Intermedium

DIGITAL GOVERNMENT READINESS AND MATURITY INDICATOR REPORT

2024

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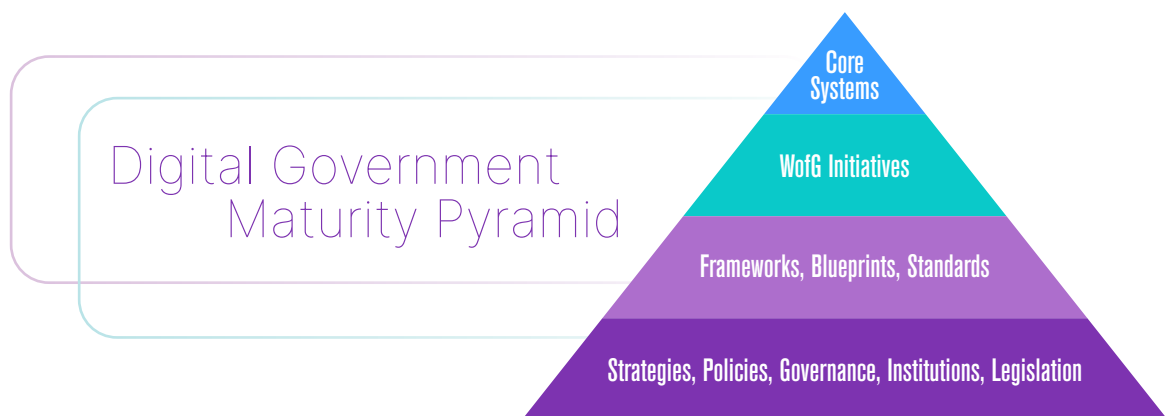
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About the DGRMI

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.

All 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 2024 DGRMI continues this investigation of jurisdictional progress across readiness *and* maturity.

Digital Government Maturity Pyramid

- Core Systems
- WofG Initiatives
- Frameworks, Blueprints, Standards
- Strategies, Policies, Governance, Institutions, Legislation

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

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

→ A score out of 10 for **digital government readiness** (the DGRI)

→ A score out of 10 for **digital government maturity** (the DGMI)

→ 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**

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's 2020 Digital Government Index[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-four weighted assessment elements sit under these criteria. Intermedium converts the DGMI scores into an index with a maximum value of 10.

Since Intermedium published its 2023 DGRMI in June 2023, it has become apparent that the relative importance of some of the criteria in the report should be changed to reflect social changes and fast-developing technologies. This report has to evolve with the rapidly-changing digital landscape, hence in this report and into future reports, the following will factor more heavily:

A The impact of AI on digital service delivery

B The growing emphasis on digital inclusion

Intermedium has added additional weighting to criteria related to these areas in this year's report.

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 2024 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 DGRMI is published on an annual basis. From 2024, Intermedium has decided to focus on the previous financial year as the assessment period in order to support a more consistent publication schedule. The Budget announcements of future funding by jurisdictions are typically provided towards the end of the financial year (typically from May to June). Therefore, in providing commentary on 2023-24 digital readiness and maturity developments, Intermedium has included government decisions taken in the year under evaluation about what to fund into the future.

Executive Summary

For the first time ever, twenty-four years after the then Federal government launched the short-lived Office of eGovernment and eight years after Intermedium's first readiness indicator report, all ten ANZ jurisdictions have established the foundation required for ongoing, effective digital transformation of services.

Even more encouragingly, no jurisdiction fell back in its digital government maturity.

In a year dominated by excitement and uncertainty over AI, the **Data and Digital Ministers Meeting** (DDMM)[2] released a **National Framework For The Assurance Of Artificial Intelligence In Government,** giving jurisdictions a foundation upon which to develop their requirements.

This framework, along with progress on digital identity, digital inclusion and community safety are clear indications of a growing tendency for jurisdictions to collaborate on national approaches to digitising citizen services and to sharing data across jurisdictional boundaries in an effective and lawful manner.

The passage of time has proved that overcoming the complexity of designing citizen-centric services in the face of entrenched agency procedures or legislative dictates is difficult, time consuming and costly but there are ever more encouraging signs of the determination to do this.

The DDMM agreed in June 2024 to a Services Australia trial of a **myGov** 'life events-based checklist', a simple initial step that was recommended in 2023's myGov audit chaired by David Thodey.

Taking a life event-based approach to service delivery is one of the most complex pan-jurisdictional issues, and has been on the agenda of governments since at least 2016.

NZ pioneered in this area, having released **SmartStart** as a single reference point for new parents in 2016. Many jurisdictions have now placed life event information on their websites, including Tasmania's 'What to do when someone dies'[3], Victoria's 'First home buyer guide'[4] and NSW's 'Starting and growing a family'[5].

A timeline of the development of life event-based services in Australia is at Appendix 3. It provides a major insight into how long it takes to achieve major services change in Australia's federated system of government.

In another encouraging trend, jurisdictional digital and ICT governance has increasingly become the responsibility of agency heads (Secretaries or Directors General) reflecting the growing

understanding that the digitisation of services is a core agency issue, rather than a CIO-level technical issue. Where there is CIO-level involvement in digital transformation governance, it tends to be via committees that report to a more senior governance level.

2023-24 saw a notable movement in the number of jurisdictions enabling citizens to use **myGovID** to access services with all states and territories having at least some services accessible via *myGovID*.[6] *myGovID* utilisation will not only improve citizen experiences of secure service provision, it will also eliminate jurisdictional duplication of effort.

With more features added in 2023-24, **myGov** is becoming increasingly useful to citizens, and while the Federal government has not as yet given it 'critical national infrastructure' status, the 2024-25 Budget allocated the platform $630 million over the next four-years, and $145 million per annum from 2027.

The **Digital ID Acts** passed the Senate in April 2024, bringing Australia a step closer to joining NZ in having an economy-wide Digital ID system. The **Digital ID Act 2024** and the **Digital ID (Transitional and Consequential Provisions) Act 2024** will have force from 1 December 2024.

Digital identity received $288 million in the Federal's 2024-25 budget, bringing the total amount of Federal funding for digital identity since 2015-16 to in excess of $1.1 billion.[7]

For the second year in a row, no jurisdiction fell back in its overall DGRMI (combined readiness and maturity) score in 2023-24. This is particularly encouraging, given jurisdictions are variously facing significant budgetary deficits and difficult societal challenges requiring major government policy development and investment. These challenges include cost of living pressures, housing crises, domestic violence and children at risk episodes and climate change-related emergencies.

Jurisdictions are aware of the importance of efficient and effective access to data upon which to make informed decisions about these challenges. Increasingly, citizens expect government responses to be executed speedily, accurately and with a minimum of stress on all impacted parties. It is well recognised across government that to deliver on these expectations, services from relevant agencies must be delivered and supported digitally.

