citizen digital account or planning to launch one in the next 12 months.

Open Government

All jurisdictions have policies supporting open data and transparent practices supported by online portals. The main differences exist in the extent to which data is published and how valuable this data is to non-government innovators. Leading open data portals include Federal's data.gov.au, NZ's data.govt.nz and NSW's [data.NSW](https://data.nsw.gov.au).

Readiness and Maturity Combined Result

All jurisdictions increased their combined DGRMI scores relative to 2022 and those jurisdictions considered 'digital government ready' (i.e. with a DGRI score of over 9 out of 10) were once again more likely to also be leaders on the DGMI leader board. The two jurisdictions most clearly demonstrating this point, NSW and Federal, were awarded 'digital government ready' status in 2016 and 2017, respectively.

The 2023 DGRMI also highlights the challenges for smaller jurisdictions in building digital government maturity. Four of the five largest ANZ jurisdictions are in the top five DGRMI leaderboard positions (NSW, Federal, VIC, NZ). The larger jurisdictions have more resources to focus on the various digital and data initiatives measured in the DGMI.

As such, it is commendable that the ACT, NT and SA, perform so well in the DGRMI, given their smaller resource pool. The success of these smaller jurisdictions is attributable to several factors, including their:

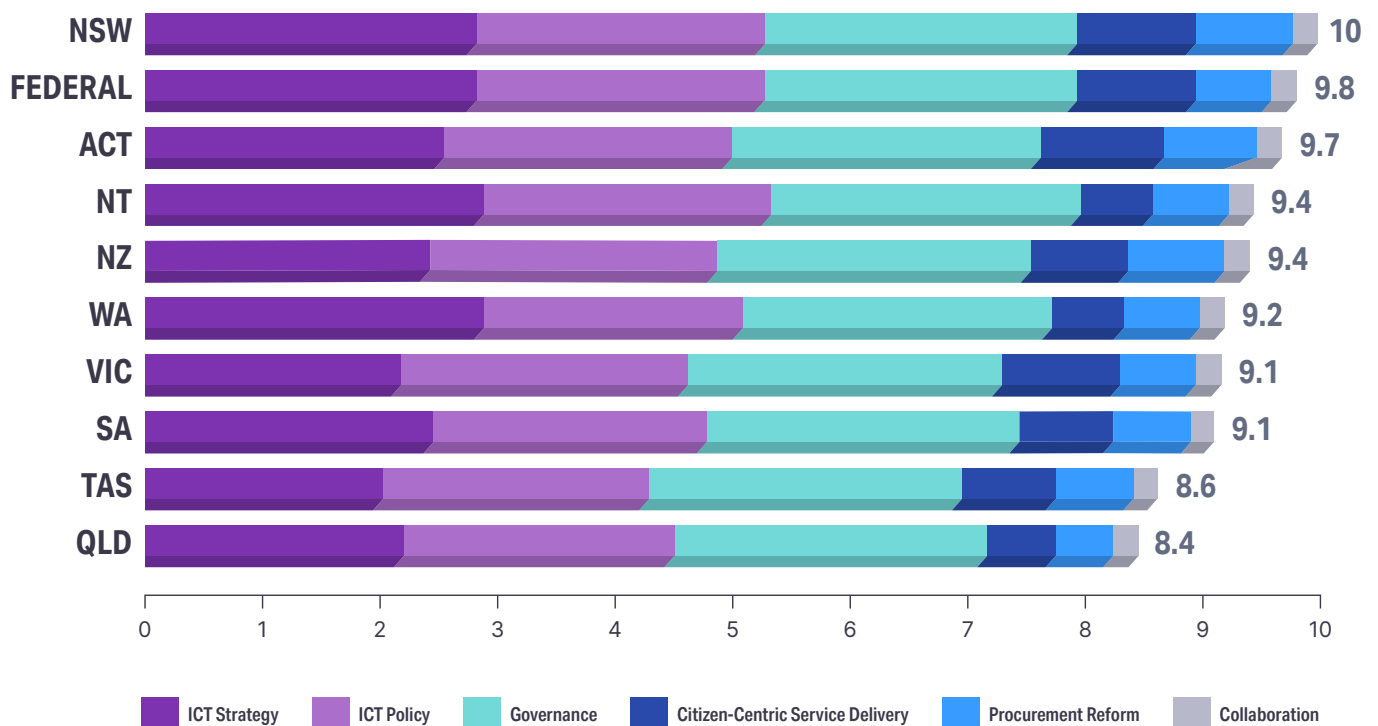
- Degree of ICT, digital and customer service delivery centralisation
- History of steady delivery against digital/ICT strategy
- Willingness to reuse and leverage knowledge and resources from larger jurisdictions

Intermedium expects WA and QLD to move up the leaderboard in the 2024 DGRMI, as both jurisdictions have major projects underway to build digital government maturity and which will likely show results in the next 12 months. These projects include WA's expanding Service WA program and new data committee, and QLD's expansion of the 'My account' platform and rollout of digital licences.

As Intermedium observed in 2022, the presence or absence of political and senior bureaucrat vision can create a divergence between jurisdictions. While the 12-month-old Labor government is signalling a similar focus on digital to its predecessor, it remains too early to predict for the new NSW government.

RESULTS Overview

Digital Government Readiness Indicator 2023



GRAPH 1

Weightings

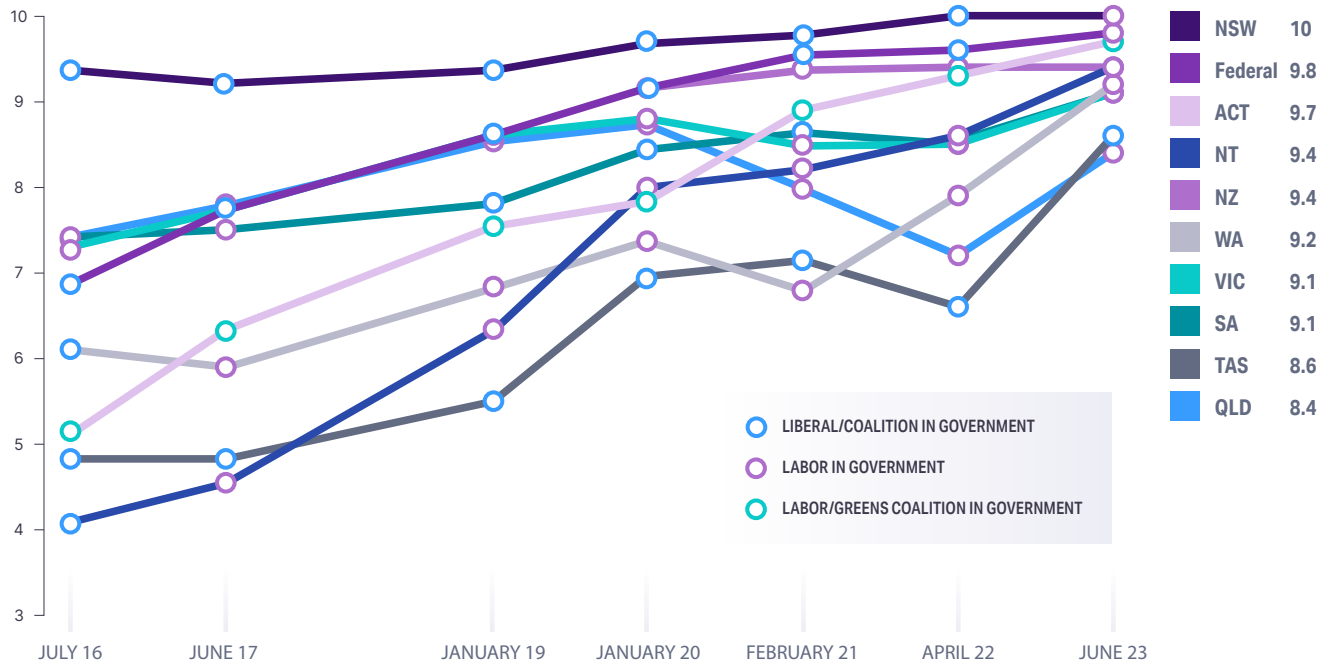
Strategy	25.5%
Governance	25.5%
Policy	27.7%
Key Service Delivery Agency	10.6%
Procurement	8.5%
Collaboration	2.1%

Total 100%

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Digital Government Readiness Progress 2023



GRAPH 2

Digital Government Readiness Scores 2023

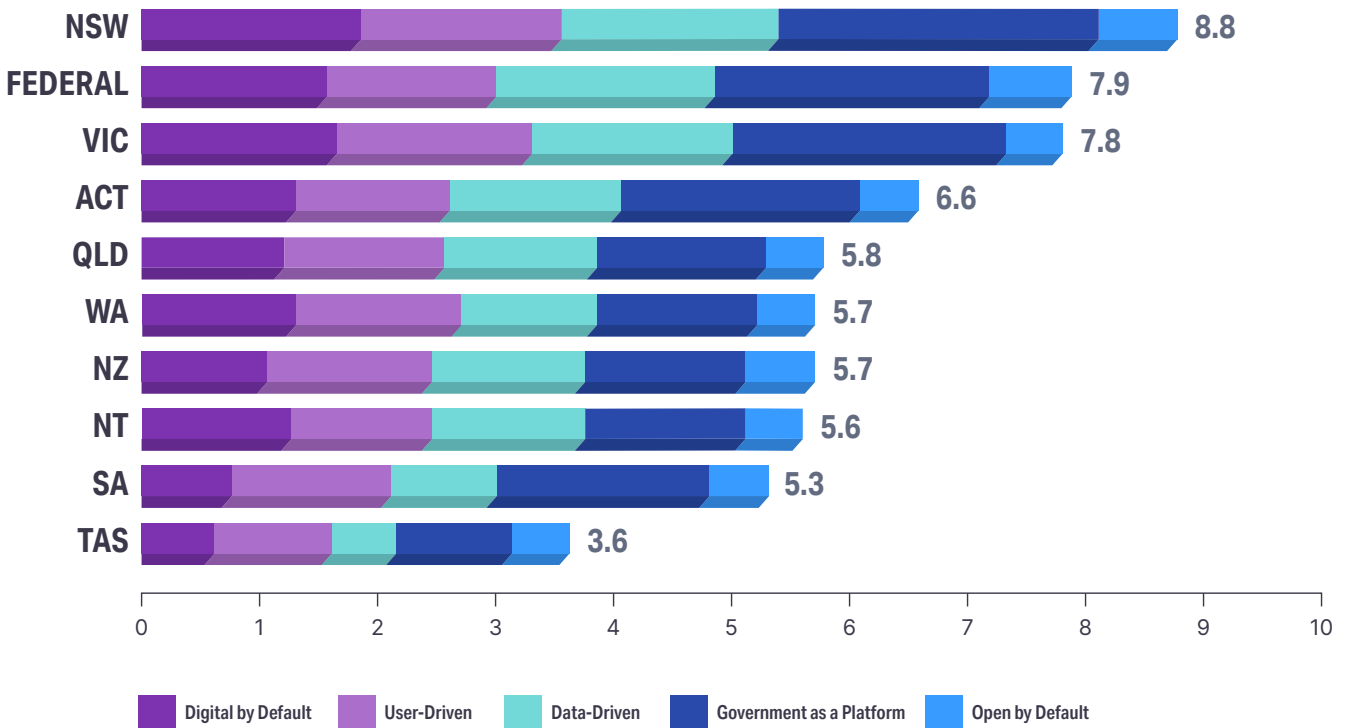
RANK	JULY 2016	JUNE 2017	JANUARY 2019	JANUARY 2020	FEBRUARY 2021	APRIL 2022	JUNE 2023
1	NSW 9.4	NSW 9.2	NSW 9.4	NSW 9.7	NSW 9.8	NSW 10	NSW 10
2	QLD 7.4	QLD 7.8	VIC 8.6	FED 9.2	FED 9.5	FED 9.6	FED 9.8
3	SA 7.4	FED 9.8	FED 9.6	NZ 9.2	NZ 9.4	NZ 9.4	ACT 9.7
4	VIC 7.3	VIC 7.7	QLD 8.5	VIC 8.6	ACT 8.9	ACT 9.3	NT 9.4
5	FED 6.9	SA 7.5	SA 7.8	QLD 8.7	SA 8.6	NT 8.6	NZ 9.4
6	WA 6.1	ACT 6.3	ACT 7.5	SA 8.5	VIC 8.5	SA 8.5	WA 9.2
7	ACT 5.1	WA 5.9	WA 6.8	NT 8.0	NT 8.2	VIC 8.5	VIC 9.1
8	TAS 4.8	TAS 4.8	NT 6.3	ACT 7.9	QLD 8.0	WA 7.9	SA 9.1
9	NT 4.1	NT 4.5	TAS 5.5	WA 7.4	TAS 7.1	QLD 7.2	TAS 8.6
10	-	-	-	TAS 7.0	WA 6.8	TAS 6.6	QLD 8.4

TABLE 1

NZ added in January 2020



Digital Government Maturity Indicator 2023

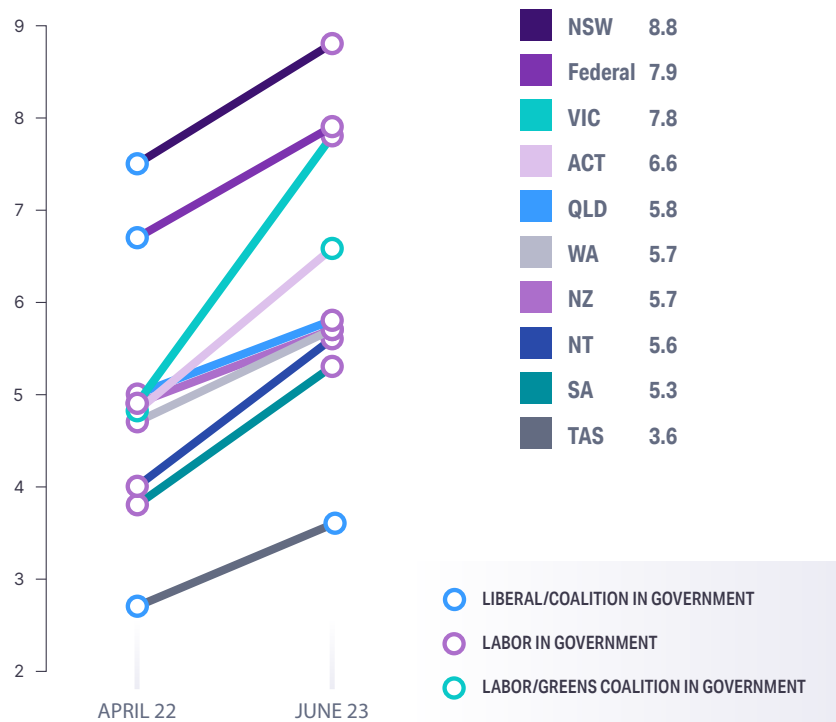


GRAPH 3

Weightings

Digital by Default	20%
User-Driven	20%
Data-Driven	20%
Government as a Platform	30%
Open by Default	10%
Total	100%

Digital Government Maturity Progress 2023



GRAPH 4

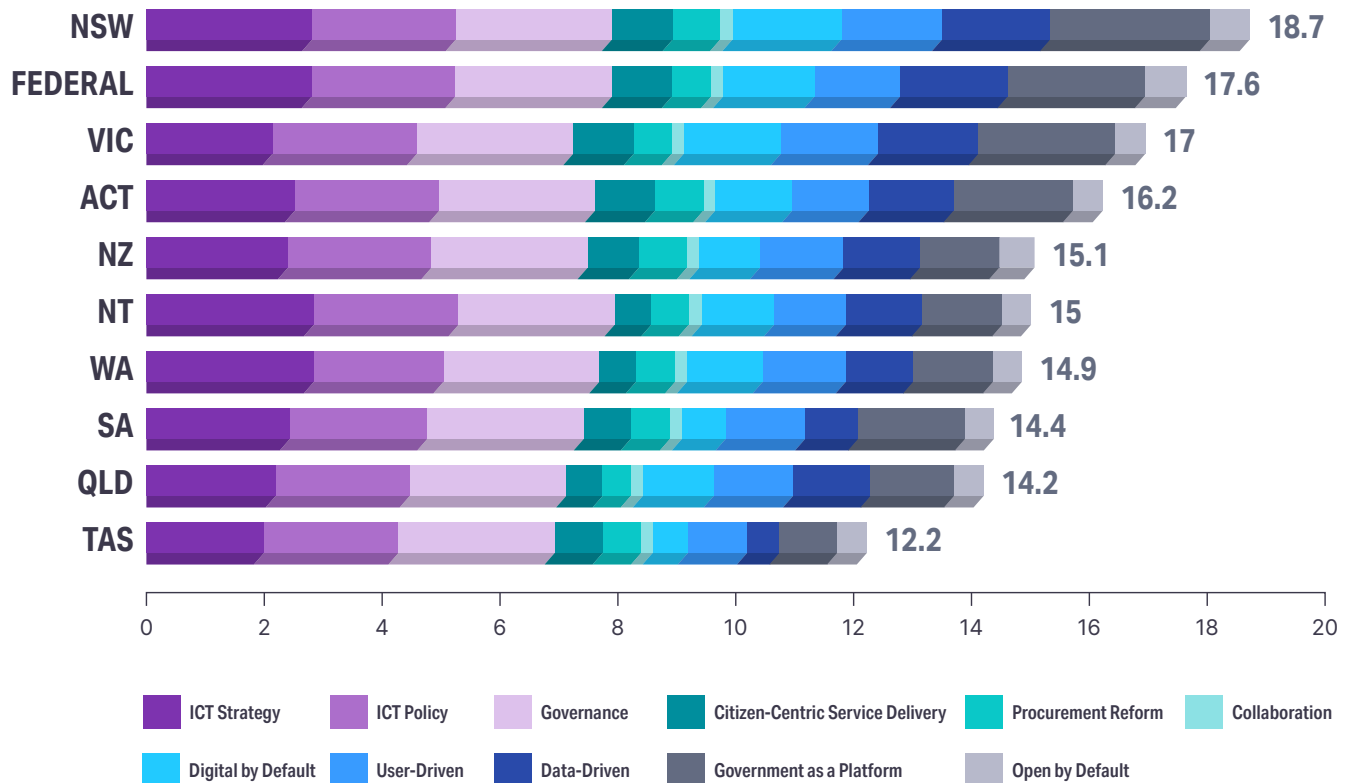
Digital Government Maturity Scores 2023

RANK	APRIL 2022	JUNE 2023
1	NSW 7.5	NSW 8.8
2	FED 6.7	FED 7.9
3	QLD 5.0	VIC 7.8
4	VIC 4.9	ACT 6.6
5	NZ 4.9	QLD 5.8
6	ACT 4.8	WA 5.7
7	WA 4.7	NZ 5.7
8	NT 4.0	NT 5.6
9	SA 3.8	SA 5.3
10	TAS 2.7	TAS 3.6

TABLE 2



Digital Government Readiness and Maturity Indicator – Combined Score 2023



GRAPH 5

Weightings - DGRI

Strategy	12.75%
Governance	12.75%
Policy	13.85%
Key Service Delivery Agency	5.3%
Procurement	4.25%
Collaboration	1.05%

Total 50%

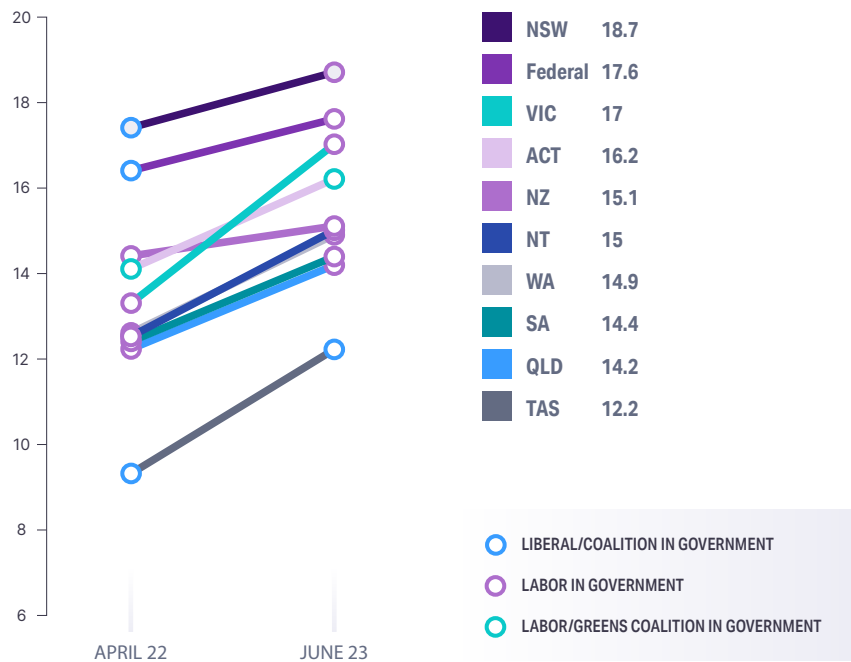
Weightings - DGMI

Digital by Default	10%
User-Driven	10%
Data-Driven	10%
Government as a Platform	15%
Open by Default	5%

Total 50%

The DGRMI score is established by adding the total non-rounded scores of the DGRI and DGMI together. Rounding on the DGRI and DGMI pages may result in slight differences to the DGRMI score above.