With the developments seen in 2023-24, it is likely digital transformation has now so much momentum that it cannot be halted. Whether this momentum has progressed with the desired level of force and speed is a separate issue, but the ever-heightening level of data and digital governance across jurisdictions is one of the lead indicators that more politicians, ministers and senior executive administrators have 'got it' than ever before.

Digital Readiness Results

Any jurisdiction scoring above 9.0 is 'digital government ready' according to Intermedium's long-standing methodology.

Federal (10), NSW (10), ACT (9.6), NT (9.5), QLD (9.4), SA (9.4), VIC (9.4), TAS (9.4), WA (9.2) and NZ (9.2) are therefore all deemed to have arrived at the point where they have sufficient strategy,

policy, governance, and other foundations to support and enable their agencies to provide digital service delivery. NSW achieved its score of ten in 2022 and has therefore hit the ceiling of the index.

The Federal government's achievements with the **Data and Digital Government Strategy**, myGov enhancements, and digital ID progress made it the second jurisdiction to achieve the top score on readiness.

NSW's previous Minister for Customer Service and Digital Government, the Hon. Victor Dominello continues to be a strong champion of digital services after leaving government. In November 2023 he was appointed Chair of the **Services Australia Independent Advisory Board** (the remit of which includes providing advice on expanding myGov) and he was also appointed to lead the **Digital ID Expert Panel**.

Perhaps not coincidentally, NSW and the Federal Government are the only two jurisdictions with 100 per cent attendance at the DDMM (and its earlier incarnations) since its inception in 2018 (see Appendix 2).

ACT's readiness score dropped back slightly due to its aging (2020) strategy and its lack of updates. An updated digital strategy is due later in 2024.

NT's score improved slightly in 2023-24 due to the release of its *Territory Services* 'one-stop-shopfront' for citizen and business services in February 2024, replacing the 'Can-Do Business' and 'Digital Services' portals.

The new **SA.GOV.AU Dashboard** and TAS's **myServiceTas** citizen accounts were responsible for score increases in these two jurisdictions. TAS's new account supports the 'Tell us Once' principle by allowing citizens to notify changes of addresses to multiple agencies at once.

VIC's score increase was due to the ongoing expansion of services offered by **Service Victoria** and the statewide rollout of its digital driver's licence.

QLD's significant improvement to its score – rising from 8.4 to 9.4 – is due predominantly to the state-wide launch of its **digital driver's licence** and enhancements to its citizen digital account that support the 'Tell us Once' principle. In addition, the Department of Transport and Main Roads (DTMR) received $72 million over five years and $12 million per annum ongoing in the 2024-25 state budget to support its oversight of various digital initiatives, including the digital driver's licence app, digital identity platform, and the new government digital wallet.

WA's digital readiness score has remained static at 9.2, primarily because its service delivery agency, **ServiceWA**, is still formative and because its comprehensive **Privacy and Responsible Information Sharing (PRIS) Bill** is not expected to become law until 2024-25.

Until PRIS is enacted, WA remains without a legislative framework (privacy is currently governed by a combination of common law, entity-specific legislation and regulation). PRIS will take WA to privacy legislation leadership because it will provide not only privacy protections but an information-sharing framework, including protections for personal information in the use of automated decision-making and artificial intelligence systems. PRIS will also establish new responsibilities for the Information Commissioner and related roles.

Although it reached 'digital government ready' status in the 2020 DGRI, NZ's change of Government in October 2023 and the time needed for the new National-led government to find its footing and identify its priorities, were likely responsible for lower than usual new initiative digital/ICT funding in 2024-25. NZ has not updated its **Strategy for a Digital Public Service** since 2019, although the **2022 Digital Strategy for Aotearoa and Action Plan** contained some initiatives for government digital transformation.

A key difference between the leading jurisdictions on the leaderboard and the other jurisdictions is the degree to which they have progressed in establishing a WofG approach to digital service delivery.

NSW (**Service NSW**), TAS (**Service Tasmania**), FED (**Services Australia**), VIC (**Service VIC**) and the ACT (**Access Canberra**) have WofG service delivery entities.

WA (**Service WA**), SA (**SA.GOV.AU/SA.GOV.AU Dashboard**), NT (**Territory Services**) and QLD (**QLD.GOV.AU/My Account**) are taking a different path by developing a common centralised portal and digital account that supports multiple agencies to transact with citizens, enabled by underlying technologies. For example, QLD has a digital service delivery platform supporting different agencies to provide services across channels such as apps, portal, website (qld.gov.au), chat, voice (13QGOV) and counter channels.

NZ's **govt.nz** website gives citizens an access point to various services, however citizens are then taken to the relevant agency website offering a more decentralised experience.

The latter two approaches require strong adherence to interoperability and web design standards to ensure a common 'look and feel' user experience. Only time will tell if there is a difference in the efficiency and effectiveness of the digital services provided under these approaches.

Digital Maturity Results

Any jurisdiction achieving more than a score of nine in the digital maturity component of the index will be deemed to have reached a point of digital maturity against the current criteria. Therefore, no jurisdiction has as yet achieved this status but NSW (8.8), VIC (8) and FED (8) are all within striking range of this status. A second group, consisting of QLD (7.4), SA (7.2), WA (7.1), and ACT (7.1) are showing promising signs of reaching such maturity and the remaining three jurisdictions - NT (6.5), NZ (6.4) and TAS (4.9) have some distance to go.

NSW's ongoing lead position is due to its decade-long focus on digital and customer service which has given it a strong foundation of policies, guidance materials, governance arrangements and platforms resulting in its implementation of digital services.

VIC and FED both have a score of 8 but for different reasons.

VIC's score has been bolstered by the expanding **digital wallet**, the ongoing use of the **ICT dashboard** (as a transparency measure) and data infrastructure including the **Digital Twin Victoria Platform**.

FED's vision is to offer "world class" data and digital capabilities by 2030. It is making progress towards achieving this vision with core enablers such as digital identity. The OECD 2023 Digital Government Index, (which looks at the country as a whole and does not drill further into state or territory aspects of service delivery), placed Australia 5th on its leaderboard.[8]

FED's digital maturity score was also bolstered by the mandatory **Digital Service Standard**, the funding of data infrastructure such as the **Digital Atlas of Australia** and the **Dataplace** digital platform, and the comprehensive **Australian Government Architecture** suite of guidance.

QLD's score was driven by its extensive **Queensland Government Enterprise Architecture** and its initiatives for AI, with QGCDG Data and Artificial Intelligence (DAI) having developed various resources, including the **Use of Generative AI in Queensland Government** guideline, **AI Governance Policy, Foundational AI Risk Assessment** guideline and **QChat**, its virtual assistant for public servants.

The biggest improvement in maturity occurred in SA. It is now 'in progress' across most of the maturity criteria, resulting in a rise of almost two points on last year's score. Key initiatives include the **AI Governance Working Group** and the **Serving South Australia – One Stop Shop** initiative progressively establishing **SA.GOV.AU** as the single location for all online user interactions.

WA and ACT are level pegging on a score of 7.1. WA's strong score is driven by its comprehensive new **AI Policy and Assurance Framework**, its **Digital Capability Fund** and its **Digital Inclusion in WA Blueprint**.

ACT is supported by its mandatory **Guiding Best Practice Design and Delivery** guide and service delivery initiatives such as **'Tell us Once'** in the **ACT Digital Account**, where updated demographic or biographic information flows to other government services; and an integrated **Concessions Capability** where a citizen with a recognised and current concession status will have their concession benefits for all connected services automatically applied.

NT's score rose by 0.9 and is supported by clear capability planning in its **NTG Digital Solutions Roadmap (2022-27)** for current and emerging digital solutions. The NT has been on the front foot with AI assurance, establishing an **Artificial Intelligence Assurance Framework** adapted from the DDMM *National framework for the assurance of artificial intelligence in government.*

NZ's score has risen by 0.7, assisted by the publication of the **Algorithm Impact Assessment User Guide: Algorithm Charter for Aotearoa New Zealand**. This is an example of best practice, supporting agencies meet their commitments under the Algorithm Charter with guidance on how to identify, assess and document potential risks from AI systems and algorithms. The Charter commits agencies to various safety measures including transparency and human oversight when using algorithms in decision making.

TAS had an impressive rise of 1.3 in its score, but the score improvements of other jurisdictions meant that TAS remained at the bottom of the DGMI leaderboard. It scored well on public sector ICT/digital skills development, and for putting the 'Tell us once' principle into action with its citizen account. TAS sits behind NSW, WA, FED, NT and QLD in AI policy and governance developments.

Digital by design

Adopting a 'digital by design' approach has been widely accepted as the way of improving citizens experience of government and of maximising the impact of technology investments. It requires leadership and commitment at both the political and administrative levels of government.

The best 'digital by design' results were achieved by the jurisdictions with digital funding pool mechanisms (**NSW - Digital Restart Fund; WA - Digital Capability Fund; SA - Digital Investment Fund**) due to the stringent WofG digital principles and priorities tests applied to agency requests for funding from these pools.

NSW's Digital Restart Fund is legislated. Following the change of government in March 2023, a new set of priorities have been articulated for digital investment, and these align with the contemporary challenges facing all jurisdictions. The 'reset' DRF funds:

→ Projects which make it easier, safer, and simpler for frontline and essential workers to deliver services.

→ Projects with outcomes targeted at speeding up the supply of housing and acceleration of the housing planning cycle.

→ Projects which increase accessibility of government services for Aboriginal and Torres Strait Islander peoples, people from culturally and linguistically diverse (CALD) backgrounds, regional, remote, and rural communities, seniors, people with a disability, and people experiencing social issues and disadvantage.

→ Projects targeted at driving more efficient energy use and supporting biodiversity and the natural environment.

→ Projects aimed at reducing cyber security risk.

High-scoring jurisdictions had also focused on the impact and potential of AI in the delivery of government services. NSW has the longest-established AI Framework, WA is establishing an AI Advisory Board and NT has an AI Advisory Board. QLD has established a virtual assistant for public servants called Qchat.

FED has also prioritised the development of AI governance and guidance, twice publishing interim guidance for agencies on government use of generative AI platforms, establishing the **AI in Government Taskforce** of secondees from eleven APS agencies, an AI panel of experts from industry and academia, and embarking on an APS trial of **Microsoft Copilot**.

In June 2024, the DDMM released a **National Framework for the Assurance of Artificial Intelligence in Government**. It uses Australia's **AI Ethics Principles** as the basis for processes to support safe AI adoption. The Framework is risk-based, where higher risk applications of AI are subject to greater oversight, "including but not limited to external or internal review bodies, advisory bodies or AI risk committees, to provide consistent, expert advice and recommendations."

Approaches to building public sector digital and data capabilities differ significantly between

jurisdictions, with some emphasising broader economic skills development, likely to enhance the talent pool available to the public sector, whereas others focus on employee training.

FED is a digital skilling leader 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.

Jurisdictions which are arguably suffering from the greatest workforce challenges were among the strongest in this area. TAS's workforce capability program involving **Digital Skills Profiling and Workforce Planning**, a **Digital Careers Campaign** and **Digital Talent Pipeline Development** is the exemplar.

User-Driven

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

FED's new and mandatory **Digital Experience Policy (DX Policy)**, due to commence on 1 January 2025 with a transition period to 2026, will provide even more impetus to Federal efforts to provide user-centric services. The DX Policy includes digital standards for service, inclusion, access, and performance.

Eliminating the digital divide is a concern for most jurisdictions, but the range of programs and degree of investment from one jurisdiction to another varies significantly. All jurisdictions have mandated web accessibility standards and supported digital skills in groups such as seniors, but a greater level digital inclusiveness is emerging in some jurisdictions.

NSW targets the following groups under the inclusiveness criterion in its Digital Restart Fund: Aboriginal and Torres Strait Islander peoples; people from culturally and linguistically diverse backgrounds; regional, remote, and rural communities; seniors; people with a disability; and people experiencing social issues and disadvantages.

The leading jurisdictions are also investing heavily in communications technologies for regional communities with strategies that cover accessibility, affordability and availability. Leaders include:

➔ NSW, with its **Connectivity Strategy** and **Digital Connectivity Index**

➔ Victoria, with its **Victorian Government Digital Inclusion Statement (2022)** and

➔ WA, with its **Digital Inclusion in WA Blueprint**

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, analysis and visualisation, such as:

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

Most states and territories have agencies that have received or are under assessment for accreditation to become an Accredited Data Services Provider under the **Commonwealth's DATA Scheme** enabling them to more easily share data with the Commonwealth and perform services such as data linkage on agency datasets. The scheme uses the **Dataplace** digital platform for data requests, negotiations, monitoring and reporting.

The importance of collaboration in supporting data-driven government is further underscored by the **Intergovernmental Agreement on Data Sharing (IGA)** which commits jurisdictions to share public sector data as the default position, where it can be done securely, safely, lawfully, and ethically.

DDMM initiatives include:

- The **National Disability Data Asset (NDDA)** hosted on the **Australian National Data Integrated Infrastructure (ANDII)**, which will provide data-driven insights about the needs of, and outcomes for, people with disability; and
- A Federal and Victoria-led program to improve information sharing across jurisdictions on perpetrators of family and domestic violence.

Federal has been particularly active in 2023-24, releasing a **Data Maturity Assessment Tool** to assist agencies measure and improve data maturity and the **SES Accountabilities for Data initiative** to ensure senior executive service officers understand their data responsibilities.