Digital Government Readiness and Maturity Indicator – Combined Score Progress 2023



GRAPH 6

Digital Government Readiness and Maturity Indicator – Combined Scores 2023

RANK	APRIL 2022	JUNE 2023
1	NSW 17.4	NSW 18.7
2	FED 16.4	FED 17.6
3	NZ 14.4	VIC 17
4	ACT 14.1	ACT 16.2
5	VIC 13.3	NZ 15.1
6	WA 12.6	NT 15
7	NT 12.5	WA 14.9
8	SA 12.4	SA 14.4
9	QLD 12.2	QLD 14.2
10	TAS 9.3	TAS 12.2

TABLE 3



Digital Government Readiness

10
out of 10

Labor Government
post 23 March 2023

Responsible Minister:
Minister for Customer Service and Digital Government, Minister for Emergency Services, and Minister for Youth Justice, Jihad Dib

Liberal Coalition Government
until 23 March 2023

Responsible Minister:
Minister for Customer Service and Digital Government, Victor Dominello

This report largely reflects the initiatives and actions of the last year of the Coalition Government.

Strategy

The *Beyond Digital* strategy was released in 2019 and has since been updated with one major and several minor releases. The strategy comprises five strategic directions to accelerate digital transformation in NSW:

- Put the customer at the centre
- Build a strong digital economy
- Engage and use data insights
- Deliver safe and resilient services
- Develop capabilities for the future.

Each strategic direction includes several long-term goals, objectives and initiatives.

Several strategies complement *Beyond Digital*, including the:

- *NSW Connectivity Strategy*
- *NSW Government Data Strategy*
- *Artificial Intelligence (AI) Strategy*
- *NSW Identity Strategy*.

NSW is among the highest spending jurisdictions on ICT and digital per capita. However, the former government slightly reduced the level of new initiative funding in the 2022-23 Budget (\$1.2 billion) compared to 2021-22 (\$1.4 billion).³

As of June 2022, there was over \$5 billion worth of ICT and digital projects in delivery across NSW Government, which were being assured under the ICT and Digital Assurance Framework (IDAF).

The Digital Restart Fund (DRF) is NSW's dedicated funding pathway for strategic ICT and digital initiatives and is a key component of the state's overall ICT and digital portfolio.

Policies

Privacy and Data Retention

The *Privacy and Personal Information Protection Act 1998*⁴ includes Information Protection Principles covering how agencies must collect, store, use and disclose personal information. The Information and Privacy Commission (IPC) administers the Act.

In May 2023, the IPC published fact sheets for the Mandatory Notification of Data Breach Scheme, which from November 2023, requires agencies to notify affected individuals and the Privacy Commissioner if a breach occurs.⁵

State Records NSW provides oversight, standards and guidance to assist agencies with managing information and records.

Open Data

According to the *NSW Government Open Data Policy (2020)*, government data is open by default.⁶

Cyber Security

The *NSW Cyber Security Policy*⁷ outlines the mandatory requirements to which all NSW government departments and agencies must adhere to ensure cyber security risks to their information and systems are appropriately managed.

Governance

Digital.NSW

- ➔ Sets the digital strategic direction and objectives for government, publishes the WofG digital strategy '*Beyond Digital*'
- ➔ Sits within the Department of Customer Service (DCS) (which houses several other ICT, digital and customer service agencies such as Cyber Security NSW, Service NSW, Customer Experience Unit etc.)
- ➔ Led by the Government Chief Information and Digital Officer (GCIDO)

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ICT and Digital Leadership Group

- Develops and implements a WofG strategic approach for ICT and digital government
- Advises on investments as per the IDAF and drives inter-agency and cluster expertise sharing and learning
- Comprises CIOs from across NSW Government
- Chaired by the GCIDO.

Digital Transformation Board

- Drives ICT and digital strategy, prioritisation, alignment, assurance and investment across government (e.g., by providing advice on digital priorities across the sector to the NSW Government, making recommendations to the Minister on DRF funding and monitoring the outcome of the overall NSW ICT and digital portfolio)
- Comprises senior executive representatives from the Department of Premier and Cabinet, Regional NSW, Infrastructure NSW and Transport for NSW
- Co-chaired by the GCIDO and Deputy Secretary at NSW Treasury.

Cyber Security Senior Officers' Group

- Provides strategic oversight of cyber security matters (e.g. by monitoring *NSW Cyber Security Strategy*⁸ implementation and ensuring operational capabilities are fit for purpose)
- Comprises leadership from all clusters.

Cyber Security Steering Group

- Focuses on driving cultural change, instituting risk controls and capability uplift
- Comprises cluster CISOs and the NSW Chief Cyber Security Officer.

Other key governance bodies include the Technical Design Advisory Group, AI Review Committee (see Digital by Design) and NSW Data Leadership Group (see Data Driven).

Key Service Delivery Agency

Service NSW is Australia's leading example of a WofG citizen-centric service delivery agency. A business division of DCS, Service NSW is a one-stop-shop for government services, offering digital, phone and physical channels.

The personalised citizen account, MyServiceNSW, allows users to store digital credentials, including driver licences, white cards, seniors cards, boat licences and Working with Children Checks. NSW has issued 4.4 million digital driver licences (75 per cent of all drivers) since its launch in 2019.⁹

MyServiceNSW provides specific services to citizens (e.g., cost of living, flood and pandemic-related initiatives and vouchers) and 'tell us once' notifications, where citizens can consent to the government sharing updates about their details across agencies simultaneously.

Procurement

The ICT Services Scheme is the state's mandatory arrangement for agencies procuring ICT goods and services across 18 categories. Suppliers can apply for inclusion in the scheme at any time. It currently has 4,616 unique suppliers as of March 2023. NSW has WofG contracts for procuring product and service categories (e.g. cloud, professional services, end-user devices, telecommunications) and specific supplier offerings (e.g. SAP, Salesforce, IBM).

The procurement platform Buy.NSW provides policies, guidance and other resources to agencies and suppliers. It is a central 'source of truth' for supplier data and connects to various agency-specific procurement systems via APIs.

The Buy.NSW Supplier Hub contains information on 48,145 suppliers (as of 17 May 2023), across goods and services, construction and ICT categories, including scheme membership and supply category. Buyers use the platform to search, find and engage with registered suppliers.

Buy.NSW also includes *catalogues.buy.nsw*, which allows agencies to 'click and buy' commodity products. The service has onboarded 67 agencies as of April 2023.

NSW has a 30 per cent target of government ICT procurement direct spend to go to SMEs, including Aboriginal businesses, start-ups and Australian Disability Enterprises. The policy also requires 25 per cent of indirect ICT spending in procurements above \$3 million to be spent with SMEs.¹⁰



Collaboration

NSW collaborates with other governments on digital issues through the DDMM, including on ICT/digital procurement, data sharing, life event-based service delivery and digital identity.

NSW's Digital Identity Ministerial Advisory Council was set up to support NSW's adoption of digital identity and verifiable credentials, with representatives from the NSW and Australian governments and various industry experts. Its primary purpose was to consolidate the views of key stakeholders and provide strategic advice to the then Minister for Customer Service and Digital Government.

NSW contributes to the work of the National Cyber Security Committee (NCSC), which meets quarterly and is made up of lead state and territory cyber security personnel with representation from relevant Commonwealth agencies. The NSW Chief Cyber Security Officer co-chaired the NCSC in 2022.

NSW collaborates with federal agencies on connectivity, including measuring connectivity gaps and feedback on programs, such as the Low Earth Orbit Satellite Working Group and First Nations Digital Inclusion Advisory Group.

The Live NSW (Spatial Digital Twin) team collaborates with counterparts in the Digital Twin Victoria program to reduce duplication of effort, share knowledge and resources, and ensure system interoperability (i.e. Victorian data can be accessed/visualised in the NSW platform and vice versa).

Digital by Default

Support and oversight

DCS, the Digital Transformation Board and the ICT and Digital Leadership Group advise Cabinet and other senior levels of government on digital strategy, prioritisation and legislation impacting digital priorities.

The DRF is NSW's dedicated funding mechanism for digital projects that:

- Further life event-based service delivery
- Establish reusable state assets
- Enable front-line systems modernisation
- Builds staff capability.

All ICT and digital projects across government (over \$5 million) including DRF-approved projects are subject to the IDAF, which assesses projects across their lifecycle to ensure they are on time, on budget and aligned to objectives. Project cost overruns are now 93 per cent smaller compared to four years ago for average projects.

NSW is also a leader in establishing a WofG strategy and framework for AI. The 2020 *Artificial Intelligence Strategy* contains 22 action items to build maturity in government use of AI.

The AI Assurance Framework, developed by the AI Advisory Committee (now the AI Review Committee) provides mandatory AI Ethics Principles for agencies designing, building or using AI-enabled products and solutions.

Agencies must submit AI projects funded via the DRF or any project over \$5 million to the AI Review Body for a risk assessment.

The government is developing advisory guides for adopting emerging technologies that focus on the business problems the technologies could solve (starting with blockchain).

Skills

The *Digital and Customer Capability Framework*¹¹ identifies the capabilities and skills requiring immediate uplift across the public sector.

NSW has several digital skills uplift initiatives, including:

- Cluster-led digital academies and boot camps
- Participation in degree programs that support staff to build skills while continuing to work (e.g. the University of Technology Sydney's Bachelor of Computing Science industry degree)
- Partnering with training providers and multinationals to develop employee micro skills and micro-credentials (e.g. the Institute of Applied Technology - Digital at Meadowbank TAFE)

The Public Service Commission's *ICT Career Pathway Framework* is a resource to help employees navigate their career options.¹²

User-Driven

Engagement

NSW citizens can engage with agencies through the Have Your Say consultation portal on upcoming projects, services and policies.¹³

User experience

The Digital Service Toolkit¹⁴ guides teams delivering digital products and services. The toolkit includes the NSW Design System and NSW Design Standards¹⁵, which provide 10 minimum expectations for service delivery, including:

- Deliver outcomes for customers, before solutions for government
- Make it for everyone
- Build in the open
- Have a multidisciplinary team.

Digital inclusion

NSW supports digital inclusion through several initiatives, including:

- Launching Accessibility NSW in 2022. Accessibility NSW is developing a WofG digital accessibility policy, digital accessibility toolkit and training modules for delivery by June 2024.¹⁶ Accessibility NSW works with agencies to ensure accessibility is factored into the design of new projects and is part of procurement.¹⁷

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- Improving access to the Internet, e.g. via the *Regional Digital Connectivity* program and *Connecting Country Communities* program.
- Implementing *NSW Connectivity Strategy* initiatives, e.g. developing a connectivity index to identify access, affordability and digital readiness gaps, set targets and prioritise investments, and connectivity standards to embed connectivity requirements into government infrastructure programs.

Data-Driven

Support and oversight

The *NSW Government Data Strategy*¹⁸ seeks to put “data at the heart of decision-making”.

The *NSW Data Leadership Group* is responsible for implementing the strategy.

NSW has various hubs and units supporting a data-driven public sector, including the:

→ **NSW Data Analytics Centre**

- Supports WofG data analytics, data sharing, and collaborates with agencies to solve complex problems

→ **Better Outcomes Lab**

- Connects decision-makers to evidence on customer journeys and outcomes

→ **Behavioural Insights Unit**

- Supports agencies to improve policy and services using behavioural sciences

→ **Customer Insights Hub**

- Provides real-time data on customer experience across government interactions.

Infrastructure

→ **NSW Data Analytics Centre**

- Provides advanced analytics platform for use by agencies

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➔ **Data.NSW**

- Gives public, researchers, businesses and industry access to government data and promotes innovation

➔ **NSW Spatial Digital Twin and Spatial Collaboration Portal**

- Collaboration tools for governments, communities, and industries to share data and create a 3D/4D model of NSW's environment to visualise and predict future scenarios. Tools allow data custodians to control who accesses their data.

Government as a Platform

Digital architecture

NSW maintains a *State Digital Assets (SDA)*¹⁹ register comprising platforms, services and data used across agencies. The SDAs support technology reuse across agencies and are organised thematically (e.g. foundations, customer experience, corporate services). The government is currently preparing an SDA re-use policy.

The government provides agencies with online navigational guides, templates and toolkits to support a common enterprise architecture, including:

- ➔ The *NSW Design System* contains reusable design, HTML and CSS UI components to support agencies in creating consistent, user-focused customer experiences
- ➔ A component library of reusable code that is compliant with government standards
- ➔ A prototyping toolkit
- ➔ A solution marketplace providing a library of developer-built building blocks, technology partner architecture and APIs.

WofG Systems

System	Description
ERP	The Process and Technical Harmonisation (PaTH) Program consolidates an Enterprise Resource Planning (ERP) solution across clusters, onboarding agencies through phases.
CRM	MyService Account, OneCx headless CRM



Stakeholder engagement	Online consultation system Have-Your-Say
Grants	Service NSW grants administration platform; a WofG Grants Management System is in development by Department of Regional NSW
Customer service	Citizen Dashboard MyServiceNSW Account, Life Administrator (name TBC) App MyServiceNSW app Digital identity MyServiceNSW Account, Digital ID and verifiable credentials (in development) Payments Outgoing: WofG eInvoicing solution (currently used by seven clusters) Procurement Buy.NSW
Data Infrastructure and Exchange	Open Data Data.NSW, Spatial Digital Twin: Spatial Collaboration Portal Contracts NSW eTendering (part of Buy.NSW) Supplier Data Supplier Hub (part of Buy.NSW)

Open by Default

Data.NSW houses over 15,000 datasets.²⁰ NSW also has several domain-specific portals (e.g. Transport for NSW's Open Data hub²¹, NSW Flood Data Portal²² and NSW Planning Portal Spatial Viewer²³) for specific government function data sets.

The Spatial Collaboration Portal²⁴ and Digital Twin²⁵ also support access to government data.

API.NSW is an API library giving industry, developers and researchers access to government APIs for innovation and research. Over 3,500 organisations subscribe to 30 APIs with 65 million transactions per year.²⁶

Government agencies publish contracts on NSW eTendering.²⁷





Labor Government

Responsible Minister:

Minister for Finance, Katy Gallagher;
Minister for Government Services,
Bill Shorten

Digital Government Readiness

9.8
out of 10

Strategy

The Albanese Government released an initial Data and Digital Government Strategy in May 2023 for public consultation.²⁸ The strategy includes five missions, with each containing focus areas:

→ Delivering for all People and Business

- Maximise the value from data; Embed co-design; Digital inclusion and accessibility

→ Simple and Seamless Services

- Digital by design; Scalable, secure and resilient architecture

→ Government for the Future

- Proactive adoption of emerging data and digital technologies; Data and digital readiness; World leader for harnessing data and digital technology; Strengthen domestic partnerships

→ Trusted and Secure

- Build and maintain public trust in government use of data and digital technologies; Legislation fit for the data and digital age; Connecting data, digital and cyber security; Managing data incidents and breaches

→ Data and Digital Foundations

- Build a data and digitally-capable APS fit for the digital age; Grow data and digital maturity; Manage data and digital as a valuable asset; Technology that is aligned, shared and interoperable

The government will release the final strategy before the end of 2023, along with an implementation plan.

The initial strategy aligns with Labor's areas of activity since being elected, including:

→ **Enhancing digital services**

- Ordering a myGov review led by former Telstra CEO David Thodey. The *Critical National Infrastructure myGov User Audit* found that myGov was a critical piece of national infrastructure requiring further investment²⁹
- Expanding myGov's functionality, including releasing an app that supports a digital wallet for storing documents.

→ **Cyber security reform**

- Reinstating the position of a dedicated cyber security minister
- Commencing the development of a new WofG strategy focussed on local capability, supply chain risk, collaboration, and economic opportunities. A call for public submissions closed in April 2023.³⁰
- Announcing a target of "Australia to be the world's most cyber-secure country by 2030"

→ **Supporting neglected core services**

- Top-up budget funding for a handful of priority back-end ICT systems in 2022-23 (e.g. \$312 million over four years to modernise Health and Aged Care ICT systems and \$87 million over two years to improve Department of Veterans' Affairs claims processing by investing in ICT systems)

Policies

Privacy and Data Retention

The *Privacy Act 1988* is the government's principal legislation for protecting citizen privacy. It introduces thirteen privacy principles³¹ covering Australian Government agencies' and private sector organisations' collection, use and disclosure of personal information.