Data analytics centres (or equivalents) continue to be a feature of some jurisdictions' data strategies to bolster WofG capability. Most jurisdictions have some form of dedicated analytics unit. Those who do not may struggle to achieve the same degree of maturity over all aspects of the data management life cycle, notwithstanding the recognition being given to the importance of data, and the level of governance over it.

Government as a Platform

The term 'platform' is becoming increasingly ubiquitous and is at risk of losing some of its key import as a result. For this aspect of the maturity indicator, its definition is the rules, resources and technologies that enable a seamless level of service for citizens or agency employees, who do not need to know which agency, or perhaps even which level of government is providing the seamless service.

However, in the current budgetary environment, the likelihood of large 'government as a platform' projects is low, due to complexity and cost considerations. In November 2023, FED halted further work on one such platform, the $250 million GovERP project.

GovERP had been expected to eventually cover approximately 130,000 public servants in 100

agencies. Instead, the previously mandatory WofG ERP system is to become Services Australia ERP and is optionally available to agencies who are also able to engage with other ERP suppliers.

Notwithstanding this, there are clear examples of jurisdictions continuing to push in the 'platform' direction.

The **Queensland Government Enterprise Architecture** foundation principles are typical of the approach most agencies are now taking. It states that investment decisions should be guided by the 'reuse, before buy, before build' principle; for back-end systems to be interoperable and deliver a "seamless, coordinated and personalised user experience"; and that agencies adopt a modular design approach of "independent, decoupled, reusable components with well-designed interfaces."

While expressed differently, these principles are present in most jurisdictions via architecture guides, templates, toolkits and GitHub libraries to support a common enterprise architecture. For example, NSW has reusable design, HTML and CSS UI components for agencies to create consistent, user-focused customer experiences.

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

The **Australian Government Architecture** (AGA) advises agencies on how to meet Federal's expectations on the delivery of digital capabilities and is embedded within the Budget process to ensure that only initiatives that comply with the AGA can obtain funding.

The common platforms in focus tend to be those that speed up service delivery, reduce duplication and support a seamless citizen experience. Therefore, most jurisdictions have focussed on establishing grants and WofG citizen service accounts to provide targeted services particularly when people or businesses need it most. An example is NSW's **Digital Notifications Platform** (for delivering email, SMS, push and MyService NSW inbox notifications).

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 nongovernment innovators. Leading open data offerings include FED's **data.gov.au** and **Digital Atlas of Australia**, VIC's **DataVic**, NZ's **data.govt.nz** and NSW's **data.NSW.**

Open government has at its heart the notion of transparency of government decisions, particularly as they directly impact citizens or businesses and other stakeholders. In this regard, an area that needs addressing is transparency in the publication of awarded contracts with major deviations across jurisdictions in reporting thresholds and the publication of details of contracts that have been awarded off whole of government contract arrangements or panels. VIC, QLD and SA are three of the jurisdictions with the least transparency of ICT contracting, however it is understood that the strategic sourcing function in VIC's Department of Government Services is setting the foundations to provide a 'system-wide' view of ICT sourcing.

Readiness and Maturity Combined Result

All jurisdictions increased their combined DGRMI scores in 2023-24. The readiness component leaders were once again more likely to also be leaders on the maturity leader board.

The 2023-24 DGRMI also highlights the challenges for smaller jurisdictions in building digital government maturity. The four largest ANZ jurisdictions (NSW, Federal, VIC, QLD) are in the top five DGRMI leaderboard positions. This is chiefly because they have more human and financial capital to apply to the digital and data initiatives measured in the DGMI.

It is therefore commendable that the ACT, NT and SA perform so well in the DGRMI. The success of these smaller jurisdictions is attributable to several factors, including their:
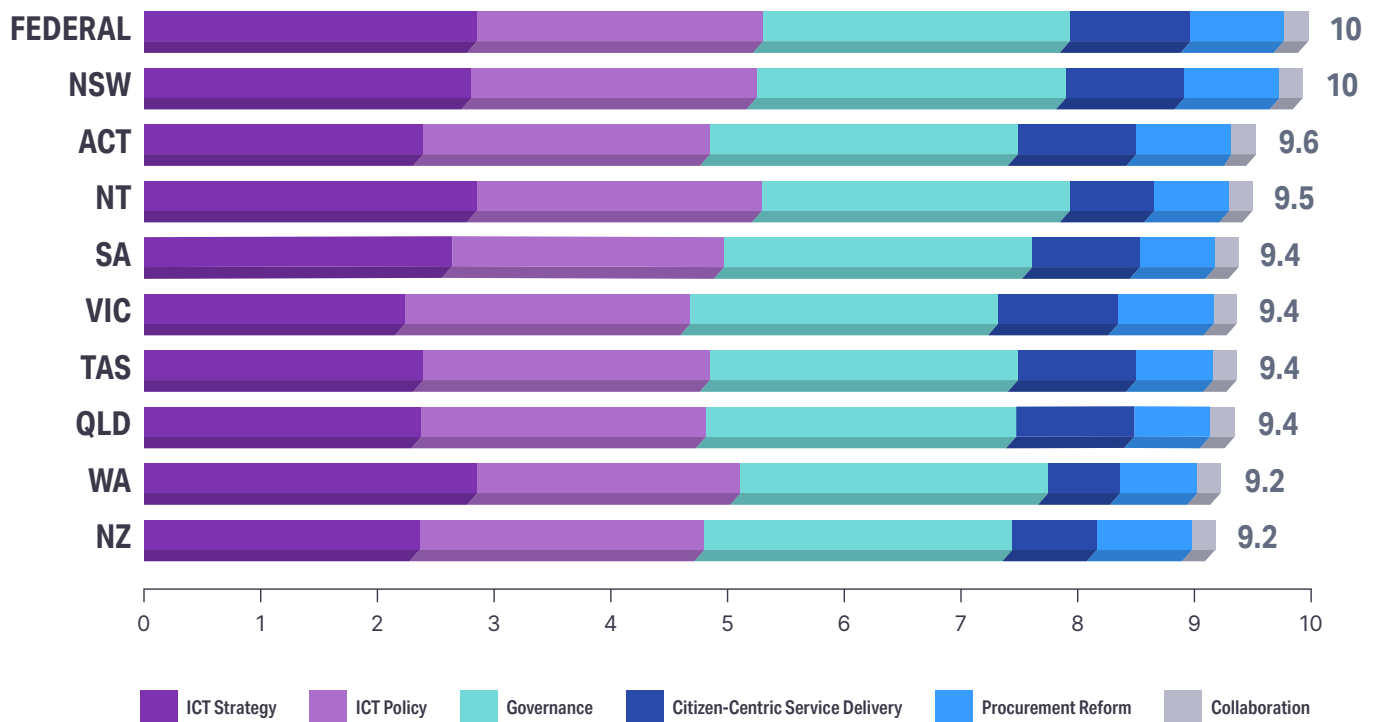
➜ Degree of ICT, digital and customer service delivery centralisation

➜ History of steady delivery against digital/ICT strategy

➜ Willingness to reuse and leverage knowledge and resources from larger jurisdictions

As Intermedium expected last year, the scores of SA, WA and QLD have improved significantly as they had major initiatives underway to build digital government maturity. Similarly, in 2023-24, many jurisdictions have indicated that they are at various stages of publishing or rolling out new strategies, policies, tools and platforms which will likely contribute to future score increases. Some of these include:

➜ NSW's new WofG digital strategy (for launch later in 2024)

➜ FED's **Policy for the Safe and Responsible Use of AI** (commences on 1 September 2024)

➜ WA's **Privacy and Responsible Information Sharing (PRIS) legislation** has been passed by the Legislative Assembly and is likely be debated in the Legislative Council in the next couple of months.

➜ ACT's **AI Policy and Assurance Framework** (expected to deliver in August 2024)

➜ QLD is developing a digital inclusion strategy, **First Nations Digital Strategic Plan**, and **Indigenous Data Strategy**.

➜ VIC is developing **WofG Generative AI guidance** and establishing an **AI Community of Practice**

➜ TAS is developing a **Digital Inclusion Strategy** and is soon to commence a consultative process

RESULTS
Overview

Digital Government Readiness Indicator 2024

FEDERAL	10
NSW	10
ACT	9.6
NT	9.5
SA	9.4
VIC	9.4
TAS	9.4
QLD	9.4
WA	9.2
NZ	9.2

Legend: ICT Strategy · ICT Policy · Governance · Citizen-Centric Service Delivery · Procurement Reform · Collaboration

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%**

Digital Government Readiness Progress 2024

Legend:
- ⊙ LIBERAL/COALITION IN GOVERNMENT
- ⊙ LABOR IN GOVERNMENT
- ⊙ LABOR/GREENS COALITION IN GOVERNMENT
- ⊙ NATIONAL-LED GOVERNMENT

NSW	10
Federal	10
ACT	9.6
NT	9.5
VIC	9.4
QLD	9.4
TAS	9.4
SA	9.4
WA	9.2
NZ	9.2
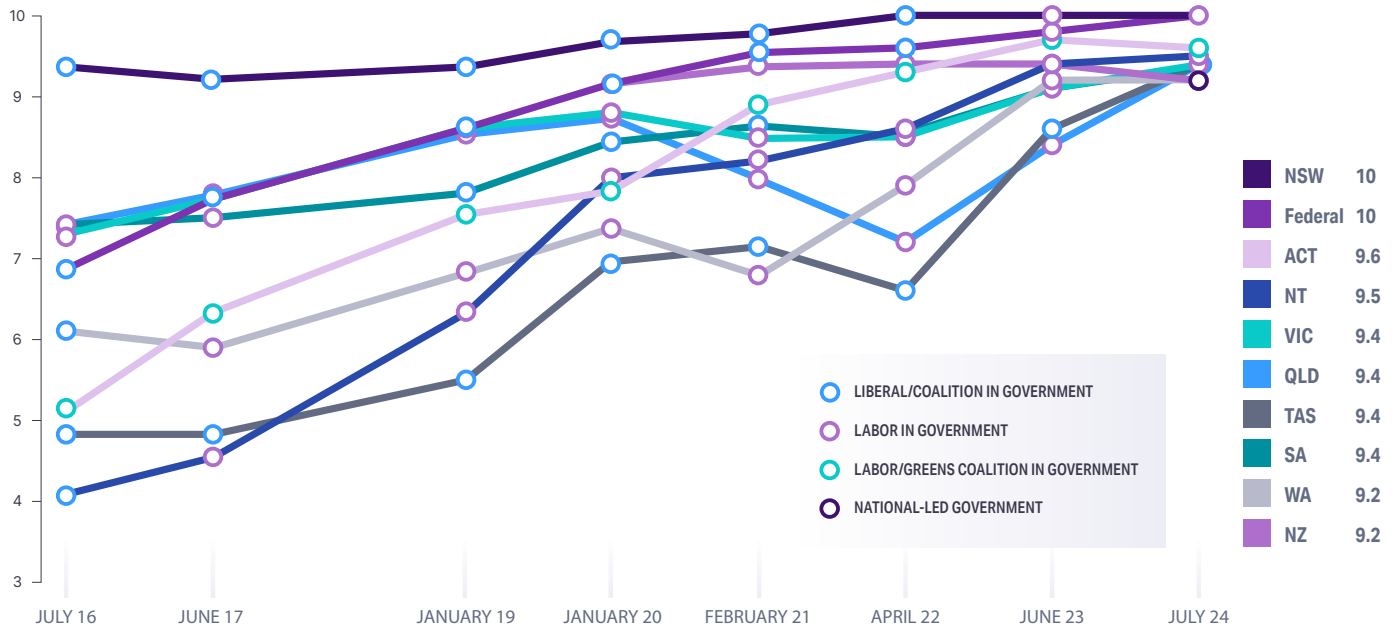
GRAPH 2

Digital Government Readiness Scores 2024

RANK	JULY 2016	JUNE 2017	JANUARY 2019	JANUARY 2020	FEBRUARY 2021	APRIL 2022	JUNE 2023	JULY 2024
1	NSW 9.4	NSW 9.2	NSW 9.4	NSW 9.7	NSW 9.8	NSW 10	NSW 10	FED 10
2	QLD 7.4	QLD 7.8	VIC 8.6	FED 9.2	FED 9.5	FED 9.6	FED 9.8	NSW 10
3	SA 7.4	FED 9.8	FED 9.6	NZ 9.2	NZ 9.4	NZ 9.4	ACT 9.7	ACT 9.6
4	VIC 7.3	VIC 7.7	QLD 8.5	VIC 8.6	ACT 8.9	ACT 9.3	NT 9.4	NT 9.5
5	FED 6.9	SA 7.5	SA 7.8	QLD 8.7	SA 8.6	NT 8.6	NZ 9.4	SA 9.4
6	WA 6.1	ACT 6.3	ACT 7.5	SA 8.5	VIC 8.5	SA 8.5	WA 9.2	VIC 9.4
7	ACT 5.1	WA 5.9	WA 6.8	NT 8.0	NT 8.2	VIC 8.5	VIC 9.1	TAS 9.4
8	TAS 4.8	TAS 4.8	NT 6.3	ACT 7.9	QLD 8.0	WA 7.9	SA 9.1	QLD 9.4
9	NT 4.1	NT 4.5	TAS 5.5	WA 7.4	TAS 7.1	QLD 7.2	TAS 8.6	WA 9.2
10	-	-	-	TAS 7.0	WA 6.8	TAS 6.6	QLD 8.4	NZ 9.2