The *Privacy Legislation Amendment (Enforcement and Other Measures) Act 2022* updated the *Privacy Act 1988* in December 2022, giving the Office of the Australian Information Commissioner more power to regulate and protect privacy in the digital environment (e.g. to obtain information that data breach has occurred and disclose information in the public interest).³² The reform project is ongoing; In February 2023, the Attorney-General's Department released the *Privacy Act Review Report*, outlining further proposed reforms to strengthen privacy in the digital age.³³

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The National Archives of Australia's *"Building trust in the public record: managing information and data for government and community"* policy, which came into effect in 2021, sets out agency requirements for managing records, information and data.³⁴

Open Data

The Australian Government *Public Data Policy Statement* (2015) requires agencies to "make non-sensitive data open by default", preferably via "free, easy to use, high quality and reliable Application Programming Interfaces".³⁵

Cyber Security

The *Protective Security Policy Framework* (PSPF) provides principles, outcomes and policies for agencies to protect people, information and assets. The most important cyber security-related policies in the PSPF are:

- ➔ Policy 10 – agencies must institute the Australian Cyber Security Centre's Essential Eight Strategies to Mitigate Cyber Security Incidents³⁶
- ➔ Policy 11 – agencies must apply the Information Security Manual's principles across the ICT system lifecycle³⁷

Governance

Digital Transformation Agency (DTA)

- ➔ Provides WofG ICT and digital leadership by:
 - Developing policies, standards and frameworks
 - Advising agencies on investment practices
 - Coordinating digital investments from a WofG perspective and overseeing significant projects³⁸
- ➔ Manages several WofG procurement arrangements

In July 2022, the newly elected government moved the DTA from the Department of Prime Minister and Cabinet to the Department of Finance.

Secretaries Board

- Responsible for APS reform, including ICT and digital
- Comprised of all Australian Government departmental secretaries, the Secretary for Public Sector Reform, and the Australian Public Service Commissioner

Secretaries' Digital and Data Committee

- A sub-committee of the Secretaries Board that provides leadership and coordination on digital and data capabilities across government
- Comprises the heads of several agencies
- Co-chaired by Secretary of the Department of Finance and Secretary of the Department of Social Services
- Meets bi-monthly
- Supported by the Digital Leadership Committee and Deputy Secretaries' Data Group³⁹

Key Service Delivery Agency

Services Australia is the government's citizen-facing service delivery agency, operating the myGov platform as a single access point for Centrelink, Medicare, ATO, NDIS and My Health Record services (among others).

The myGov platform was subject to review (led by former Telstra CEO David Thodey) which in early 2023 recommended that the government:

- Legislate myGov as national service delivery infrastructure
- Provide consistent funding and a rolling five-year roadmap
- Accelerate the development of Australia's national digital identity ecosystem⁴⁰

The government is considering the recommendations, but has concurrently made several changes to the platform since being elected, such as rolling out:

- A new 'look and feel' to the platform and incorporating life event-based service delivery
- New notification services
- A new app with a digital wallet that can store citizen documents

The government's digital identity service is myGovID, which citizens can create once and then use on various government services.⁴¹

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Procurement

Government agencies have access to six WofG ICT marketplaces operated by the DTA:

- Telecommunications Marketplace
- Cloud Marketplace
- Data Centre Marketplace
- Digital Marketplace
- Hardware Marketplace
- Software Marketplace

Of these, only the Digital Marketplace has historically been always open to new entrants. However, the government stopped taking new seller applications on 1 March 2023 as it prepares to establish a new Digital Marketplace in February 2024.

BuyICT is the government's platform for connecting agency buyers with suppliers through the DTA's marketplaces, panels, catalogues and arrangements.⁴² BuyICT provides:

- Search functionality for government opportunities
- Sourcing guidance, contract templates and sourcing policies for agencies
- The *Reuse Catalogue* – a directory of platforms available for agencies to avoid unnecessary procurements and duplication

The DTA also maintains several single-seller arrangements for agencies accessing commonly procured products and services (e.g. SAP, IBM, AWS, Oracle, Microsoft).⁴³

The Federal Government actively promotes cloud adoption. The *Secure Cloud Strategy* requires that agencies develop individual cloud strategies under the guidance of seven principles, including:

- Design services for the cloud
- Use public cloud by default
- Avoid customisation⁴⁴

The government made several changes to *Commonwealth Procurement Rules* in July 2022 to deliver on an election commitment to boost the participation of small businesses in government contracts, including setting the target that agencies source at least 20 per cent of procurements by value from SMEs (up from 10 per cent), and ensuring that buyers pay small businesses within 30 days.⁴⁵

The government is also considering implementing an “in-house consulting model” to build skills and reduce reliance on private sector consultants.⁴⁶

Collaboration

The Minister for Finance chairs the DDMM, the primary forum for cross-jurisdictional collaboration on data and digital priorities. The DDMM is a sub-committee of the National Cabinet and is comprised of ministers responsible for digital and data in all Australian states and territories. It must meet at least quarterly.

The DDMM focuses on reform areas that improve service delivery and policy outcomes, including:

- Establishing a seamless digital identity experience
- Designing services around citizen needs and life event-based service delivery
- Reforming data and digital platforms, services and protocols

DDMM initiatives include:

- The *Intergovernmental Agreement on Data Sharing* – commits jurisdictions to share data “by default”
- National Data Sharing Work Program – prioritises data sharing in specific areas (e.g. closing the gap, ending violence against women and children) and establishing resources and processes to streamline data sharing (e.g. the *Multilateral Data Sharing Agreement*, *National Data Catalogue*)
- The *National Strategy for Identity Resilience* (in development)
- The *Australian Data Network* – a forum for government data practitioners to collaborate and share data

Digital by Default

Support and oversight

The DTA is responsible for the *WofG Digital and ICT Investment Oversight Framework*,⁴⁷ a six-stage framework to manage the entire project lifecycle from strategic planning to operations. In stage 2 (prioritisation), the DTA monitors and works with agencies to identify the investment pipeline and prioritise investments against digital and ICT standards objectives, including the *WofG Digital and ICT Reuse Policy*.⁴⁸

For proposals with an estimated value of over \$30 million, the government uses the *ICT Investment Approval Process (IIAP)*. IIAP proposals undergo intense scrutiny, including a two-stage Cabinet approval process, to assess how business needs align with policy objectives and incorporate strategies to manage risk. The DTA reviews business cases to ensure proposals align with WofG policies, standards and best practices.⁴⁹

The voluntary *AI Ethics Framework*, developed by the Department of Industry, Science and Resources, was released in 2019 to guide how businesses and government design, develop and implement AI.⁵⁰ It includes Australia's *AI Ethics Principles*, covering issues like fairness, transparency, explainability, reliability and privacy.

The Commonwealth Ombudsman has developed an *Automated Decision-making Better Practice Guide* (2019) that provides practical guidance to assist agencies leveraging automated systems, including AI systems.⁵¹ The guide states that agencies should provide a 'statement of reasons' that explain automated decisions.

Skills

The Australian Public Service Commission (APSC) supports the need to "embrace data, technology and flexible workforce models" in its *2025 Workforce Strategy*.⁵²

The government has established several initiatives to improve public sector data and digital skills and help agencies attract, develop and retain capabilities, including the APS Digital and Data Profession workforce streams.

These streams offer the APS workforce resources and courses, networking, mentoring, job mobility opportunities, and communities of practice to improve career growth and development.

User-Driven

Engagement

The government does not have a central consultation hub. Instead, various agencies have a consultation hub on their website.⁵³ According to the mandatory *Digital Service Standard*, agencies are responsible for engaging with end users during service design.

User experience

The *Digital Service Standard* outlines human-centred design principles for agencies, including designing services around 'life events'.⁵⁴ The standards are mandatory for public-facing services and include the need to:

- Understand user needs
- Establish multi-disciplinary teams
- Build the service with responsive design methods
- Ensure the service is accessible to all users
- Measure performance against KPIs

Digital inclusion

The government has several initiatives to improve digital inclusion, including:

- Mobile and digital connectivity programs (recent budget investments include \$400 million for mobile base stations in the 2022-23 October Budget)
- The *Be Connected* initiative of the eSafety Commissioner which builds the digital confidence and skills of older Australians⁵⁵
- Providing Wi-Fi hubs to remote First Nations communities

Agencies are required to adhere to digital accessibility standards, including:

- The DTA's ninth Digital Service Standard (Make it Accessible)⁵⁶
 - Agencies must ensure that digital services are accessible and inclusive to all users, regardless of their digital confidence or access to a digital environment

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→ The Style Manual⁵⁷

- Agencies must design content for equal access. Government agencies must meet *Web Content Accessibility Guidelines 2.0* Level AA.

In 2021, the National Indigenous Australian Agency released a discussion paper for an *Indigenous Digital Inclusion Plan*. The agency has not yet released a complete plan.

The National Agreement on Closing the Gap includes the target that “By 2026, Aboriginal and Torres Strait Islander people have equal levels of digital inclusion”.⁵⁸

Data-Driven

Support and oversight

The initial *Data and Digital Government Strategy* seeks to maximise the value of APS data to support simple, secure and connected services.

The five strategic missions each include data priorities, including:

- Improving data sharing between Federal government agencies, other governments, and other users
- Harnessing analytical tools and techniques to improve services, gain efficiencies and better measure outcomes
- Attracting, retaining and developing data skills⁵⁹

One of the key initiatives of the former government’s *Australian Data Strategy* was the DATA scheme established by the *Data Availability and Transparency Act 2022*, which governs how Federal agencies and other entities (e.g. other governments and research organisations) can access Australian Government data for service delivery, policy development and research. The Office of the National Data Commissioner oversees the scheme.

Infrastructure

Accredited users can request and access data via the Dataplace (beta) WofG digital platform under the DATA Scheme.⁶⁰

Geoscience Australia’s *Digital Atlas*, which received \$40 million in the 2021-22 Budget, will be released in mid-2023 and provide a “front door to Australian Government data on geography, people, economy, and the environment”.⁶¹

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Government as a Platform

Digital architecture

The *Australian Government Architecture* supports the goal of developing a modular platform architecture across government that is consistent and simple.⁶²

One of the key architecture documents is the *Australian Government Architecture Domain and Capability Model*, which lists various digital and ICT capabilities the government needs in 12 domains.

Agencies can access a *reuse catalogue* on buyICT.gov.au, which provides core platform solutions with information such as descriptions, status (e.g., in development, live, or retiring), and technology stack.

The government's api.gov.au website (beta) collates design standards and currently contains a small selection of APIs.

WofG Systems

System	Description
ERP	GovERP (SAP S4/HANA technology)
CRM	myGov notifications
Stakeholder engagement	Online consultation system Consultation portals on various agency websites
Grants	GrantConnect
Customer service	Citizen Dashboard myGov App myGov app Digital identity myGovID Payments Payment Utility
Data Infrastructure and Exchange	Open Data Data.gov.au; Dataplace (beta) Contracts Austender

Open by Default

Data.gov.au contains over 100,000 datasets for private and public sector use.⁶³ Federal, state and local government agencies publish data on the site. The government is expanding its open data offering through initiatives including *Dataplace* (see Data Driven section) and Geoscience Australia's Digital Atlas.

The *Transparency Portal* is a gateway for government corporate documents such as budget statements, corporate plans and annual reports.⁶⁴

The government publishes its contracts on Austender.⁶⁵

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Labor Government

Responsible Minister:

Minister for Government Services,
Danny Pearson

Digital Government Readiness

9.1
out of 10

Strategy

The *Victorian Digital Strategy 2021-2026*⁶⁶ pushes for better, fairer, more accessible services; a digital-ready public sector; and a thriving digital economy.

The strategy identifies six enablers for delivering these outcomes:

- Rethinking policies and governance to reduce costs and improve the consistency, security and interoperability of data and digital assets
- Taking an agile approach to investment to support incremental change practices and adopt cloud infrastructure
- Becoming digital inside out by increasing learning and partnerships and using human-centred design techniques for new services
- Using data to generate insights and improve outcomes
- Ensuring that systems and data are secure and private by adopting secure-by-design principles and improving public sector skills
- Establishing WofG platforms to reduce complexity, unlock productivity and enable mobility

The strategy advocates several design principles (e.g. focus on the customer, make it simple) for government services and a core set of digital technology guidelines (e.g. responsive design, data sharing and open data, cloud by design).

The strategy does not include plans and timelines for initiatives. However, the Victorian Government ICT dashboard⁶⁷ provides transparency by offering updates on ICT projects.

The government invested approximately \$735 million on new digital and ICT initiatives in the 2022-23 Budget, slightly down from \$750 million in 2021-22.⁶⁸ Budget highlights in 2022-23 included:

- Service Victoria enhancements (\$100 million over two years)
- Mental health digital and data systems (\$65 million over five years)
- Courts digitisation (\$37 million over four years)

Policies

Privacy and Data Retention

The *Privacy and Data Protection Act 2014* sets Information Privacy Principles (IPPs)⁶⁹ for agencies which manage personal information. The Office of the Victorian Information Commissioner (OVIC) oversees compliance with IPPs and can review freedom of information decisions. The Public Record Office Victoria provides agencies with recordkeeping standards, policies, and services,⁷⁰ including the Create, Capture and Control Standard, which includes requirements for preserving digital records.

Data Sharing

The *Victorian Data Sharing Act 2017* promotes public sector data sharing and use across government to support policy making, service planning and design, and also establishes the Chief Data Officer as a position with statutory functions to support data sharing and analytics.

The *DataVic Access Policy*⁷¹ contains principles to support the public release of data, including the principle that data should be open by default. The government provides agencies with resources on the practical aspects of safely releasing data, for example, the *DataVic Access Policy Dataset Publishing Manual*.⁷²

Cyber Security

The *Victorian Protective Data Security Framework* (VPDSF)⁷³ and *Victorian Protective Data Security Standards* (VPDSS)⁷⁴ outline agencies' information/protective data security obligations and are mandatory for most public sector entities.

The VPDSF provides an overall risk management approach to information/data security. It requires Victorian agencies to comply with the twelve VPDSS and attest compliance to OVIC.

Governance

On 1 January 2023, the government established the Department of Government Services (DGS) as a customer service super-department combining digital, corporate, regulatory and dispute services that previously existed in separate agencies. DGS houses the WofG ICT and digital leadership group Digital Victoria and several other entities and functions.

The government's leading digital WofG roles and governance arrangements are:

Digital Victoria

- Leads and coordinates the Victorian Government's digital transformation by setting digital, ICT and cyber security strategies and overseeing core government capabilities, including analytics and cyber security.
- On 1 January 2023, Digital Victoria moved from the Department of Premier and Cabinet to the new DGS.

Government Services Interdepartmental Committee (DGSIDC)

- Provides coordinated strategic and policy leadership and investment advice to the Victorian Government to drive improvement in how citizens and businesses engage with government and accelerate digital transformation in line with the Victorian Government's strategic objectives.
- The IDC is Chaired by the Secretary, Department of Government Services, and membership includes Deputy Secretary representation from each Victorian Government department, Victoria Police and the Victorian Public Sector Commission.

Digital Victoria Interdepartmental Committee (DVIDC)

- Supports Digital Victoria's strategic direction and implementation of the *Victorian Digital Strategy 2021-2026*
- The IDC is Chaired by the Chief Executive Officer, Digital Victoria, and membership includes Deputy Secretary representation from each Victorian Government department, Victoria Police and the Victorian Public Sector Commission.

Chief Information Officer (CIO) Leadership Group

- Consults with the DVDC on technical matters and the Public Service Administration Committee (PSAC) on WofG ICT and digital initiatives
- The State Chief Technology Officer chairs the Group
- Comprises CIOs from across government

Chief Data Officer (CDO) Leadership Group

- Focuses on WofG data reform and the consistency of systems
- Has representatives from all departments

Intergovernmental Chief Information Security Officer (CISO) and Cyber Leads Forum

- Supports a WofG approach to cyber security strategy, policy and operations
- CISO chairs the forum
- Comprises senior executive cyber security leaders from most agencies

Key Service Delivery Agency

The new DGS includes the WofG service delivery entity, Service Victoria, which allows citizens to access over 90 services online. The most significant boost to Service Victoria since its 2015 launch came in the 2022-23 Budget, which allocated the agency \$99 million over two years.

The Service Victoria app now contains a wallet function allowing users to store government credentials. When announcing DGS in December 2022, the Premier called the app a “launching pad to do so much more”. He said the government would be migrating more day-to-day contact with the government to the platform over time.⁷⁵ Currently, citizens can reuse their Service Victoria electronic identity credentials to access around 33 online services from 10 government agencies.

In May 2023, the Victorian Government announced it would trial a digital driver's licence in Ballarat before an expected state-wide roll-out by 2024.⁷⁶

Procurement

Agencies use WofG ICT registers, State Purchase Contracts or open 'approaches to market' depending on the nature of the required procurement.

The eServices register allows agencies to procure services, equipment and maintenance across several IT categories (e.g. professional services for software and hosting services, SaaS, IaaS). It provides a streamlined procurement process, built-in reporting and an analytics component to track procurements over time.

The other ICT-related register, the IT Infrastructure Register, supports agency access to infrastructure hardware and services. It provides standardised contract terms and conditions and a simplified engagement process.

Both are always open to new suppliers.

State Purchase Contracts for agencies procuring specific products and services include single-supplier agreements (e.g. AWS, Citrix, Salesforce) and multiple supplier panels (e.g. Geospatial data and analytics, End-user computing equipment, Multifunction devices and printers).

DGS's Digital Marketplace⁷⁷ will launch later in 2023. The Marketplace will improve how agencies access information about digital products and services and make it easier for suppliers to access government business.

Collaboration

Victoria has one of the strongest attendance records at the DDMM. A Victorian minister has attended 27 of the 29 DDMMs (including the predecessor arrangement).

Victoria has been a national leader on API integration. It

- Created the Victorian API Design Standards
- Led the development of the National API Design Standards (NAPIDS)
- Chairs the NAPIDS Operations Group.

Victoria's WofG CISO is a member of the National Cyber Security Committee and the National Operations Sub-Committee, and Digital Victoria supports various cross-jurisdictional efforts through threat sharing.

Digital by Default

Support and oversight

DGS works with agencies to align investment proposals with WofG digital and ICT priorities and standards, including those in the *Victorian Digital Strategy 2021-2026*, *Victoria's Cyber Strategy 2021* and *Victorian Digital Asset Strategy*⁷⁸ during the budget cycle.

DGS also informs legislation and the government's reform agenda via the Digital Victoria Digital Reform Policy Team, which considers the digital implications of legislation and reform.

Depending on the size and risk of the project, agencies must comply with quality assurance requirements for large-value ICT projects via either the

- *ICT Project Quality Assurance Framework* or
- *High-Value High Risk (HVHR) Project Assurance Framework*.

A risk assessment tool operated by Treasury and Finance (the Project Profile Model) helps agencies to determine which assurance framework is required.

The government provides guidance on incorporating emerging technologies safely. For example, OVIC's *Artificial Intelligence – Understanding Privacy Obligations*⁷⁹ and *Artificial Intelligence and privacy – Issues and challenges*⁸⁰ documents assist agencies in managing the privacy considerations of adopting AI. In 2019, the government released an ethical analytics toolkit (including AI ethical model guidance).

Skills

Victoria's Digital Academy learning program and portal support public servants in uplifting capability and confidence.⁸¹ The program provides free online foundational training modules on digital, data and cyber security in partnership with companies such as Microsoft and Amazon.