TABLE 1

NZ added in January 2020

Digital Government Maturity Indicator 2024

State	Score
NSW	8.8
VIC	8
FEDERAL	8
QLD	7.4
SA	7.2
WA	7.1
ACT	7.1
NT	6.5
NZ	6.4
TAS	4.9

Legend: Digital by Default · User-Driven · Data-Driven · Government as a Platform · Open by Default
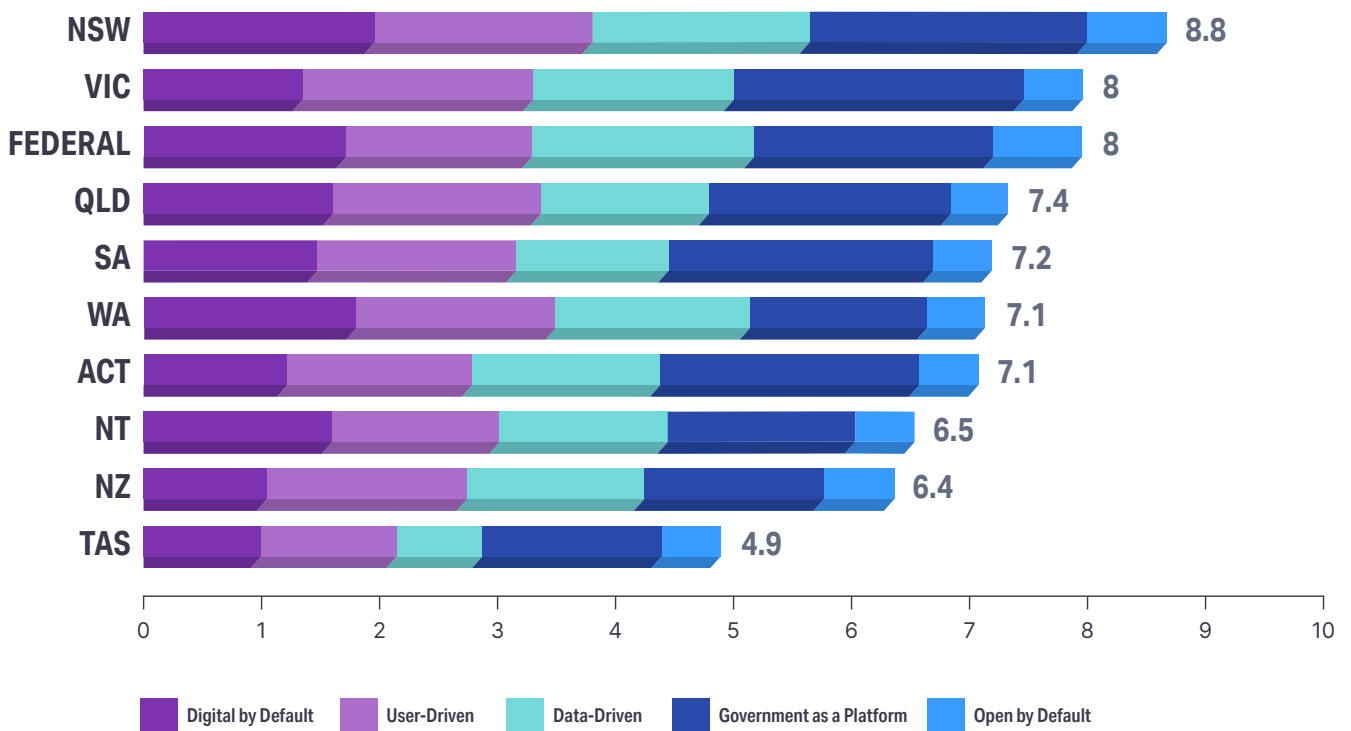
GRAPH 3

Weightings

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

NEC aws

Digital Government Maturity Progress 2024

NSW	8.8
Federal	8
VIC	8
QLD	7.4
SA	7.2
ACT	7.1
WA	7.1
NT	6.5
NZ	6.4
TAS	4.9

○ LIBERAL/COALITION IN GOVERNMENT
○ LABOR IN GOVERNMENT
○ LABOR/GREENS COALITION IN GOVERNMENT
○ NATIONAL-LED GOVERNMENT
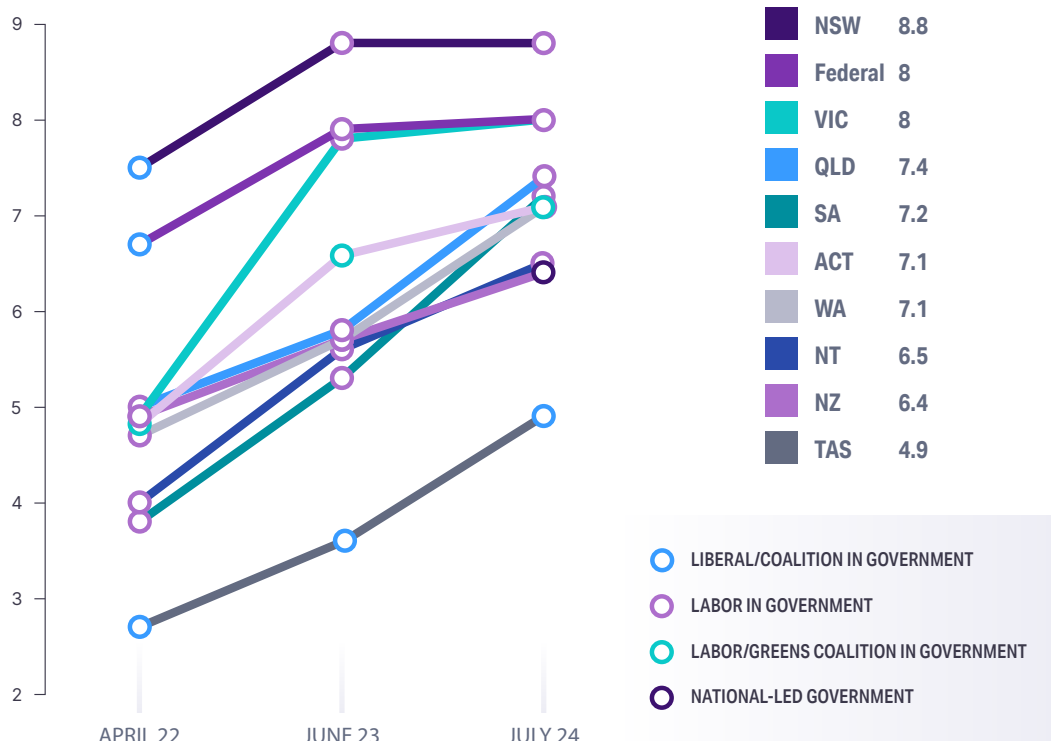
GRAPH 4