In 2022, Digital Academy partnered with MIT to support 110 executives from 27 agencies to increase their digital savviness in a pilot leaders' program. It is also helping members of government boards better

understand their roles and responsibilities for cyber security risk management.

Digital Victoria also offers training for digital practitioners, such as *Writing for the Web* (delivered under the Single Digital Presence program) and *Introduction to Human-Centred Design* (given by the Service Design team). These workshops are part of the Innovation Network,⁸² an intranet that provides resources for public servants and access to Communities of Practice to improve government operations.

User-Driven

Engagement

The *Public Engagement Framework*⁸³ provides agencies with definitions, principles, and measures to improve their public engagement.

The government uses its centralised online consultation platform Engage Victoria⁸⁴ for public consultations.

In July 2022, the government launched the Digital Public Notices platform⁸⁵ for publishing public notices online instead of in newspapers.

User experience

Digital Victoria's *Human Centred Design Playbook*⁸⁶ supports those designing, procuring or managing human-centred design projects. The Service Design Team also offers training, allowing the public sector to collaborate and learn through online workshops with experienced human-centred design practitioners.

The Design In Government Community of Practice focuses on Human Centred design and has over 2,100 members.

DGS develops guidance and frameworks for adopting a life event-based approach to services, including the *Create a Life Event Guide*⁸⁷ which provides step-by-step information about researching, creating and testing a life event on vic.gov.au.

Government resources developed with a 'life event' frame of reference include the *Having a Baby Guide*⁸⁸ and *First Home Buyer Guide*.⁸⁹

Digital inclusion

The Victorian Government *Digital Inclusion Statement*⁹⁰ envisions citizens using digital technologies and initiatives to overcome inclusion challenges. The statement has four priorities: access, affordability, digital ability and digital safety.

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Government investments in connectivity include the *Connecting Victoria* program, involving over 1,000 mobile and 180 broadband projects.⁹¹ The government also invests in libraries and accessible public wifi networks to improve digital access.

The government is helping various populations to build digital confidence and skills. For example, it targets employment seekers via Learn Local providers and the *Jobs Victoria* online hub, and seniors via the *Social Seniors* program.

The *Customer Service Standards*⁹² mandated by the *Service Victoria Act* require using clear and straightforward words and testing services with people from all walks of life. Service Victoria uses 'plain language' readability tools to ensure that content is accessible.

All government organisations must also follow *Web Content Accessibility Guidelines*.

Data-Driven

Support and oversight

*Victoria's Data Reform Strategy*⁹³ (2018) sets the direction for how agencies will harness data to deliver effective and efficient government and better outcomes for citizens, including by pursuing high-quality data, building a skilled and connected workforce, and adopting data-driven decision-making.

The *Victorian Centre for Data Insights* (VCDI) is the Victorian Government's centre of excellence for data and analytics. VCDI sits inside Digital Victoria and is responsible for delivering data strategy and supporting government data practices and data-enabled decision-making by:

- Enabling WofG data reform by developing policies, programs, expertise and enabling data sharing
- Partnering with agencies to uplift data analytics, management, governance and strategic and technical capabilities
- Providing analytics services for agencies on data analytics projects.

The *VPS Data Sharing Framework*⁹⁴ establishes the expectation that data sharing should occur between agencies.

The *Data Analytics and Insights Community of Practice* has over 3,600 members who share best practices, discuss case studies and hear from industry leaders.



Infrastructure

The government has various public and internal data-sharing systems, including:

- The *VPS Data Directory* (available to VPS employees only) allows the VPS to discover and share data amongst departments and agencies
- *Digital Twin Victoria* (DTV) – DTV provides a catalogue of open data from across multiple levels of government, along with integrated visualisations.
- The *API Gateway* allows agencies and third parties to share and reuse data. It includes the external facing API developer portal⁹⁵ to connect developer applications with government data
- *Data.Vic* allows Victorians to discover and access Victorian government open data.

Government as a Platform

Digital architecture

DGS has a WofG Enterprise Architecture team that provides advice, tools, templates, patterns and solutions to agencies to support a WofG architecture. The team leads the *WofG ICT Architecture Practice*.

The following artefacts support the *WofG Enterprise Architecture*:

- The *WofG Architecture Blueprint* identifies reuse opportunities, provides investment oversight and prioritisation, and drives the development of common capabilities.
- The *VicGov Business Capability Model* supports agencies in identifying the capacity, resources (e.g. business applications) and expertise needed to perform core functions
- The *Technology Reference Model* is a tool for mapping technologies to business and technical capabilities, including an *Application Platform Services Model*.

WofG Systems

System	Description
ERP	<p>Financial Management Agencies are transitioning from legacy systems to Oracle Fusion, following a WofG Financial Management Template.</p> <p>Payroll & Human Resource Information Management DGS has developed a WofG human capital platform (SAP SuccessFactors) that it is rolling out to other departments.</p>
CMS	<p>Content Management System Single Digital Presence</p>
CRM	Service Victoria CRM. Several other CRMs exist across government for specific government functions.
Stakeholder engagement	<p>Online consultation system Engage Victoria</p>
Grants	Vic.gov.au acts as the front door for grant discovery.
Customer service	<p>Citizen Dashboard Service Victoria</p> <p>App Service Victoria app</p> <p>Digital identity Service Victoria reusable ID verification platform</p> <p>Payments Service Victoria re-useable payments capability</p>
Data Infrastructure and Exchange	<p>Open Data Data.Vic, Developer.vic.gov.au</p> <p>Contracts Buying for Victoria Tenders Portal</p>

Open by Default

Data.Vic gives citizens access to over 4,800 Victorian Government datasets.⁹⁶

Developer.vic.gov.au provides access to the *API Catalogue*⁹⁷ and other resources to assist developers in integrating with open government data.

Government contracts are available on the *Buying for Victoria Tenders Portal*.⁹⁸





Labor - Greens
Coalition Government

Responsible Minister:
Special Minister of State, Chris Steel

Digital Government Readiness

9.7
out of 10

Strategy

The ACT's *2020 Digital Strategy* sets out how services should be developed and delivered to the community.⁹⁹ The five principles of the strategy are:

- Community-centred services
- Valuing data collected and used on behalf of the community
- City planning for wellbeing
- Relationships with industry to create value for the community
- Reshaping the government of today – building the government of the future

The government's vision for digital services is that they "just happen[...], often without members of our community needing to do anything to initiate the interaction".

The strategy lists active initiatives (e.g. digital health records, more online community services) and future opportunities (a digital model of Canberra, IoT-enabled city infrastructure). The Chief Minister, Treasury and Economic Development Directorate (CMTEDD) reports progress against the strategy in its annual report.¹⁰⁰ However, the Strategy website¹⁰¹ initiative descriptions have not been updated since 2021.

Funding for new ICT and digital initiatives was increased in the 2022-23 Budget (relative to 2021-22).¹⁰² Digital health records received the highest amount of funding (\$50 million over four years), followed by several smaller 'better digital services' initiatives led by CMTEDD, totalling over \$36 million over the next four years.

Policies

Privacy and Data Retention

The *Information Privacy Act 2014*¹⁰³ regulates citizens' control over their data. It permits citizens to:

- Know why their personal information is collected and to whom it will be disclosed
- Not identify themselves under certain circumstances
- Request access to their personal information
- Ask to correct personal information
- Complain about the mishandling of their personal information

The *Territory Privacy Principles* (TPPs)¹⁰⁴, which align with the *Australian Privacy Principles*, cover how agencies collect, store, use and disclose personal information.

The Territory Records Office *Standard for Records and Information Governance*¹⁰⁵ sets out the principles and minimum standards for records and information governance in the ACT.

Open Data

The 2015 *Proactive Release of Data (Open Data) Policy* supports a 'disclosure as default' philosophy for government data.¹⁰⁶ The policy outlines the ACT Government's open data principles, requirements, roles, and responsibilities.

The treatment of 'data as an asset' and ways to improve data governance, management and proactive release by agencies are covered in the:

- *Data Governance and Management Policy Framework*¹⁰⁷ (for all ACT Government personnel)
- *Data Governance and Management Guide*¹⁰⁸ (for technical staff)

Cyber Security

The *Cyber Security Framework* comprises the Cyber Security Policy and various other documents dealing with security. The Policy (last updated September 2022) provides agencies with high-level requirements for:

- Information security controls
- Assessments
- Vulnerability risk and management

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Governance

Digital, Data and Technology Solutions (DDTS) group

- Located in CMTEDD
- Provides WofG ICT policies, capabilities and expertise
- Led by the ACT Government Chief Digital Officer

ACT Public Service Strategic Board

- Has overarching governance responsibility for public sector outcomes
- Comprises the Directors-General from all Directorates

Technology Governance Group (TGG)

- Provides project assurance and change management
- A sub-group of the Strategic Board
- Chaired by a Director General
- Comprises Deputy Director Generals from across government

Technology Leadership Group (TLG)

- Ensures a WofG approach to using technology and data
- Has CIO or equivalent-level representation from across government

Budget Assessment Sub-Group (BASG)

- Reviews business cases with technology/digital/data components and advises Cabinet when making technology investment decisions
- Uses broad guiding principles when assessing each business case, including digital alignment and fit (including the ACT Digital Strategy and 'one service' approaches to common capabilities)
- Has CIO-level representation from across government

Data Reform Group (DRG)

- Develops WofG data analytics capabilities
- Supports data governance and management practices

Key Service Delivery Agency

Access Canberra provides government services and transactions through face-to-face, phone and digital channels. The government has commenced a *One Gov Digital Communication Project* to deliver a new Access Canberra.

The *ACT Digital Account* is an online account for citizens to connect with government services, such as *Working With Vulnerable People* registrations and infringement declarations. It also serves a digital identity function for multiple services such as integration with Centrelink and Veterans Affairs for real-time concession entitlement checks.

The government is trialling a 'tell us once' capability in the ACT Digital Account, allowing individuals to update their demographic or biographic details once and have these flow to other government services.

Procurement

CMTEDD's Procurement ACT provides advice and support to agencies¹⁰⁹ and manages the contracts register and procurement systems. It also oversees the government's *Procurement Reform Program*, including developing an end-to-end procurement ICT system with enhanced data analytics capabilities.¹¹⁰ The program is also piloting an accreditation program that reviews whether agencies are able to manage procurements independently or require additional support.

ACT Government agencies frequently use the Australian Government's *Buy/ICT* marketplace when purchasing ICT and digital services.¹¹¹

Collaboration

The ACT Government collaborates with other jurisdictions in digital services, data sharing and cyber security.

The ACT Government has collaborated with the NSW Government to enable ACT fuel prices to be listed on the NSW *FuelCheck app*.¹¹²

The ACT is an active member of the DDMM, and the responsible minister (Minister Steel) has a near-perfect attendance record. The jurisdiction is part of DDMM working groups for data and analytics, digital identity/digital resilience, procurement alignment and digital inclusion.



ACT is the lead jurisdiction for the DDMM endorsed 'birth of a child' life event pilot that involves multiple levels of government. In collaboration with Queensland and Services Australia, the life event project aims to create a "digital end-to-end customer pathway for new parents to register a newborn child with minimal customer interaction". The project is expected to be completed in the 2023 calendar year.

The ACT participates in cyber security discussions regarding the *Australian Cyber Security Strategy* and reforms to the *Critical Infrastructure and Systems of National Significance* (CISONS).

Digital Government Maturity

6.6
out of 10

Digital by Default

Support and oversight

The *Guiding Best Practice Design and Delivery Guide* supports ACT Government policy and service delivery outcomes by assisting decision-makers in adopting human-centred design principles. The guide helps executives understand the impacts of investment proposals, including the people, process, technology and data capabilities needed for projects.

Agencies must use the guide for new initiatives reliant on technology or data. New project boards and steering committees with a technology or data component must also use the guide.

For the 2023-24 Budget, the government strengthened budget process rules to encourage the use of the guide. As a result, more budget business cases included a dedicated discovery and design phase.

The government also supports digital and technology considerations as part of business cases through the *Budget Assessment Sub-Group* (BASG). The BASG comprises agency CIOs (or equivalents) and supports the budget process by advising Treasury on all business cases that include technology, digital and data components.

Skills

The government has established a *Design Network* to support skills transfer and promote knowledge and use of the *Guiding Best Practice Design and Delivery Guide*.

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Agencies also have access to training materials on using data and establishing data governance, including targeted training for executives.

User-Driven

Engagement

YourSay is the ACT Government's digital engagement platform, consisting of *YourSay Conversations* and the *YourSay Panel*.¹¹³

YourSay Conversations supports community members in providing feedback on policies and projects. The government updated the platform in 2022 to enable search for projects via region or theme.

The *YourSay Panel* comprises over 6,500 Canberrans who support the government by providing community views on various issues. In 2022, the government conducted 13 research studies via the panel.

User experience

The *Guiding Best Practice Design and Delivery Guide* supports agencies in adopting co-design and user-based testing of solutions. Digital projects which have used user-experience testing and co-design include:

- Adding concession management to the *ACT Digital Account*
- Automatic recognition of occupational licenses
- Enhancements to change of circumstances / 'tell us once' capability in the *ACT Digital Account*

Digital inclusion

The *Guiding Best Practice Design and Delivery Guide* covers the accessibility of digital services and information to the community and specifies that the needs of the disadvantaged are understood and embedded in the design process. The guidance responds to recommendations made by the '*Barriers to Services*' project, undertaken by the ACT Government to understand what more inclusive government services look like and how to get there.

The Government is finalising a *Sex, Gender, Variations of Sex Characteristics and Sexual Orientation Data Policy* to guide the collection of such data. The policy will support data collection, enabling informed, evidence-based decision-making, gender-responsive policy development, and tailored program and service delivery.

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Adherence to the *Web Content Accessibility Guidelines* (WCAG) of the World Wide Web Consortium (W3C) is a requirement for all ACT Government websites. At a minimum, the websites must be WCAG 2.0 Level AA compliant.

The government supports digital connectivity through several programs, including Libraries ACT Digital Hubs and CBRfree public wi-fi.

Data-Driven

Support and oversight

Agencies are supported to become more data-driven in decision-making through:

- The *Data Catalogue* which lists available government data assets
- The *Data Management Group* develops WofG data analytics capabilities. The group also developed a framework for considering ethical and consent elements before the government purchases data
- The *Guiding Best Practice Design and Delivery Guide* provides advice on gathering and using data to inform user-centric design decisions

Infrastructure

The *ACT Data Lake* supports more sophisticated use of data in policy design and service delivery. It also segregates data and enforces access-based permissions. The government is reviewing the skills, processes and technologies required to mature the Data Lake and other data technologies.

Government as a Platform

Digital architecture

The government considers a WofG enterprise architecture a strategic objective. CMTEED's *Architecture Design Review Panel* supports this by:

- Assessing the feasibility of solution designs
- Discussing how new and changing technologies relate to the ACT Government's strategic platforms.



The government is conducting a project visualisation program to identify emerging demands, support the prioritisation of initiatives for resource allocation, and ensure that it makes investment decisions from a multi-Directorate or WofG perspective.

The government has also established a centralised API capability to enable WofG system integration and support common platforms, data sharing (including with external non-government systems), and automation.

WofG Systems

System	Description
ERP	<p>Financial management WofG Oracle financial system</p> <p>Human Resource Information Management WofG CHRIS 21 system provided by Frontier Software</p>
CRM	No WofG solution
Stakeholder engagement	YourSay
Grants	Several directorates use a single SaaS product, which allows citizens to register interest in grants – and the directorate to centrally manage the administration, communication and approval for payment within pre-defined budget limits. The government will review the system in 2023-24.
Customer service	<p>Citizen Dashboard The ACT Digital Account</p> <p>App The ACT Digital Account</p> <p>Digital identity The ACT Digital Account allows user to verify their identity to access certain services.</p> <p>Payments No WofG solution (the government has identified payments as a required WofG capability)</p>

<p>Data</p> <p>Infrastructure and Exchange</p>	<p>Open Data</p> <p>ACT Government Open Data Portal</p> <p>Contracts</p> <p>ACT Government Contracts Register</p>
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Open by Default

The ACT Government Open Data Portal provides 1205 data sets. The site allows citizens to suggest data releases and gives each suggestion a 'request status'.

Government agencies publish contracts on the *ACT Government Contracts Register*.¹¹⁴





Labour Government

Responsible Minister:

Minister for Digital Economy and Communications, Ginny Andersen

The following information has been prepared solely from researching public domain resources, as the GCDO's office declined Intermedium's invitation to respond to its survey.

Digital Government Readiness

9.4
out of 10

Strategy

NZ has two primary strategies for setting digital government direction.

Strategy for a Digital Public Service

The 2019 *Strategy for a Digital Public Service* aims to embed “digital mindsets, skillsets, data and technology into the public service.”¹¹⁵

The strategy comprises five priority areas supported by 38 initiatives outlined in a Programme of Work¹¹⁶. The five focus areas with selected examples of corresponding initiatives are:

→ Integrated services for people and business

- implement digital inclusion
- deliver Business Connect (a digital platform to support access to business services)

→ Leadership, people, culture

- lead the government technology graduate programmes
- build digital skills in the education sector
- build partnerships with iwi/Māori leaders

→ Foundations

- develop the Digital Architecture Blueprint
- develop a strategy to retire legacy systems
- produce a Digital Identity Trust Framework
- embed government and customer APIs
- define and embed privacy, assurance and security practices

→ **Investment**

- implement digital/data investment principles
- develop an investment strategy
- review risk management models

→ **New ways of working**

- enable cross-agency mobility
- identify back office business processes
- grow and lead an emerging technology programme

The *Programme* provides a status for each initiative. However, their status revision date(s) are not given.

Digital Strategy for Aotearoa

The 2022 *Digital Strategy for Aotearoa*¹¹⁷ takes a “whole of nation” approach built around trust, inclusion and growth. It has a separate Action Plan that the government states it will refresh yearly with specific initiatives.

The 2022/23 Action Plan includes eleven flagship initiatives covering areas such as:

- Digital identity
- Innovation grants and industry support
- Terrorist and violent extremist online content
- Māori data governance and innovation
- Cyber security
- Rural connectivity
- Future pathways (e.g. developing a strategy for a modern public research system)
- Data for decision-making
- Digital technologies industry transformation

The 2022-23 Budget increased funding for ICT initiatives relative to 2021-22, with the highest value new investments in health data and digital systems, digital identity (Real Me) and rural connectivity.¹¹⁸

Policies

Privacy and Data Retention

New Zealand's privacy regime is underscored by *The Privacy Act 2020*¹¹⁹, which governs how agencies can collect, store, use and share personal information. The Act includes 13 privacy principles for disclosure, storage, access, accuracy, correction etc.¹²⁰

The Office of the Privacy Commissioner investigates complaints, monitors and enforces compliance with the Privacy Act, and promotes understanding of the privacy principles.¹²¹ A separate role of Government Chief Privacy Officer (GCPO) operates within DIA's Digital Public Service Branch to support agencies.

Archives New Zealand's mandatory information and records management standard supports agencies in adopting effective information and records practices.¹²²

Open Data

According to the *New Zealand Data and Information Management Principles*, government data should be "open for public access unless grounds for refusal or limitations exist under the Official Information Act or other government policy".¹²³

Cyber Security

NZ's *Protective Security Requirements* outline how agencies must manage personnel, physical and information security. Agencies must comply with 20 mandatory requirements separated into four categories: governance, information, personnel and physical.¹²⁴ Security practices must comply with the *New Zealand Government Security Classification System* and the *New Zealand Information Security Manual*¹²⁵.

Governance

Government functional leads

Responsibility for digital governance sits with four functional leads who are “charged with developing and improving a designated area across government”¹²⁶. They are:

- Government Chief Digital Officer (GCDO)
- Government Chief Data Steward (GCDS)
- Government Chief Information Security Officer (GCISO)
- Government Chief Privacy Officer (GCPO)

Digital Public Service (DPS) Branch within the Department of Internal Affairs (DIA)

- Supports efforts to provide “faster, more agile, accessible, inclusive and integrated government services” by:
 - Developing digital strategy
 - Advising agency digital transformation
 - Developing modern digital procurement models
 - Consolidating ICT infrastructure
 - Accelerating the development of digital identity¹²⁷
- The GCDO is the Secretary of the DIA

Digital Government Leadership Group

- Supports establishing coherent WofG digital and data capabilities
- Comprises thirteen senior executives from across government
- Is chaired by the GCDO and GCDS¹²⁸

Digital Executive Board

- Implements the *Digital Strategy for Aotearoa* and its Action Plan
- Comprises members from DIA, Stats NZ, the Ministry of Business, Innovation and Employment, and the Department of Prime Minister and Cabinet

Key Service Delivery Agency

Govt.NZ is the front door for citizens accessing government information and services. The website guides citizens to the required service but does not offer a digital account that personalises services around the citizen (like myGov).

The government has developed two dedicated websites for life event-based service delivery:

- **SmartStart** provides information and services for parents having a child (e.g. registering a baby, finding local services and financial help).¹²⁹
- **The End of Life Service** provides information about the steps to take when someone dies, including where to find support. Citizens can develop a death plan to share with family.¹³⁰

DIA manages the WofG authentication and identity verification service. RealMe allows citizens to access and transact with public and private sector organisations using the RealMe 'login' or 'verified identity' depending on the organisation and transaction. RealMe continues to add new services and organisations. RealMe 'login' supports 156 services across 45 organisations, and RealMe 'verified identity' supports 108 services across 19 organisations.¹³¹

The *Digital Identity Services Trust Framework Act 2023* received assent in April 2023.¹³² The Act establishes a framework to support citizens using digital identities with agencies and other organisations by establishing a register of accredited providers, oversight bodies, a complaints mechanism, etc.

Procurement

NZ's Marketplace¹³³ supports the procurement of ICT and non-ICT products and services. Suppliers provide descriptions of their services for agencies to consider.

The Marketplace operates similarly to arrangements such as the Australian Government's Digital Marketplace and outlines the same general benefits.

The government also operates WofG contracts for ICT and telecommunications, including hardware, print technology, facial recognition, Desktop as a Service, Infrastructure as a Service, and Telecommunications as a Service.¹³⁴



The government has set a target that eight per cent of its total contracts should be with Māori businesses, according to its *Progressive Procurement Policy*.¹³⁵

Collaboration

NZ collaborates extensively on digital government matters via forums such as the OECD and the United Nations and occasionally attends Australia's DDMM (most recently in February 2022).

NZ is an ASEAN Dialogue Partner and collaborates with member states in areas such as cyber security. The former Digital Economy and Communications Minister attended International Cyber Week in Singapore in October 2022.¹³⁶

Digital Government Maturity

5.7
out of 10

Digital by Default

Support and oversight

The GCDO's Digital Investment Office oversees investments across government. It:

- Advises agencies, Treasury and ministers
- Assists agencies in prioritising funding requests
- Develops a WofG perspective of initiatives to identify risks and opportunities (e.g. to reuse)

The GCDO and GCDS provide agencies with principles that, if addressed, are more likely to result in a successful business case.¹³⁷ For example, the 'service delivery investment principle' states that projects are more likely to be prioritised by Budget decision-makers if they:

- Use open APIs
- Take a cross-sector approach to design/delivery
- Establish reusable and flexible systems

The *All-of-Government Portfolio, Programme and Project Assurance Framework*¹³⁸ and *All-of-Government ICT Operations Assurance Framework*¹³⁹ comprise the government's digital transformation assurance approach.

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The System Assurance Team provides resources to agencies (e.g., lessons learned and case studies¹⁴⁰) and specific guidance for agile project delivery.¹⁴¹

NZ is taking a progressive approach to the transparency of algorithms used in the public sector. An *Algorithm Charter for Aotearoa New Zealand* commits agencies to:

- Explaining how algorithms inform decision making
- Retaining human oversight
- Making sure that data is fit for purpose and that the limitations and biases are understood¹⁴²

Skills

The two digital strategies include ongoing public sector digital training initiatives. However, limited information exists in the public domain.

User-Driven

Engagement

Govt.NZ provides a list of consultations across government, allowing users to search or filter by keyword, agency, topic, and status.¹⁴³

User experience

The *Digital Service Design Standard* provides twelve principles to guide agencies in adopting design thinking.¹⁴⁴ The first principle (*identify your users and understand their ongoing needs*) includes agency guidance for design and UX best practices, engagement, and the Kapasa tool, which helps agencies incorporate Pacific peoples' perspectives into policy development.

Digital inclusion

NZ has several initiatives to improve digital inclusion, including:

- Programs to boost connectivity
 - Rural Broadband Initiative
 - Rural Capacity Upgrades
 - Remote Users Scheme¹⁴⁵
- Programs to uplift digital literacy
 - The Office for Seniors Digital Literacy Training for Seniors
 - Pacific Community Digital Hubs

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- Digital inclusion research. The government has researched challenges faced by (for example) former refugees, migrants with English as a second language, people with a disability, Māori and Pacific peoples.¹⁴⁶

The DPS branch is currently testing a centralised web accessibility checker to alert agencies of accessibility issues for fixing.¹⁴⁷

Data-Driven

Support and oversight

NZ released a ten-year *Data Investment Plan* in 2021 to establish the data, capability and infrastructure needed for data-driven decision-making. The plan's 2022/23 initiatives include

- Developing new products to improve homelessness and housing affordability data
- Strengthening Stats NZ's Integrated Data Service to improve reliability, capacity and accessibility.¹⁴⁸

The *Data Investment Plan* is one of the 2021 *Government Data Strategy and Roadmap's* key initiatives.¹⁴⁹

The GCDS supports agencies in using data as an asset to improve services by:

- Setting WofG direction on data management
- Leading the government response to new and emerging data issues
- Co-developing a Data Stewardship Framework
- Accelerating the release of open data¹⁵⁰

NZ is establishing a data ethics centre comprised of data ethics experts. A council championing data and technology will oversee the centre and advise on ethical dilemmas.¹⁵¹ Stats NZ had previously convened a Data Ethics Advisory Group.¹⁵²

Infrastructure

The Social Wellbeing Agency Data Exchange supports government and the social sector in sharing data via a cloud-based exchange platform.

The government is planning to establish a national digital twin by 2025.¹⁵³



Government as a Platform

Digital architecture

The *Government Enterprise Architecture for New Zealand* (GEA-NZ) supports a WofG approach to digital transformation,¹⁵⁴ comprising frameworks, taxonomies and resources developed by the Government Enterprise Architecture team.¹⁵⁵

The government is developing the Government Design System (alpha), a “reusable components, patterns and base elements” catalogue to support agencies building digital products.¹⁵⁶

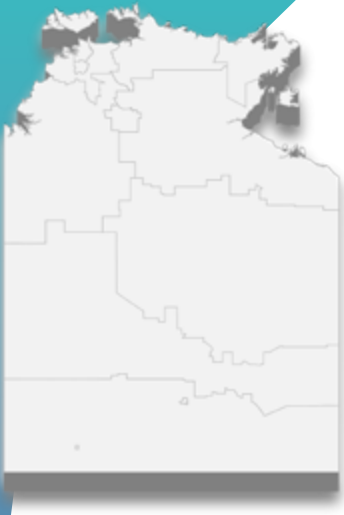
WofG Systems

System	Description
ERP	Central Agencies Shared Services (CASS) HR and Payroll System (operated by Treasury for several agencies)
CRM	No WofG system
Stakeholder engagement	Consultations - Have your say (via Govt.NZ)
Grants	No WofG system
Customer service	Citizen Dashboard No WofG citizen service dashboard App No WofG citizen service app Digital identity RealMe Payments No WofG platform.
Data Infrastructure and Exchange	Open Data data.govt.nz Contracts Government Electronic Tender Service website

Open by Default

data.govt.nz contains over 32,000 data sets (as of May 2023). The site allows citizens to request data sets.

The government publishes successful suppliers for contracts on the Government Electronic Tender Service website, sometimes accompanied by a short description of why the supplier was chosen.¹⁵⁷ However, the level of detail is less than in jurisdictions such as Federal.



Labor Government

Responsible Minister:

Minister for Corporate and Digital Development Ngaree Ah Kit

Digital Government Readiness

9.4
out of 10

Strategy

The NT Government outlines its strategic digital direction in the 2018 *Digital Territory Strategy*¹⁵⁸ and 2022 *Digital Transformation Plan*.¹⁵⁹

Digital Territory Strategy

The ‘whole of economy’ focussed *Digital Territory Strategy* charts five “digital directions”:

- Growing Jobs and Business
- Connecting Territory Communities
- Building Digital Skills
- Enabling Smarter Communities
- Improving Government Services

To add a more concrete, outcomes-driven side to the strategy, the NT also publishes an annually updated *Digital Territory Action Plan* (the most recent one being for 2022-23).¹⁶⁰

Actions for 2022-23 include:

- Piloting a platform to automate manual government processes
- Implementing new systems for e-Rostering, revenue collection, healthcare messaging
- Delivering a WofG digital forms platform
- Designing the OneNTG Data Platform architecture
- Investigating digital learning programs for government personnel

Digital Transformation Plan

The 2022 *Digital Transformation Plan* lists five digital transformation priorities:

- An online citizen service portal that builds on the Can-Do Territory project
- A central digital identity solution and authentication process
- A strategic data management architecture and platform
- Digital foundation (i.e. platform) programs
- Developing digital capabilities and skills of staff

New Policy Proposal funding

The 2022-23 Budget funded several digital government-related initiatives supporting strategic direction, including:

- \$72 million to the Department of Health's Core Clinical Systems Renewal Program
- \$29 million to the Department of Territory Families, Housing and Communities' Client Management System
- \$8 million to the Can Do Territory digital portal¹⁶¹

The Department of Corporate and Digital Development (DCDD) is responsible for delivering all three projects.

Policies

Privacy and Data Retention

The NT *Information Act 2002* contains Information Privacy Principles (IPPs) falling under four categories:

- Collection of information
- Use and Disclosure
- Management of information
- Openness

An independent Information Commissioner oversees the application of the IPPs and handles privacy complaints.

The Act requires that agencies follow the *NT's Public Sector Organisations Records and Information Management Standard*.¹⁶²

The government is currently reviewing the Act to ensure it remains relevant in the digital world.

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Open Data

The 2019 *Open Data Statement*¹⁶³ requires non-sensitive government data to be:

- Open
- Accessible
- Usable
- Free

The Statement includes standards for agencies to adhere to when uploading their data to the Open Data Portal data.nt.gov.au.

Cyber Security

The NT Government relies on several policies, standards and frameworks to enhance cyber security, particularly the *Cyber Security Governance Framework*, which covers:

- Governance
- Policy
- Processes for monitoring and assessing cyber security risk
- Incident management

The *Cyber Security Governance Framework* and most other cyber security policies, standards and frameworks are not in the public domain.

Governance

ICT Governance Board

- Oversees all major ICT initiatives, including those initiated by government-owned corporations
- Responsible for analysing major agency proposals
- Comprises Chief Executives and other senior executives across several agencies
- Accountable to the Minister for Corporate and Digital Development

Office of Digital Government

- Sits inside the DCDD
- Focuses on developing and maintaining digital policy, digital strategy and data strategy
- Provides digital advisory services to agencies

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Digital Services Group

- Sits inside the DCDD
- Manages the government's enterprise ICT environment
- Implements a range of operational and technical policy issues

Cyber Security Committee

- Chaired by the DCDD's Chief Executive Officer
- A sub-committee of the ICT Governance Board
- Comprises the WofG CISO (Deputy Chief Executive of the Digital Services Group) and DCDD senior officers representing security, governance, policy and delivery

Key Service Delivery Agency

The NT does not have a centralised customer service entity comparable to Service Victoria or Service NSW. The Digital Services Portal (nt.gov.au), launched in 2021, serves as the primary entry point for citizens seeking government information or needing to transact with the government online.

The government has been enhancing the Can-do Territory Services Online portal since it was launched in 2021. The portal aims to make it easier to run a business by providing a centralised place for information (e.g. starting a business) and functionality to lodge and track online forms.

The 2022-23 Budget allocated \$8 million to transform the Can-do portal into the Territory Services digital platform. The new platform will launch in 2023 and offer “a single digital entry point to access government services by customers and businesses”.¹⁶⁴ The delivery team designed the platform around five principles:

- Easy-to-use
- Secure
- Reliable
- Convenient
- Quick

The government is also working on a central digital identity and authentication solution for citizens and businesses for deployment on the new Territory Services platform.

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Procurement

The NT Government *Procurement Rules*¹⁶⁵ were updated in July 2022 to include the *Aboriginal Procurement Policy*. The Policy's 2022-23 target is that government agencies award five per cent of contracts by total number and value to Aboriginal Business Enterprises.¹⁶⁶

In 2020, the government established the ICT Specialist Services Panel¹⁶⁷ and has since created an online portal to facilitate its administration. The NT has a separate ICT Advisory and Research Services Panel.¹⁶⁸

In addition, the government has WofG ICT-related contracts covering the following:

- Service Centre and Service Management
- Network Management
- End User Computing Services
- Secure Web Gateway
- Mobile Telephony Services and Equipment

Given its higher level of ICT expertise and project management experience, major projects are often routed through the DCDD, which receives initiative budget funding to deliver them on behalf of other departments or agencies.

The NT is currently reviewing its procurement framework. It engaged a consultant in late 2022 to review governance structures and policies, including its *Buy Local Plan*, procurement tiers, and reporting and assurance requirements.¹⁶⁹

Collaboration

The government collaborates with other Australian jurisdictions via the DDMM on digital identity and identity resilience, digital inclusion, data sharing, life event-based design, cyber security, and other digital governance issues.

The NT recently hosted a multi-lateral workshop on the DDMM's 'birth of a child' life event initiative, which included participants from NT Government agencies, Aboriginal community groups, midwives, Services Australia, the ACT Government and the Registrar of Births.

Ngaree Ah Ki has attended the two DDMMs convened since she became Minister for Corporate and Digital Development in May 2022.

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Digital by Default

Support and oversight

The government's risk-based ICT Procurement Framework contains metrics to assess procurement compliance, measure value-for-money outcomes and provide probity controls. The ICT Governance Board watches over significant projects.

All proposed legislative changes are circulated widely across agencies before being tabled. The DCDD reviews legislation for digital and data implications.

The government is developing a WofG AI framework to provide practical and ethical guidance on using the emerging technology in government administration.

Skills

The government is rolling out courses covering data and digital skills for public servants. The *Digital Transformation Plan* states that government training programs will cover the following:

- Digital fundamental skills
- Cyber security and safety
- Data analytics
- Customer experience and human-centred design training

To fill gaps in the workforce, the government works in partnership with Charles Darwin University to develop higher education courses that will build local digital industry skills.

User-Driven

Engagement

Agencies use the Have Your Say online feedback platform to conduct public consultations. Citizens can register to receive updates on projects open for consultation.¹⁷⁰

User experience

The government has developed a Customer Experience (CX) Framework through a cross-agency working group led by the Chief Minister's Department.

While the CX Framework forms the blueprint for the human-centred design of all future services (particularly for digital services), the government has used UX design principles and methodologies on previous digital projects. For example, the Can Do portal was designed in collaboration with business groups and citizen representatives.

Digital inclusion

The NT has a high proportion of socially and economically vulnerable Australians. One of the ways that the government supports its vulnerable population is by investing in telecommunications to connect remote communities to digital services. Recent budget investments have included:

- \$8 million in the 2021-22 Budget for the Remote Telecommunications Co-Investment Program
- \$4.5 million in the 2021-22 Budget for Jabiru broadband services
- \$2.5 million in the 2021-22 Budget for Kakadu mobile services

NT Government websites must adhere to WCAG accessibility guidelines.

Data-Driven

Support and oversight

Government initiatives for supporting data-based decision-making include the following:

- The Data Governance Framework – a policy and decision-making framework to support inter-agency data sharing.¹⁷¹
- The Data Sharing Governance Committee – a Deputy Chief Executive level forum to address cultural, legislative and procedural barriers to data sharing between agencies and with other government jurisdictions.
- The NT Open Data Portal, which encourages the public sharing of government data sets to increase the visibility and availability of data.

Infrastructure

The NT uses two enterprise service bus technologies to share data and support interoperability:

- IBM WebSphere supports government applications in exchanging transaction data in real time.
- The InterSystems IRIS platform enables the Acacia health solution to integrate patient data from a dozen third-party specialist systems to the core Acacia Electronic Medical Record.

The government also has a WofG data warehousing capability.

The government has also progressed with several function-specific initiatives—for example, a data-sharing solution for child protection and youth justice data.

Government as a Platform

Digital architecture

The *Digital Transformation Plan* lists “Maintain modern digital architecture and platforms that enable effective digital solutions and deliver modern government services” as one of its five transformation priorities.

The NT’s highly centralised ICT services model, with the DCDD managing ICT services, operations, and business applications on behalf of the government, supports a consistent enterprise architecture. This model greatly reduces the complexity (experienced by more devolved jurisdictions) when establishing core WofG platforms and transitioning agencies from legacy solutions.

The DCDD has developed a conceptual architecture for a WofG digital service delivery platform and data capability, and is implementing common platforms, standards, and models.