Digital Government Maturity Scores 2024

RANK	APRIL 2022	JUNE 2023	JULY 2024
1	NSW 7.5	NSW 8.8	NSW 8.8
2	FED 6.7	FED 7.9	FED 8
3	QLD 5	VIC 7.8	VIC 8
4	VIC 4.9	ACT 6.6	QLD 7.4
5	NZ 4.9	QLD 5.8	SA 7.2
6	ACT 4.8	WA 5.7	ACT 7.1
7	WA 4.7	NZ 5.7	WA 7.1
8	NT 4	NT 5.6	NT 6.5
9	SA 3.8	SA 5.3	NZ 6.4
10	TAS 2.7	TAS 3.6	TAS 4.9

TABLE 2

NEC aws

Digital Government Readiness and Maturity Indicator – Combined Score 2024

State	Score
NSW	18.7
FEDERAL	18
VIC	17.4
QLD	16.7
ACT	16.6
SA	16.6
WA	16.4
NT	16.1
NZ	15.6
TAS	14.3

Legend: ICT Strategy, ICT Policy, Governance, Citizen-Centric Service Delivery, Procurement Reform, Collaboration, Digital by Default, User-Driven, Data-Driven, Government as a Platform, Open by Default
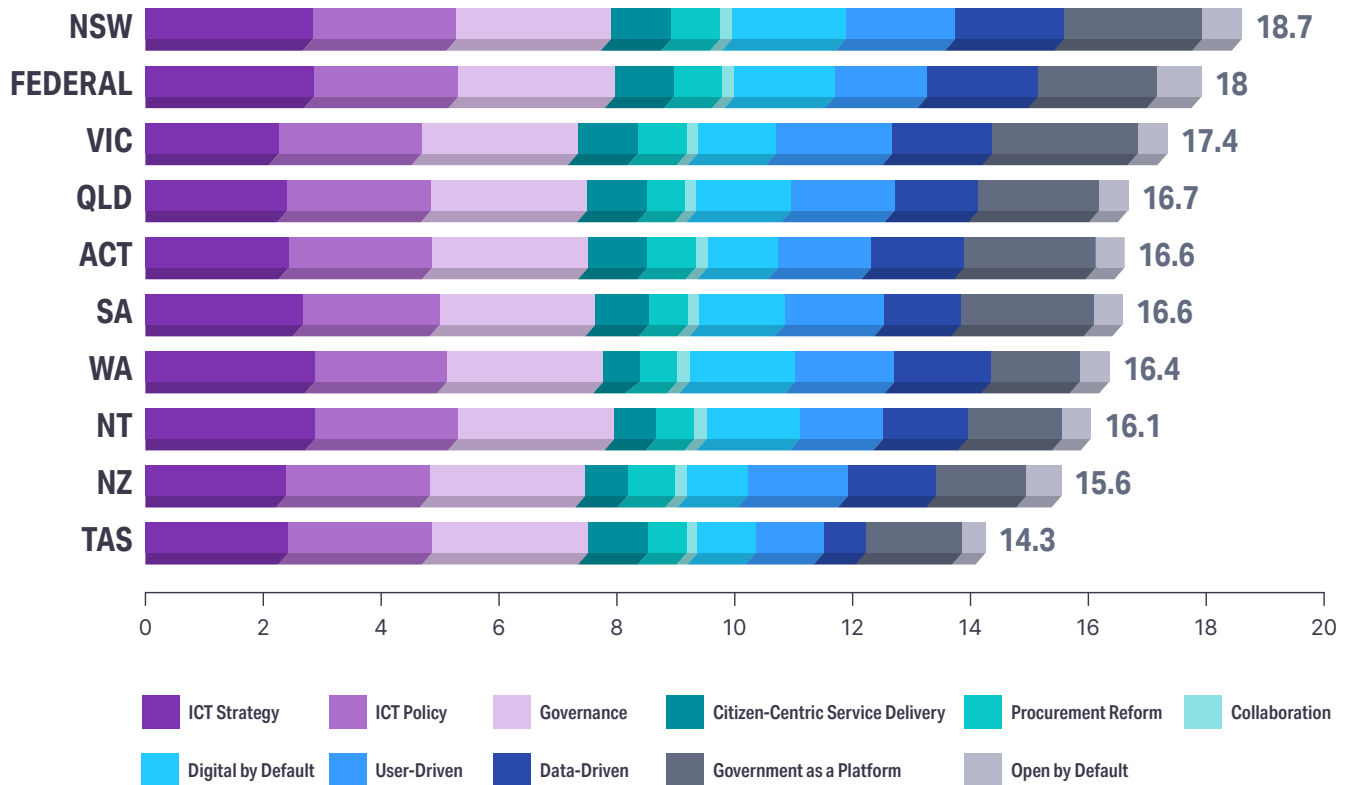
GRAPH 5

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.

NEC aws

Digital Government Readiness and Maturity Indicator – Combined Score Progress 2024

NSW	18.7
Federal	18
VIC	17.4
QLD	16.7
ACT	16.6
SA	16.6
WA	16.4
NT	16.1
NZ	15.6
TAS	14.3

○ LIBERAL/COALITION IN GOVERNMENT
○ LABOR IN GOVERNMENT
○ LABOR/GREENS COALITION IN GOVERNMENT
○ NATIONAL-LED GOVERNMENT
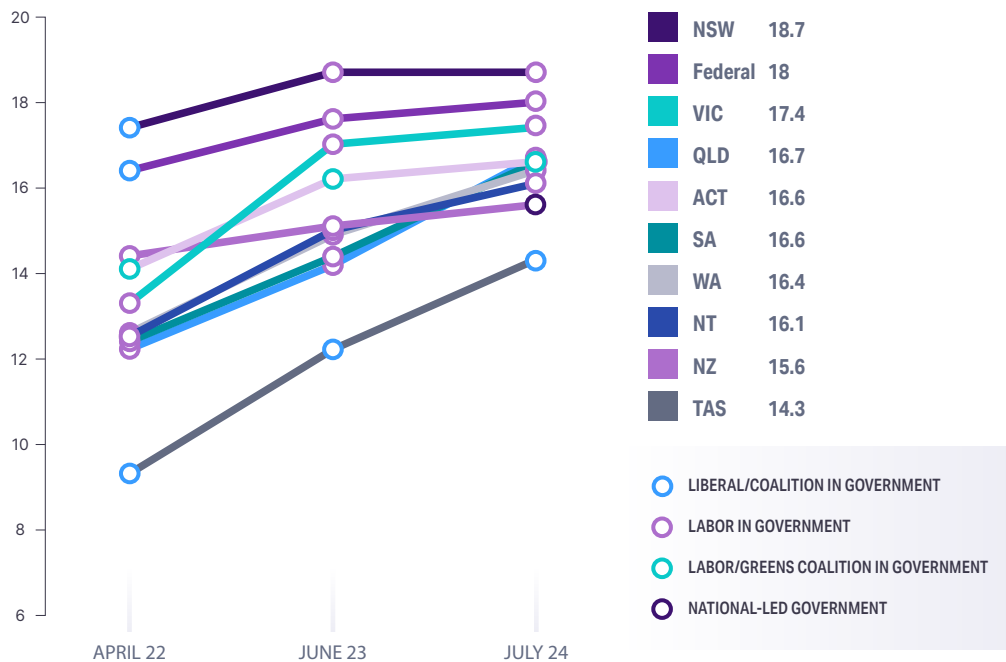
GRAPH 6