WofG Systems

System	Description
ERP	<p>Financial Management Government Accounting System (managed by DCDD)</p> <p>Payroll Personnel Information and Payroll System (PIPS) (managed by DCDD)</p> <p>Human Resource Information Management Personnel and Payments Management System (managed by DCDD and integrated into PIPS).</p>
CRM	No current WofG platform. The new Territory Services platform will provide a consistent approach to customer-government interaction.
Stakeholder engagement	<p>Online consultation system Have Your Say</p>
Grants	GrantsNT (integrated in real time with the Government Auctioning System).
Customer service	<p>Citizen Dashboard The government will release the Territory Services digital platform later in 2023. A permission platform will be deployed as part of the Territory Services digital platform and integrated with the digital identity solution.</p> <p>App No WofG App.</p> <p>Digital identity TerritoryID (to be launched on the new Territory Services platform later in 2023).</p> <p>Payments Various DCDD systems support payments.</p>
Data Infrastructure and Exchange	<p>Open Data NT Government Open Data Portal.</p> <p>Contracts NT Government Quotations and Tenders Online.</p>

Open by Default

The NT Government Open Data Portal contains 950 data sets organised by topic (e.g. Arts, sport and leisure; Crime, justice and law).¹⁷² The DCDD Open Data initiative received \$1.8 million in the 2022-23 Budget.¹⁷³

The government publishes its contracts on the NT Government Quotations and Tenders Online platform.¹⁷⁴

Western Australia

14.9
out of 20



Labor Government

Responsible Minister:

Minister for Innovation and the Digital Economy, Stephen Dawson

Digital Government Readiness

9.2
out of 10

Strategy

The *Digital Strategy for the Western Australian Government 2021-2025*¹⁷⁵ contains five strategic priorities:

- Better services
- Informed decisions
- Safety and security
- Digital inclusion
- Supporting digital foundations (added in the 2022 *Digital Strategy Roadmap*)

Each priority has associated objectives and supporting initiatives, updated annually in the *Digital Strategy Roadmap*.

The 2023 *Digital Strategy Roadmap* contains 48 initiatives, including:

- Establishing the WA Health *Real-time Data Platform* to support monitoring and awareness of WA Health system demand and capacity
- Expanding the breadth of services via the *ServiceWA App* Program
- Developing a WofG Data Linkage and Analytics asset called *PeopleWA* to tackle complex policy issues
- Enhancing cyber security capability by increasing the Office of Digital Government (DGov)'s support for agencies

The government increased funding for new ICT and digital projects in the 2022-23 Budget relative to 2021-22¹⁷⁶, adding \$400 million to its *Digital Capability Fund*. WA is one of just three jurisdictions to maintain a dedicated funding mechanism for digital and ICT.

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Policies

Privacy and Data Retention

WA is currently one of two jurisdictions without specific privacy legislation (the other is SA), but the government is drafting *Privacy and Responsible Information Sharing* (PRIS) legislation to give citizens greater control over their personal information and improve data sharing between agencies.¹⁷⁷ The legislation will establish a Privacy Commissioner to resolve complaints.

The State Records Commission sets *Standards for the Management of Records*. Standard 8 deals with managing digital information.¹⁷⁸

Open Data

WA updated its *Open Data Policy* in 2022.¹⁷⁹ Data is open by default in WA, with Landgate, the land titles registry agency, the lead agency for open data implementation.

Cyber Security

The WA Government *Cyber Security Policy* directs agencies on how to manage their cyber security risks, including defining agency and central government responsibilities, minimum baseline controls and reporting requirements.

The policy's structure follows NIST's Cyber Security Framework (Lead, Identify, Protect, Detect, Respond and Recover).

Governance

The Office of Digital Government is

- Located in the Department of the Premier and Cabinet
- Responsible for leading, supporting and coordinating WofG digital transformation
- Led by the Government Chief Information Officer

The Digital Capability Fund Steering Committee

- Makes recommendations to the Minister on the Digital Capability Fund's allocation and oversees initiatives
- Comprises external ICT expertise and the Directors General (or equivalent) of DPC, Treasury, Finance and the Small Business Development Corporation

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The Directors-General ICT Council

- Provides strategic advice on digital reform and oversees the delivery of the Digital Strategy
- Comprises the Directors General (or equivalent) from 15 agencies

The Business and Technology Advisory Committee

- Supports the delivery of the Digital Strategy by providing advice on policy and standards and identifying opportunities for collaboration
- Comprises representatives with business and technical backgrounds from several agencies
- Has several working groups to spur WofG reform

Data and Linkage Advisory Committee

- Supports the Directors-General ICT Council and DGov to improve WofG data practices (e.g. furthering the WofG data linkage reforms, participation in inter-governmental data sharing agreements)

Key Service Delivery Agency

WA does not have a WofG service delivery agency akin to Service Victoria or Service NSW. The government's 'front door' to services and information is WA.gov.au, which is used by 30 agencies as of May 2023.

The site provides citizens with information and links to complete online transactions (e.g. the Department of Transport's DoTDirect site for licencing and registration).

The ServiceWA App is shifting from its origins as a COVID-19 function to WA's WofG service delivery offering. Through the app, citizens can access COVID-related services, bushfire warnings, weather information, shark advice warnings, fuel price data, and search functionality for unclaimed money (e.g. rental bond refunds, overpayments on utility bills).

The government will add several new services to the app before the end of 2023, such as digital credentials for boat owners and recreational fishers.

The government is developing a business case to determine its future WofG service delivery approach, which it will deliver in time for the 2024-25 Budget.¹⁸⁰ Nevertheless, the *Digital Strategy Roadmap 2023* provides some clues for the ServiceWA program, including:



- Creating a desktop option for accessing services
- Functionality to support citizens' driver's licences and other permits
- A business portal

WA leverages the Australian Government's myGovID as the digital ID for the state, meaning Western Australians can use the same Digital ID for the ServiceWA App and Commonwealth services such as MyGov.

Procurement

In September 2022, the government released the *ICT Procurement Framework*¹⁸¹. In keeping with many other jurisdictions, the framework states that:

- Agencies should support and engage with SMEs and local businesses
- Procurement requirements should be outcomes focussed
- Procurements should be flexible, agile and innovative to accommodate changing requirements and new technologies
- Risk should be mitigated and managed throughout the procurement process

WA has procurement policies targeted at improving social outcomes as part of the *Western Australian Social Procurement Framework*,¹⁸² including the *Aboriginal Procurement Policy*, which sets a 2022-23 target that 3.5 per cent of the number of awarded contracts will be with registered Aboriginal businesses.

WA agencies have several WofG *Common Use Agreements* (CUAs) to source ICT, including:

- The GovNext-ICT CUA (which expires in April 2024), and which it is transitioning off to new WofG contracts¹⁸³
 - This CUA covers "consumption-based services" (e.g. co-location services, gateway services, cloud services)
- The ICT Services CUA
 - It offers a streamlined procurement process for ICT planning, consultancy, advisory, implementation, operations and management requirements
 - Agencies can use its *Contractors Catalogue* to access supplier profiles¹⁸⁴

- Telecommunications Solutions CUA
 - Supports access to three panels: Mobile Network Solutions; Satellite Network Solutions; Billing Management Solutions

Collaboration

WA collaborates with other governments on digital issues through the DDMM and beyond.

WA was the first jurisdiction to leverage the Australian Government's myGovID for the state's digital ID. Other jurisdictions are at various stages of incorporating this capability.

Additional examples of collaboration include:

- Taking submissions from the Office of the Victorian Information Commissioner and the Office of the Queensland Information Commissioner on the proposed legislative model for PRIS.
- Participating in incident response and coordination exercises with the Australian Government to test capabilities and the practical application of WA Government and federal frameworks and arrangements.

Digital Government Maturity

5.7
out of 10

Digital by Default

Support and oversight

The government has several mechanisms to assess whether digital and ICT proposals and procurements will meet objectives.

The primary funding mechanism driving digital government is the *Digital Capability Fund*, established in 2021. DGov administers the Fund by collaborating closely with Treasury throughout the budget processes to ensure that agencies comply with WofG principles when developing their proposals.

DGov creates a priority list for the *Digital Capability Fund Steering Committee* based on proposed projects' alignment with WofG objectives and the *Digital Strategy*, with a high weighting given to risk mitigation.

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From the priority list, the committee makes recommendations to the Minister for Innovation and the Digital Economy before Cabinet makes the final decision. Successful agencies report their progress to DGov monthly.

The government mandates the *Gateway Review* process to manage risk when undertaking ICT projects over \$10 million.¹⁸⁵

Skills

In February 2023, the Public Sector Commission launched a “Strategic Narrative” titled *Future Enabled: A strategic narrative of professionalism, purpose and pride in the Western Australian public sector*, reinforcing the notion that all public servants must develop digital skills. To further the goal, the Department of Training and Workforce Development is gathering information and insight into the types of data and digital skills in demand.

On behalf of DGov, the Department of Mines, Industry Regulation and Safety’s Government Sector Labour Relations unit is undertaking an ICT workforce review to evaluate and recommend options and strategies for attracting and retaining ICT skills in the WA public sector.

Current skills initiatives include DGov’s *Cyber Security Work Integrated Learning Program* (an internship program), Data Science Graduate Program and support for the Microsoft Snackable Series, helping staff get the most from Microsoft products. Further to this, DGov will establish a WofG ICT Graduate and Internship Program in 2023.

User-Driven

Engagement

The WA.gov.au website includes a *Have Your Say* consultation aggregator, allowing agencies to link to public consultations in a centralised location.¹⁸⁶ Individual agencies also continue to operate consultation portals that support public engagement in service design and delivery.

User experience

The *Digital Services Policy Framework* includes guidance for agencies to support user-centric services, including:

- ➔ The *Digital Services Content Standard* (2019) sets out requirements for digital products, covering design, analytics, consistency etc ¹⁸⁷



- The *WofG Digital Services Policy* supports the development of a common 'look and feel' for services across government ¹⁸⁸
- The *Digital Service Design Principles* state that service design must start with "user needs, not government needs"¹⁸⁹

Digital inclusion

In December 2022, the government released the *Digital Inclusion in WA Blueprint*.¹⁹⁰ The blueprint seeks to remove the connectivity, affordability, skills and design barriers that inhibit digital participation through several initiatives, including:

- Improving access to quality Internet
- Enabling affordable access to digital devices
- Enhancing digital skills via library programs and STEM training (including cyber security)
- Improving the design of government services such as WA.gov.au

The blueprint includes a program of 16 initiatives and a partnership framework to ensure collaboration and co-design with the community.

Data-Driven

Support and oversight

The government has established a *Data and Linkage Advisory Committee* as a forum to support how agencies collect, use and provide access to data. In November 2022, the Committee had its inaugural meeting, discussing:

- The progression of the WofG data linkage reforms
- WA's participation in the Australian National Data Integration Infrastructure, National Data Disability Asset and the Data Science and Analytics Capability in the Public Sector

The state also has a *Statistician's Community of Practice* to provide advice, share expertise, allow peer review, and facilitate connections between government statisticians.

The government expects that its new PRIS legislation will significantly enhance its ability to leverage data, including by:

- Establishing a WofG Chief Data Officer role to promote a culture of transparency and safe use of data, and a Privacy Commissioner to protect the rights of citizens
- Promoting information sharing between agencies and, where appropriate, the private sector

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Agencies are supported in data management by the *Data standards for Western Australian Government*.¹⁹¹

Infrastructure

The government is developing a WofG data linkage and analytics capability called PeopleWA, which will contain de-identified information and be available for various agencies to support social, health, environmental and economic outcomes. The government has established a governance group to oversee how agencies use the linked data.

Government as a Platform

Digital architecture

The WA *Enterprise Architecture Framework* was published in 2017 and provided the basis for a WofG approach to leveraging digital and ICT.¹⁹² Since 2017, the government has established common WofG platforms, policies and standards to deliver ICT to support services. The current *Digital Strategy* focusses on developing shared platforms oriented around user needs.

WofG Systems

System	Description
ERP	<p>Financial management No WofG system</p> <p>Human Resource Information Management Recruitment Advertising Management System (RAMS)</p>
CRM	<p>Notify (allows agencies to message relevant customers)</p> <p>Offers service (rebates system in the ServiceWA App) is currently in the procurement phase (expected to launch in late 2023)</p>
Stakeholder engagement	<p>Have Your Say consultation aggregator</p> <p>Resolve provides a single system for registering citizen complaints about agencies</p>
Grants	This platform is in the discovery phase

<p>Customer service</p>	<p>Citizen Dashboard WA.gov.au provides an access point for government information and services</p> <p>App ServiceWA App</p> <p>Digital identity Citizen Identity core platform (ability to use myGovID)</p> <p>Payments The government completed a payment platform discovery phase in Q4 2022. Scoping for a final solution is scheduled to begin in 2023-24.</p>
<p>Data Infrastructure and Exchange</p>	<p>Open Data data.wa.gov.au</p> <p>Contracts Tenders WA</p>

Open by Default

Data WA contains a catalogue of 2,662 datasets as of April 2023. Data WA includes data sets with various access levels, some of which are for government use only.

Government agencies publish contract notices on Tenders WA.¹⁹³



South Australia

14.4
out of 20



Labor Government

Responsible Minister:

Peter Malinauskas MP, Premier

Represented at the DDMM by
Andrea Michaels MP, Minister for
Consumer and Business Affairs,
Minister for Small and Family
Business

Digital Government Readiness

9.1
out of 10

Strategy

South Australia's *ICT, Cyber Security and Digital Government Strategy 2020-2025*¹⁹⁴ is refreshed annually by the Department of Premier and Cabinet's Office of the Chief Information Officer (OCIO). The Strategy's detail, update frequency, and progress reporting make SA a leader in the Strategy component.

The Strategy envisions a South Australia where:

- Citizens live and thrive in a digital world
- Services are co-designed with the community and built around user needs
- Government services are smart, simple and secure

The 2023 update contains 27 aspirations and deliverables that the government expects to achieve by 2025.

The OCIO publishes a detailed annual progress update for the Strategy, which contains a status update for each aspiration.¹⁹⁵

Policies

Privacy and Data Retention

South Australia does not have dedicated privacy legislation or a privacy commissioner. The collection and management of personal information is regulated by the *Information Privacy Principles* (IPPS) Instructions (an administrative direction applicable to all state government agencies).¹⁹⁶

The Privacy Committee of South Australia oversees the implementation of the IPPS.

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Additionally, State Records of South Australia provides strategic information privacy policy advice through its *Information Privacy Strategy* and guidelines to support agencies' collection and management of personal information.¹⁹⁷

The *State Records Act 1997, the Disposal Standard* (issued under the ACT) and approved disposal determinations set out the requirements to lawfully dispose of government owned information.¹⁹⁸

Open Data

DPC's *Open Data Principles*¹⁹⁹ require government data to be:

- 'Open by default'
- Discoverable
- Usable
- Reliable
- Free where it benefits the community

The *Privacy and Open Data Guidelines*²⁰⁰ help agencies manage privacy risks when releasing data to the public.

Cyber Security

South Australia's Protective Security Framework (SAPSF) provides agencies with policies and guidance to protect information and assets from cyber security risk. The SAPSF requires that agencies apply the *SA Cyber Security Framework* (SACSF). The SACSF, managed by DPC's cyber security team, consists of 21 policy statements organised around governance, information, personnel and physical principles.²⁰¹

Governance

SA Government CIO

The Labor Government overhauled digital functions following the election. The changes included removing the Chief Digital Officer (CDO) role inside DPC and transitioning responsibilities to the SA Government CIO.

The SA Government CIO:

- Leads the Office of the CIO
- Develops strategy, policy and operational leadership for WofG ICT systems

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- Leads the development of WofG ICT, digital and cyber security strategies
- Reports to the Chief Executive of DPC.

CIO Steering Committee

- Supports the SA Government Senior Leadership Committee (SLC) (comprising agency Chief Executives) on ICT and digital matters
- Develops and oversees the delivery of WofG ICT, digital and cyber security policy and procurement
- Comprises CIOs and Directors of ICT, as well as advisors and observers
- Chaired by the SA Government CIO

The government has several groups for specific areas of ICT that support the Committee, for example, the Cyber Security Advisory Group.

DPC Major Programs division

- Responsible for major WofG digital service reforms, including the *Serving South Australia - One Stop Shop* program.

One Stop Shop Steering Committee

- Oversees the One Stop Shop Program
- Chaired by DPC's Executive Director of Major Programs

Key Service Delivery Agency

SA.GOV.AU is the main access point for government information and services in a traditional web format. Service SA currently provides online, face-to-face and phone services for licensing and vehicle registration.

Through its digital account and app – mySA GOV – SA has one of Australia's most mature digital license offerings, providing digital licence options for proof of age, real estate registrations, occupational, recreational boat, and firearms. SA is the only state alongside NSW to have rolled out digital driver's licences state-wide.

Before its election, Labor promised to overhaul Service SA and have all government services “embrace fully an accelerated digital by default approach”, calling the platform at the time “clumsy and outdated”.²⁰²



The 2022-23 Budget included the *Serving South Australia — One Stop Shop* initiative, which was the highest value new digital investment, with the government assigning \$14 million to enhance service delivery in South Australia. The program involves:

- A new dashboard for citizens with personalised services provided based on past transactions, along with a digital wallet for citizen credentials
- A consistent user experience for any new digital services
- A single digital identity for services linked to the Australian Government's myGovID

The beta SA.GOV.AU Dashboard supports 23 new digitised and linked services and one linked credential as of May 2023, following its launch in December 2022. In addition 12 new online transactions have been linked from SA.GOV.AU since the commencement of the program in 2022. The first public release of a state government service connected to myGovID was launched in May 2023.

Procurement

Procurement Services SA (PSSA) is the lead agency for WofG procurement advice, strategy, capability development and training. PSSA replaced the State Procurement Board in 2021 following Productivity Commission recommendations to improve accountability for project management.

The 2021 reforms also led to the creation of the Procurement Activity Reporting System to better capture procurement data, and the establishment of an Industry Advocate to encourage SME and local business participation in government procurement.

The eProjects portal²⁰³ provides agencies with access to suppliers for ICT projects of various risk levels (determined by value).

The government has several WofG contracts and panels for often-procured ICT goods and services, including:

- Voice and unified communications
- Print equipment
- Google
- PC and server equipment
- Managed platform services
- Microsoft

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- Mainframe services
- Network management services
- Network carriage services
- Network internet services

Collaboration

The SA Government collaborates with other Australian jurisdictions in areas such as digital identity, data-sharing and cyber security.

It has collaborated with the Australian Government on the Digital Identity System since 2018. The SA Government Identity Exchange connected to the federal system in early 2023.

SA collaborates via the DDMM on the national digital identity ecosystem and the National Strategy for Identity Resilience and is a member of several DDMM working groups, including the:

- Digital Identity Working Group
- National Identity Security Coordination Group (soon to be replaced by the National Identity Resilience Policy Group)
- National Verifiable Credentials Working Group
- National Identity Resilience Working Group
- National Identity Initiatives Working Group

The SA Government also supports Lot Fourteen in Adelaide's innovation precinct, which houses the Australian Cyber Collaboration Centre (AC3) and Australian Institute for Machine Learning.

Digital by Default

Support and oversight

Agencies embed digital best practices into programs and processes via resources such as:

- The *Digital Service Standard* policy (adopting the DTA's Digital Service Standard) to ensure digital solutions are consistent and user-centric²⁰⁴
- The *Digital Transformation Toolkit*,²⁰⁵ consisting of a *Digital Maturity Assessment Tool*, *Digital Transformation Prioritisation Tool*, *Digital Strategy Template* and *Digital Strategy Implementation Plan Template*
- Procurement policies, including the *Contract Management Policy*,²⁰⁶ to ensure that procurements are meeting objectives
- *API Management Technical Standards* for agencies participating in the API program and MySAGov project²⁰⁷

The SA Government does not appear to have any public domain information on specific activities to support agencies' ethical use of artificial intelligence (AI). However, the Office of Data Analytics supports agencies on data matters, including AI. The SA Government also works with the broader SA innovation ecosystem (for example, by supporting the Australian Institute for Machine Learning in the Lot Fourteen innovation precinct), suggesting that agencies can access expertise on emerging technologies.

Skills

The government has established a WofG ICT Workforce working group chaired by the SA Government CIO.

User-Driven

Engagement

The DPC manages YourSAy,²⁰⁸ a consultation hub for agencies inviting citizens to contribute to decision-making via online discussions, surveys, polls, focus groups and workshops. It also supports best practice consultation through the Better Together program.²⁰⁹

User experience

SA.GOV.AU utilises a 'life event-based' approach to help citizens navigate events such as finding housing, what to do when someone dies, or registering a name change. Natural language search embedded in the website also makes it easier for citizens to find what they need.

A dedicated Service Design team is personalising the new *One Stop Shop* Dashboard based on an individual's transaction history and credentials.

SA agencies have access to a user-centred design toolkit adapted from the DTA's *Service Handbook*.²¹⁰

Digital inclusion

DPC's *Disability Access and Inclusion Plan 2020-2024*²¹¹ enables people living with disability to digitally access government services and programs. For example, DPC has developed and is promoting the *Online Accessibility Policy and Toolkit*, requiring all agency website templates to comply with Web Content Accessibility Guidelines level AA.

The former government had started developing a *WofG Digital Inclusion Strategy* and had undertaken community consultation on YourSAy.²¹² It is unclear if the current government will release the Strategy as it presently stands.

The *One Stop Shop's* Service Design team seeks to include 10 per cent of people with a disability in its user testing.

Data-Driven

Support and oversight

SA's Office for Data Analytics within DPC leads the state's approach on making better decisions by analysing data.

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The Office, which was established in 2016, has seven active projects,²¹³ supporting:

- Agency performance reporting
- Early intervention in at-risk males
- Identifying disability within the prison and offender cohorts
- Better decision-making in areas that affect business
- Policy, service design and system planning for vulnerable families
- Emergency management
- A better understanding of the needs, services, and outcomes of people with disability

The Office has created an *Emergency Management Data Strategy*²¹⁴ focussing on improving data sharing and use in the emergency management sector.

The Office has also developed shared data governance tools and resources for agencies, including a self-assessment data maturity tool.

SA has established three committees to support managing data as a strategic asset:

- **State Social Data Asset Committee**
 - Provides oversight of initiatives and proposals that involve social data sharing between SA agencies or other jurisdictions
- **State Economic Data Asset Committee**
 - Oversees economic data assets to support economic policy and measure government programs' economic impact
- **Environment and Emergency Management Data Asset Committee**
 - Ensures that systems and processes are available to emergency management organisations to share information and intelligence for decision-makers' benefit

The state has a WofG data strategy to release in the "near future".²¹⁵

Infrastructure

SA Government has 29 SA agencies using a central Microsoft 365 tenancy which is managed by OCIO. The government also has additional data infrastructure for specific government functions, such as emergency management, child protection and business and economic data.



Government as a Platform

Digital architecture

SA's *ICT, Cyber Security and Digital Government Strategy* advocates design where architectural principles are incorporated 'from the go'. DPC's Architecture Review Group supports agencies in complying with the strategy.

WofG Systems

System	Description
ERP	Financial Management The government released a request for tender in December 2022 to replace WofG financial management solution Masterpiece. The selection of a new SaaS solution is expected to be finalised over the next few months. Payroll CHRIS 21, provided by Frontier Software. DTF's Shared Services SA administers CHRIS 21 and provides payroll services to client agencies. Human Resource Information Management No WofG solution
CRM	No WofG solution
Stakeholder engagement	Online consultation system YourSAy
Grants	No WofG solution
Customer service	Citizen Dashboard Beta SA.GOV.AU Dashboard (December 2022). A WofG Transaction Manager supports the Dashboard by providing a view of application status across government. App MySA GOV app Digital identity SA Government Digital Identity Exchange, which connects to the state government identity, mySA GOV, and also MyGov ID. Payments No WofG solution

<p>Data Infrastructure and Exchange</p>	<p>Open Data Data.SA</p> <p>Contracts SA Tenders and Contracts</p>
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Open by Default

The government uses Data.SA to host and make datasets public. The site currently contains 1,799 data sets,²¹⁶ and citizens can request the release of a data set.

The *Open Data toolkit*²¹⁷ contains resources, tools and tips for assisting agencies in releasing data, including an *Open Data Process Guide*.

Agencies publish contracts on the SA Tenders and Contracts website.²¹⁸



Labor Government

Responsible Minister:

Minister for Digital Services,
Mark Bailey

In May 2023, responsibility for digital government moved from Leeanne Enoch, Minister for Digital Economy to Mark Bailey, Minister for Digital Services. The Queensland Government Customer and Digital Group moved from the Department of Communities, Housing and Digital Economy (DCHDE) to the Department of Transport and Main Roads (DTMR).

Digital Government Readiness

8.4
out of 10

Strategy

Queensland's *Our Thriving Digital Future: Queensland's Digital Economy Strategy*²¹⁹, launched in April 2023, replaces *DIGITAL1ST: Advancing Our Digital Future* which expired in 2021.

The new strategy has three focus areas:

- **Digital Customer** involves making government services customer-centric and accessible by closing the digital divide
- **Digital Market** focuses on how government and businesses can co-create a digital economy through improved connectivity, workforce development and supporting businesses to go digital
- **Digital Government** involves transforming how government operates, manages its data and procures technology to support a digital economy

The strategy's three-year action plan lists initiatives under each focus area and names the lead agency.

The Digital Economy Program Office within DTMR coordinates and tracks strategy progress across government. The government has invested \$200 million over three years to support the plan.²²⁰

Queensland's *State Infrastructure Strategy (2022)*,²²¹ published by the Department of State Development, Infrastructure, Local Government and Planning, also contains strategic digital priorities, including:

- **Championing digital infrastructure** through a centralised unit and creating a Digital Infrastructure Plan
- **Enabling a digital economy** by attracting new investment and supporting businesses
- **Bridging the digital divide** between cities and regions (e.g. through the Queensland Capacity Network (government fibre network) and sharing mobile infrastructure to increase connectivity)

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- **Addressing mobile black spots** and improving network redundancy
- **Introducing digital twins** to forecast demand for infrastructure
- **Improving data sharing** across government and industry

The *Digital Economy Strategy* action plan also commits to developing a Queensland Digital Infrastructure Plan in 2023.

The 2022-23 Budget allocated less to new digital and ICT initiatives than 2021-22.²²² Key investments in 2022-23 were:

- Electronic medical records - \$300 million over five years
- Justice system digitisation - \$94 million over five years
- Enhancements to the public safety network - \$23 million

Policies

Privacy and Data Retention

The *Information Privacy Act 2009* governs how agencies collect, store, use and disclose personal information.²²³ The Act's eleven Information Privacy Principles cover issues including appropriate reasons for information collection, managing citizen requests for access, storage and security, and accuracy.

The Office of the Information Commissioner manages complaints against agencies.

The *Public Records Act 2002* establishes agencies' records management requirements.²²⁴ The Act is supported by Queensland State Archives' *Records Governance Policy* which provides principles of recordkeeping covering responsibility, governance, the requirement that records be complete and reliable, discoverability and disposal.²²⁵

Open Data

According to the *Queensland Government Open Data Policy Statement*, Queensland data is 'open by default'.²²⁶

Cyber Security

Queensland has a suite of policies, frameworks, standards and guidelines in the *Queensland Government Enterprise Architecture* (QGEA) shaping the cyber security practices of agencies, including the *Information Security Policy* (IS18:2018).²²⁷

The *Digital Economy Strategy* action plan commits to developing a Cyber Secure Queensland Strategy.

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Governance

DTMR's Customer and Digital Group (QGCDG)

- Provides WofG ICT, digital and service delivery strategic leadership and capability by:
 - Developing strategies, policies and roadmaps
 - Providing independent project assurance
 - Advising the government on investment
 - Managing strategic procurement arrangements and contracts
- Is led by the Queensland Government Chief Customer and Digital Officer

Digital Economy Leaders Sub-Group

- Supports digital and ICT matters by providing investment reviews, governance, assurance and advice to the Minister and CEO Leadership Board
- Comprises Deputy Directors-General (or equivalent) from eleven departments or agencies
- Meets monthly²²⁸

Digital Leaders Group

- Supports WofG knowledge sharing and collaboration on innovation, initiatives and delivery
- Comprises the Deputy Director-General of Transformation and Enabling Technologies, Queensland Government Chief Information Security Officer, and agency CIOs
- Chaired by the Queensland Government Chief Customer and Digital Officer
- Meets monthly²²⁹

ICT Category Council

- Focuses on strategic procurement across government
- Comprises membership from nine departments and agencies
- Chaired by Deputy Director-General of Transformation and Enabling Technologies
- Meets quarterly

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Key Service Delivery Agency

The May 2023 machinery of government changes made DTMR responsible for Smart Service Queensland. Smart Service Queensland manages citizen contact points for over 260 services 24×7×365 via:

- Qld.gov.au (which allows users to find online services and click through to the provider)
- 13(QGOV) phone front door
- The Queensland Government Agent Program
- Queensland Government Service Centres

The government's *Tell Us Once* project commenced in 2019²³⁰ and includes the 'My account' platform for transacting with government via a digital identity.²³¹ The platform supports 64 services across 16 agencies as of April 2023.

Queensland is trialling a digital driver's licence in Townsville compliant with international standards.²³² DTMR is delivering the project. DTMR is one of Queensland's most mature departments in digital service delivery.

Procurement

Queensland agencies have 44 WofG arrangements to source ICT and 27 agency arrangements available for wider use.²³³

The *Procurement and disposal of ICT products and services* (IS13) policy requires:

- Planning by agencies for significant (high value/high risk) procurements and considering re-use of common platforms
- Compliance with WofG procurement frameworks and arrangements, such as the *Queensland Procurement Policy*²³⁴ and *Queensland Information Technology Contracting (QITC) framework*²³⁵
- Ensuring that all suppliers have equitable access to procurement processes for public offers
- Implementing ICT product lifecycle and services that are accountable, sustainable, cost-effective and environmentally friendly²³⁶

The *ICT SME participation scheme* policy requires agencies to add at least a ten per cent weighting for Queensland SMEs out of the 100 per cent total evaluation criteria for approaches to market.²³⁷ Queensland targets 30 per cent of total government spending on SMEs.²³⁸

The *Queensland Indigenous Procurement Policy* established (and achieved) the target that three per cent of the state's addressable spend would be with Indigenous businesses by 2022.²³⁹

A future Procurement Systems project is underway to create an end-to-end digital marketplace to replace QTenders and the QLD Contract Directory. The project will deliver a Supplier Information Portal through which suppliers can update their profiles.

Collaboration

Queensland collaborates with other governments on digital issues through the DDMM, including procurement, data sharing, emergency management, life event-based service delivery and digital identity.

Queensland is leading the first phase of the DDMM Data Analytics Working Group's project to deliver a National Data Catalogue.

Queensland also collaborates with other jurisdictions on cyber security, including through the Chief Information Officer meeting and National Cyber Security committees.

In December 2022, Queensland hosted an International Standards Organisation Mobile Driving Licence test event with over 80 global participants, including vendors and other government jurisdictions. Queensland representatives sit on ISO working groups for digital identity and mobile driver's licences.

Digital by Default

Support and oversight

QGCDG works with Treasury to ensure that funding proposals meet WofG directions, including the *Digital Services Policy* (see User-Driven for detail). It meets with project owners to successfully deliver projects.

All agencies must align with the Queensland Government Enterprise Architecture (QGEA) when adopting digital solutions. Alignment to the QGEA is considered by the Digital Economy Leaders Sub Group when considering investments.

ICT initiatives must have an assurance plan which includes an independent review of the benefits achieved by the project and, if the project requires the procurement of a solution, whether the implementation of the solution has delivered the benefits set in the benefits realisation plan.

Skills

The government has several initiatives to support digital and data skills uplift by employees, including:

- A Digital and ICT Graduate Program. The program has supported agencies for over 15 years and has helped to employ and support 463 graduates in this time
- The *Digital Capability Development Partnership Agreement*, is a procurement arrangement that requires suppliers who win business to pass on their knowledge to public sector staff
- The *Digital Project Board Governance Program* – the Queensland University of Technology provides courses focussed on equipping government leaders in managing digital investments and risk²⁴⁰
- DTMR conducts *Human Centred Design* training²⁴¹
- Queensland Government Cyber Security Unit oversees training and mobility programs to address cyber security skills shortages. Some of these are in partnership with TAFE Queensland, such as a multi-agency program to deliver Certificate IV in Cyber Security

- A digital careers program with Microsoft supports First Nations people to undertake a digital career. Participants get a job placement with either Queensland Government or an industry partner
- The *Digital Professional Workforce Action Plan* aims to address the digital skills shortage by supplying an extra 10,000 digital professionals by 2024.

A review of WofG data and digital training, and the development of an associated *Digital Capability Framework*, is scheduled to occur later in 2023.

User-Driven

Engagement

Queensland's centralised citizen engagement portal is Get Involved.²⁴² Get Involved includes a toolkit for agencies to create online consultation pages and surveys that support offline consultation and community engagement activities.

Citizens can also engage by signing petitions via the Parliamentary e-petitions portal.²⁴³

User experience

Queensland's *Digital Services Policy* sets the requirements for developing public-facing digital services, including that they must be:

- Consistent, easy to find, clear, secure and simple
- Fit for purpose
- Focus on customer needs
- Offer value for money²⁴⁴

The policy mandates agency compliance with the *Digital Service Standard*, which comprises thirteen criteria for developing or significantly altering digital government services. Criteria include:

- Understand the user's needs
- Use agile and customer-centred processes
- Build a consistent and responsive design
- Don't forget the non-digital experience²⁴⁵

The government supports compliance with each standard by providing agencies with explanations of the minimum requirement, guidance for meeting the standard, and further government and non-government resources.

Digital inclusion

Queensland supports digital inclusion through several programs, including:

- **Digital literacy uplift programs** run via the *Community Digital Mentoring Program* or by the State Library of Queensland's Regional Digital Development Officers, and digital literacy programs run in Indigenous Knowledge Centres²⁴⁶
- **Collaboration forums** – the *Building Digital Equity Network* involves business, academia, disability and not-for-profit sectors partnering to address the causes of digital exclusion
- **Connectivity programs** – the *Digitally Connected Regions Program* involves collaboration between different levels of government and telco suppliers to expand 4G and 5G mobile coverage and fibre rollouts. The government also delivers the Queensland Government Regional Network providing connectivity to remote agencies, councils, local governments, and other entities with 570 (and growing) points of connection across the state.

The government funds the Queensland Disability Network's AAA Digital Inclusion Program to support Queenslanders experiencing homelessness and living with disability to access digital devices, skills and connectivity. The program has provided over 2900 digital items and training to over 800 people in its first year.

In 2022, Queensland launched an On Country First Nations Digital Business Centre in Cherbourg.

The ninth *Digital Service Standard* ('Make digital services accessible') requires agencies to ensure that digital services meet WCAG 2.1 level AA and use web writing and style guides to write concise and consistent web content.

The government recently completed a digital audit across Queensland's 16 discrete First Nations communities to identify opportunities for communities to leverage the benefits of digital. The government is scoping recommendations in collaboration with communities.

Data-Driven

Support and oversight

DTMR's Data and Information Services team provides data and analytics services to agencies that may lack the capacity or capability. The team also provides strategic leadership and advice in data governance, policy and strategy.

The *Data, Information Sharing and Analytics Community of Practice* (over 450 practitioners) meets monthly to focus on knowledge sharing and collaboration across data and analytics projects. The government has also established Special Interest Groups to maximise the value of current investments and develop standardised approaches for re-use.

The QGEA includes policies, standards and frameworks to improve data and information management, including the QGEA foundation principles²⁴⁷ and Metadata management principles.²⁴⁸

The government is conducting a strategic review of data sharing policy and legislation as an initial step towards delivering a WofG data strategy.

Infrastructure

The Queensland Data Analytics Platform (QDAP) provides system integration, data storage, data management, discovery, sharing and analytics for single and multi-agency use. QDAP supports various datasets, including procurement spend data, HR datasets, community recovery, capital investment and community profiling.

Many departments have invested in data transformation initiatives. For example, DTMR has delivered a technology-agnostic framework and is transitioning to cloud-based data repositories, facilitating more straightforward access to data resources by academic and government partners. Other agencies can leverage DTMR's work as the framework is technology agnostic.

The government is investigating the viability of a spatial digital twin, with DTMR having conducted a Proof of Concept modelling a public transport network with over 20,000 AI-driven vehicles.



Government as a Platform

Digital architecture

Queensland's comprehensive QGEA includes strategy, policy and guidance to improve WofG compatibility and cost-effectiveness.

The QGEA foundation principles state that agencies should:

- Leverage other agency investments and expertise by adopting the 'reuse before buy before build' principle
- Adopt interoperable back-end systems to deliver a "seamless, coordinated and personalised user experience"
- Adopt a modular design approach involving "independent, decoupled, reusable components with well-designed interfaces" ²⁴⁹

The government completed a review of the QGEA in August 2022 and has several initiatives underway to update and create new artefacts. The 'QGEA realignment process' involves review and development sprints with subject matter experts across agencies to ensure that the artefacts developed are practical and applicable to agency operational needs.

WofG Systems

System	Description
ERP	Financial Management No WofG solution (core departments use the same vendor) Human Resource Information Management Shared recruitment solution Payroll No WofG solution
CRM	No WofG solution
Stakeholder engagement	Online consultation system Get Involved
Grants	No WofG solution (the government is conducting a project to improve grants management)

Customer service	Citizen Dashboard My account (my.QLD) App No WofG citizen service delivery app (Digital Licence App in trials) Digital identity Identity Broker platform supports the QLD Digital Identity Payments Queensland Shared Services SAP
Data Infrastructure and Exchange	Open Data Open Data Portal Contracts Qtender

Open by Default

The *Open Data Portal* (data.qld.gov.au) encourages the publication of machine-readable data to support public engagement in service design and delivery. The portal contains over 3,200 datasets as of May 2023. Datasets on the *Open Data Portal* have a data usability rating considering factors such as machine readability.

Government publishes contracts on the *Open Data Portal* and Qtender²⁵⁰.



Liberal Government

Responsible Minister:

Minister for Science and Technology,
Madeleine Ogilvie

Digital Government Readiness

8.6
out of 10

Strategy

The Tasmanian Government outlines its strategic direction for WofG digital transformation in two documents:

- The WofG digital strategy: *Our Digital Future*²⁵¹
- Its response to the *Independent Review of the Tasmanian State Service* (TSS Review)²⁵²

Our Digital Future

Our Digital Future (2020) adopts the ‘whole of economy’ perspective for digital government that is now common across jurisdictions. It provides priorities, principles and objectives from Community, Economy and Government perspectives to deliver “a prosperous and connected Tasmania, collaborating and thriving in a technology-enabled world”.

Four Government objectives are to be delivered under the strategy:

- Secure IT systems able to support efficient, joined-up public services
- Evidence-led, data-enabled policy decisions
- Staff skilled in contemporary technology and digital approaches
- Cloud-enabled services

Our Digital Future has not been updated since 2020, but the Department of Premier and Cabinet (DPAC) provides updates on digital delivery in its annual report²⁵³.

Tasmanian State Service Review

The TSS Review final report was handed down in July 2021. It identified structural, legislative and administrative improvements to the way the state public sector could operate. Following its release, the government announced its support (outright or in principle) of all 77 recommendations, which included:

- Funding/developing a WofG capability for sharing, linking and analysing data
- Developing consistent core business systems across all agencies
- Progressively eliminating manual business processes

Strategic budget investments

Tasmania has consistently increased its ICT investment in recent budgets.²⁵⁴ Significant new 2022-23 Budget investments in ICT include digital health (\$150 million over four years), education systems (\$12.8 million over four years), and justice systems (\$8.6 million over four years).

Policies

Privacy and Data Retention

The *Personal Information Protection Act 2004* (last updated in 2017) regulates how agencies deal with personal information. The Act establishes ten *Personal Information Protection Principles* (PIPPS).²⁵⁵ The Tasmanian Ombudsman can investigate complaints that agencies have breached the PIPPS.

The *Information Management Framework* comprises policies, standards and guidelines for agencies to adopt effective information management, including the Office of the State Archivist's *Information and Records Management Standard*,²⁵⁶ which provides the minimum requirements for agencies managing records and information.

Open Data

The Tasmanian Government Open Data Policy (updated in 2022) requires agencies to “start from a position of data openness”.

Cyber Security

The *Information Management Framework* comprises policies, standards and implementation guidance to help agencies protect against cyber security threats. The *Cyber Security Policy* (updated November 2022) is one of the Framework's key documents, outlining a risk-based approach to protecting information, systems and services.

Governance

DPAC Digital Strategy and Services (DSS)

- Leads and coordinates WofG digital transformation
- Advises the Premier and Minister for Science and Technology on digital and ICT policy
- Led by the Tasmanian Government CIO (GCIO), who reports to the Deputy Secretary of Government Services

Secretaries Board

- Sets overall strategic direction
- Drives collaboration between agencies
- Supports the collective use of resources when creating WofG solutions
- Develops a WofG culture
- Chaired by the Secretary of DPAC

Data and Digital Committee

- Supports the Secretaries Board on data and digital issues
- Oversees WofG digital initiatives and priorities (e.g. *Our Digital Future*, TSS Review's 'digital enhancement' recommendations)
- Leads engagement and collaboration across government
- Facilitates the establishment of WofG data governance and data-sharing capabilities
- Chaired by the DPAC Deputy Secretary of Government Services
- Comprises the GCIO, all agency CIOs, and a strategic information management/data representative

Key Service Delivery Agency

A new Service Tasmania website was launched in July 2022.²⁵⁷ The new website offers a 'life events' section supporting information on 'moving to Tasmania' and 'what to do if someone dies'.

In February 2023, the government announced that a Tasmanian company will deliver stage one of the *myServiceTas* digital service portal. The portal will build on the new Service Tasmania website and be a "single, secure and easy-to-use access point" for government services.²⁵⁸ Stage one of *myServiceTas* involves:

- The introduction of a WofG identifier
- Overhauling transport-related digital services (e.g. licencing, registrations, accessing demerit points, and traffic fine payment options)

The delivery date for Stage One is the end of 2023. More features will be added over time, including the possible integration of Australian Government services.

The project received \$4.3 million over four years in the 2020-21 budget.

Procurement

The Technology Services Multi-Use List (TSL)²⁵⁹ is the government's primary procurement vehicle for ICT services. The TSL is mandatory for technology services valued over \$100,000, and optional for smaller procurements. Agencies can use a decision tool to decide whether the procurement is in the scope of the TSL and which category it falls under.²⁶⁰

The TSL covers the following categories:

- Application Development Services
- Data Analytics
- Project Management and Business Analysis
- Operational Technical Services
- Cyber Security
- Strategic Advisory and Consulting

The government has separate WofG ICT arrangements for hardware (*ICT Hardware Contract Panel*),²⁶¹ Microsoft (Microsoft Agreement),²⁶² managed data services (*Networking Tasmania Agreements*),²⁶³ and integrated communication services.

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The *Tasmanian Technology Contract Conditions* (TTCC) framework establishes agency requirements when conducting procurements for different risk levels (for example, providing agencies with information on which type of contract to use). An *ICT Risk Matrix* supports agencies in determining the risk level of the specific procurement.²⁶⁴

Collaboration

Tasmania collaborates with other jurisdictions through various meetings, forums and working groups, for example:

- DDMM leadership forums and working groups on various issues, including digital identity, data-sharing and analytics, life event-based service delivery, and procurement.
- The National Cyber Security Committee and its various sub-committees. The government also collaborates on cyber security via the *Joint Cyber Security Centre Victoria/Tasmania Joint Industry Advisory Group* and by supporting the *AustCyber Cyber Security Innovation Node* in Launceston.

The government also collaborates one-on-one with other Australian jurisdictions on specific projects, for example with the SA Government to improve the Service Tasmania design system. Tasmania has also sought guidance from the DTA to support its 'digital operating model', which is similar to the Australian Government Architecture.

Digital Government Maturity

3.6
out of 10

Digital by Default

Support and oversight

Our Digital Future identifies "developing a digital culture and capability across government agencies" as one of its "major actions".

DSS advises the Premier and Minister for Science and Technology on ICT and digital-related policy and legislative matters. The *Data and Digital Committee* also supports efforts to ensure that digital perspectives inform senior decision-makers.

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The government also operates several *Communities of Practice*²⁶⁵ to promote collaboration between agencies and build digital skills, covering areas such as:

- Design thinking
- Cloud adoption
- Data and information

Agencies are responsible for measuring the performance of ICT and digital procurements by implementing audit and risk governance committees.

Skills

Individual agencies are responsible for data and digital training for their employees with the support of central programs for:

- General cyber security awareness training
- Cyber security training for executives and practitioners
- Coordinated training in Microsoft platforms and technologies

The government established a program in 2022 to develop a workforce capability roadmap and potential pathways for skills profiling and development for public sector employees utilising the *Skills for the Information Age framework*.

User-Driven

Engagement

The former 'have your say' page on Service Tasmania has been removed, leaving the state without a WofG public consultation portal. However, individual agencies list their current active consultations on their own sites.

DPAC and the Department of State Growth undertake a biannual *Digital and ICT Summit* to inform and engage with industry on Tasmanian Government initiatives and programs.²⁶⁶

User experience

The TSS Review *Final Report* recommended that the government adopt a life events framework as the basis for service integration across agencies. Service Tasmania has commenced work on developing the framework.



Service Tasmania is also involved in the national *Life Events Working Group*, which meets quarterly to share experiences and advice in developing life event-based service delivery. The new Service Tasmania website offers a 'life events' section, as discussed earlier in this chapter.

Digital inclusion

Initiatives to further digital literacy and inclusion include:

- School electronic device programs for disadvantaged students
- Digital infrastructure and mobile services improvements in rural and regional areas as part of the *Commonwealth Regional Connectivity Program*
- The *Digital Ready for Daily Life Program* to help Tasmanians build digital confidence and access services online²⁶⁷
- Libraries Tasmania access to computers and computing basics courses
- Tasmanian leadership of one of the three priority digital inclusion initiatives of the DDMM's *Digital Inclusion Working Group* (DIWG).

The government has been working to embed best-practice accessible design practices in online services, establishing a *WofG Digital Standards Working Group* and validating accessible design practices used in other jurisdictions.

The Department of Health website redesign and the Service Tasmania website redesign have implemented design systems that comply with WCAG 2.1 AA. Lessons learned from these projects will inform the development of a broader digital design system.

The Tasmanian Government *Communications Policy* also provides guidance material for the accessibility and availability of online communications (including websites).

Data-Driven

Support and oversight

The TSS Review recommended the government to “develop and fund a stronger whole-of-government capability for sharing, linking and analysing data and assign a functional leader to deliver services to, or build capability across, all agencies”.

The *Administrative Data Exchange Protocol for Tasmania* (ADEPT) provides “a set of guidelines that enable [agencies] to promote and manage cross-Agency information exchange in ways that are open, transparent and secure”.²⁶⁸

The government has also established an *Information and Data Management Working Group* comprising principal data custodians from across agencies to develop and test a WofG data and information strategy.

Government as a Platform

Digital architecture

The government is developing a ‘digital operating model’ similar to the Australian Government Architecture managed by the DTA. The model will inform the development of capability roadmaps for common systems and technologies across government.

WofG Systems

System	Description
ERP	<p>Financial Management A WofG SaaS-based Financial Management System</p> <p>Payroll & Human Resource Information Management A WofG HRIS platform. The TSS Review recommended that the government replace the existing HRIS. In 2020, the Department of Health commenced a replacement project for a system that could become a WofG capability.</p>
CRM	Service Tasmania will establish a core system to support citizen engagement, including a CRM platform. The government expects the system to be in place in early 2024.
Stakeholder engagement	Online consultation system A WofG approach is under consideration.
Grants	A WofG approach is under consideration.

<p>Customer service</p>	<p>Citizen Dashboard The government is building the myServiceTas digital service portal for launch in late 2023. The recently-revamped Service Tasmania website is the citizen access point for various online transactions.</p> <p>App Service Tasmania does not have an app.</p> <p>Digital identity Service Tasmania is establishing a foundational identity capability in its digital service portal.</p> <p>Payments Service Tasmania provides a single entry point for most transactional payments.</p>
<p>Data Infrastructure and Exchange</p>	<p>Open Data The LIST (Land Information System Tasmania); data.gov.au</p> <p>Contracts Tasmanian Government Tenders site</p>

Open by Default

Land Tasmania's The LIST (*Land Information System Tasmania*) provides location-based information, mapping tools and open data.²⁶⁹ Agencies also publish data sets on the Australian Government's data.gov.au.

DPC provides the *Government Information Gateway*,²⁷⁰ which is a portal to corporate information routinely released by agencies across government (e.g. annual reports, strategies, org structures).

Contracts awarded are listed on the *Tasmanian Government Tenders* site.²⁷¹

Methodology Note

To support its research for the initial 2016 report, Intermedium identified six enabling criteria that must be in place before governments can fully realise the digital transformation of services. To support an objective time-series analysis, Intermedium continues to assess each jurisdiction against these enabling criteria, even though it is now (separately) assessing the digital maturity of jurisdictions.

Readiness Criteria	Assessment Elements
ICT strategy	1 Existence, quality and relevance of an ICT strategy reflecting digital transformation aims
	2 Update frequency of strategy
	3 Reported progress against the goals enunciated in such a strategy
	4 Funding for ICT and digital initiatives 2022-23
ICT policy	5 Existence, quality and relevance of an open data policy
	6 Existence, quality and relevance of a digital privacy policy
	7 Existence, quality and relevance of a data retention policy
	8 Existence, quality and relevance of a cyber security policy
ICT governance	9 The existence of a WofG business unit responsible for digital transformation
	10 The appointment of a Minister responsible for digital transformation and citizen services
	11 Existence, quality and relevance of the governance function over digital transformation and citizen services
Key service delivery agency	12 The existence of a nominated WofG service delivery agency or evidence of service delivery provided on a WofG basis
Procurement policy	13 The existence of procurement policies that support ready access to innovative contemporary solutions that facilitate the rapid digital transformation of services
Cross-jurisdictional cooperation	14 The level of collaboration with other jurisdictions on digital transformation and citizen services

This report is based on publicly available information



Appendix 1.2

Methodology Note

Intermedium has adapted the OECD's 'six dimensions of digital government' to derive criteria for assessing the digital maturity of ANZ governments.

In addition to public domain research, the DGMI component references jurisdictional WofG Chief Digital Officers (or equivalent) responses to a survey conducted by Intermedium. NZ was the only jurisdiction that chose not to respond to the survey in 2023 so more DGM activity may be underway in NZ than can be discerned from public domain information. NZ may have received a lower score than otherwise if this is the case.

The 16 Assessment Elements in the table below summarise the 47 used in the DGMI evaluation.

DGMI Evaluation Criteria

Maturity Criteria	Assessment Elements
Digital by design	1 Mechanisms to measure whether ICT and digital procurements are meeting objectives
	2 Support to legislators and senior non-digital personnel to understand the digital implications of their decisions
	3 Activities to support the ethical adoption of emerging technologies (including AI)
	4 Activities to support digital identity
	5 Programs to build digital skills across the public service
User-driven and proactive	6 Support of public engagement in service design and delivery using digital tools (e.g., consultation portals, API libraries, hackathons)
	7 Activities to offer services to citizens around 'life events' rather than internal government processes
	8 Activities to ensure that all citizens (including vulnerable populations) have access to the benefits of digital government
	9 Initiatives to provide data training to public sector employees
Data-driven	10 Activities to support agencies to become more data-driven in their decision making
	11 Progress in the development of core systems to manage and exchange data
	12 Adoption of, and progress in delivering, a WofG enterprise architecture
Government acts as a platform	13 Existence of API libraries
	14 Progress in establishing WofG systems, including for ERP, CRM, procurement, grants, payments, permissions, identity, citizen services
	15 Allocation of digital budget tied to compliance with overarching and clearly defined principles, e.g., reuse, interoperability, UX
	16 Progress in establishing WofG core systems to support open data
Open	

Appendix 2

Ministerial Attendance at ADC, ADDC or DDMM

	DATE	FED	NSW	VIC	QLD	SA	WA	NT	ACT	TAS	NZ
ADC	14 Sep 18	Keenan	Dominello	Official	de Brenni	Pisoni	Kelly	Moss	Gentleman	Ferguson	
ADC	7 Dec 18	Keenan	Dominello	Jennings	de Brenni	Marshall	Tallentire		Gentleman		
ADC	5 Apr 19	Kennan	Dominello	Official		Pisoni		Moss	Gentleman	Official	
ADDC	6 Sep 19	Robert	Dominello	Jennings	de Brenni	Gardner		Moss	Gentleman	Ferguson	
ADDC	6 Dec 19	Robert	Dominello	Jennings	de Brenni		Kelly		Gentleman		
ADDC	2 Apr 20	Robert	Dominello	Pearson			Kelly	Moss		Ferguson	
ADDC	1 May 20	Robert	Dominello	Pearson		Pisoni	Kelly	Moss	Gentleman	Ferguson	Fafoi
ADDC	29 May 20	Robert	Dominello	Pearson	de Brenni	Pisoni	Kelly		Gentleman	Ferguson	Fafoi
ADDC	26 Jun 20	Robert	Dominello	Pearson	de Brenni	Pisoni	Kelly		Gentleman	Ferguson	
ADDC	31 Jul 20	Robert	Dominello	Pearson			Kelly			Ferguson	
ADDC	4 Sep 20	Robert	Dominello	Pearson	de Brenni		Kelly			Ferguson	
DDMM	13 Nov 20	Robert	Dominello	Pearson			Kelly	Kirby	Steel	Ferguson	
DDMM	13 Nov 20	Robert	Dominello	Pearson			Kelly	Kirby	Steel	Ferguson	
DDMM	26 Feb 21	Robert	Dominello	Pearson	Enoch		<i>Caretaker Period</i>		Steel	Ferguson	Clark
DDMM	16 Apr 21	Robert	Dominello	Pearson	Enoch	Patterson	Punch	Kirby	Steel	<i>Caretaker Period</i>	Clark
DDMM	23 Jul 21	Robert	Dominello	Pearson	Enoch	Pisoni	Punch		Steel		
DDMM	13 Aug 21	Robert	Dominello	Pearson		Pisoni			Steel		
DDMM	24 Sep 21	Robert	Dominello	Pearson	Enoch			Kirby	Steel		
DDMM	11 Oct 21	Robert	Dominello	Pearson			Punch	Kirby	Steel		
DDMM	25 Oct 21	Robert	Dominello		Enoch		Punch	Kirby	Steel		
DDMM	12 Nov 21	Robert	Dominello	Shing	Enoch	Pisoni		Kirby	Steel	Ferguson	Clark
DDMM	4 Feb 22	Robert	Dominello	Pearson	Enoch	Pisoni	Dawson		Steel	Ferguson	Clark
DDMM	25 Mar 22	Robert	Dominello	Pearson	Enoch	<i>Post Change of Govt</i>	Dawson	Kirby	Steel		
DDMM	4 Nov 22	Gallagher, Shorten, O'Neil	Dominello	<i>Caretaker Period</i>	Enoch			Ah Kit	Steel	Ogilvie	
DDMM	24 Feb 23	Gallagher, Shorten, O'Neil	Dominello	Pearson	Enoch	Michaels	Dawson	Ah Kit			

Notes:

The above table reflects the attendance of the minister responsible for data and digital transformation and citizen services at ADC, ADDC or DDMM.

Officials substituting for ministers were only explicitly mentioned in the communique for two meetings.

Some ministers responsible for digital appear to have asked other ministers to represent them occasionally.

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About Intermedium

[Intermedium](https://intermedium.com.au) researches the Australian and New Zealand public sector's use of information and communication technology and progress in digitising government services. Our independent and objective analysts utilise qualitative and quantitative data to analyse public sector trends in technology adoption, funding levels, and procurement. Almost 100 public and private sector clients utilise our syndicated content and online dashboards, consulting and research services.

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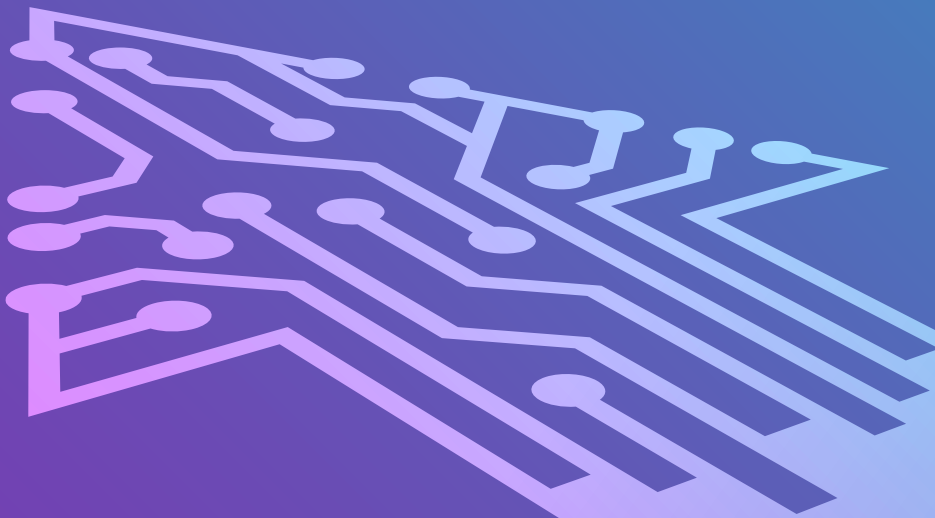
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