Digital Government Readiness and Maturity Indicator – Combined Scores 2024

RANK	APRIL 2022	JUNE 2023	JULY 2024
1	NSW 17.4	NSW 18.7	NSW 18.7
2	FED 16.4	FED 17.6	FED 18
3	NZ 14.4	VIC 17	VIC 17.4
4	ACT 14.1	ACT 16.2	QLD 16.7
5	VIC 13.3	NZ 15.1	ACT 16.6
6	WA 12.6	NT 15	SA 16.6
7	NT 12.5	WA 14.9	WA 16.4
8	SA 12.4	SA 14.4	NT 16.1
9	QLD 12.2	QLD 14.2	NZ 15.6
10	TAS 9.3	TAS 12.2	TAS 14.3

TABLE 3

New South Wales

Digital Government Readiness

10 out of 10

Government:
Labor

Responsible Minister:
Minister for Customer Service
and Digital Government, Jihad Dib

Strategy

Vision and goals

Beyond Digital [9]

Released in 2019, last updated in December 2022.

Comprises five strategic directions with each having several objectives:

→ **Put the customer at the centre**

- Design inclusive and accessible services based on customer journeys
- Strengthen transparency and trust
- Support citizens and businesses, particularly during hardship

→ **Build a strong digital economy**

- Use digital to drive industry reform and make it easier to do business
- Invest for customer outcomes and technology innovation
- Reuse platforms for rapid service delivery and better customer experiences
- Build smart places centred around the customer

→ **Engage and use data insights**

- Use real-time feedback to improve services
- Ensure customers receive easy-to-understand information
- Create services based on customer needs using data and behavioural insights
- Make data available

→ **Deliver safe and resilient services**

- Adopt emerging technology responsibly
- Increase connectivity, create seamless public safety and emergency response services
- Ensure sustainable funding of front-line systems, digital infrastructure and cyber security
- Build NSW domestic cyber security capabilities

→ **Develop capabilities for the future**

- Build customer service and digital capability in the public sector, especially in regions
- Increase diversity of the public sector workforce
- Attract, develop and retain talent
- Partner with academia and industry to develop talent

Several strategies complement **Beyond Digital**, including the:

→ **NSW Connectivity Strategy** (see 'Digital Inclusion Initiatives')

→ **NSW Government Data Strategy** (see 'Data-Driven Government')

→ **Artificial Intelligence (AI) Strategy** (see 'Support and oversight (AI)')

A new WofG digital strategy is in development and will be launched in 2024. It is expected to reset the digital ambition for the state, reflecting current digital trends and government priorities and provide measures and targets for the strategy implementation and progress.

Tracking mechanism

Portfolio agencies are responsible for their initiatives and publish updates on Digital NSW.

The **ICT and Digital Leadership Group (IDLG)** is responsible for the overall implementation of the Strategy, including monitoring the compliance of agencies. (See 'Governance' for details)

NSW Treasury mandates the annual evaluations of policies, projects, regulations, and/or programs.

Outcome measurement

Outcomes for many individual initiatives are explicitly measured and reported, but not necessarily on the Strategy website. For example, the Regional Connectivity program is an aspect of the inclusivity and accessibility strategic objective and is reported in the **NSW Digital Connectivity Index**[10] rather than on the Strategy website, (See 'Digital Inclusion Initiatives' for more detail).

Other outcomes are measured and reported in the:

→ **Service NSW Performance Dashboard**[11]: which provides a weekly

update on how the Government is tracking across delivery channels and programs.

➜ **Smart Places Initiatives and Programs**[12]: page on nsw.gov.au that includes information on projects underway.

Funding

Dedicated ICT / digital budget mechanism

Digital Restart Fund (DRF)

The DRF provides funding for digital initiatives provided proposed projects meet the eligibility criteria set out in the **Digital Restart Fund Act 2020**, and are prioritised against criteria relating to strategic alignment, viability, desirability, and feasibility.

In November 2023, the Government announced a reset of the DRF, aimed at funding digital solutions that address the state's challenges and government's key priorities. Projects now prioritised for funding under the DRF include:

➜ Projects which make it easier, safer, and simpler for frontline and essential workers to deliver services.

➜ Projects with outcomes targeted at speeding up the supply of housing and acceleration of the housing planning cycle.

➜ Projects which increase accessibility of government services for Aboriginal and Torres Strait Islander peoples, people from culturally and linguistically diverse (CALD) backgrounds, regional, remote, and rural communities, seniors, people with a disability, and people experiencing social issues and disadvantage.

➜ Projects targeted at driving more efficient energy use and supporting biodiversity and the natural environment.

➜ Projects aimed at reducing cyber security risk.

The DRF funding in 2024-25 has been allocated to initiatives including digital identity and verifiable credentials.

Budget priorities

2024-25 Budget initiatives include:

➜ $62.5 million to move 80 digital licenses to the new online **Licence NSW system**

➜ An additional $21.4 million to continue building the N**SW Digital Identity and Wallet**

➜ $22.7 million for DCS's **ID Support NSW** to build cyber resilience and help people affected by a data breach

➜ $500 million over the next four years for digital health initiatives

Policies

Privacy

The Information and Privacy Commission NSW (IPC) oversees:

➜ The **Privacy and Personal Information Protection Act 1998 (PPIP Act)** which specifies how NSW agencies must manage personal information and outlines the functions of the NSW Privacy Commissioner.

➜ The **Health Records and Information Privacy Act 2002** which specifies how agencies and health service providers must manage personal health information.

The **Mandatory Notification of Data Breach Scheme** requires agencies to notify the Privacy Commissioner and affected individuals in the event of a breach of their personal or health information by a NSW agency subject to the PPIP Act.

Data

The **NSW Government Data Strategy** [13]

➜ Seeks to put "data at the heart of decision-making"

➜ Focusses on collaboration, coordination, consistency and safety when using and sharing data and insights across government.

State Records NSW

➜ Provides oversight, standards and guidance including the **Digital Records Preservation Policy** [14]. The Policy requires that:

- Records are 'migrated forward' as technologies change
- Content and characteristics must remain unchanged through preservation processes
- Records must be preserved in context, secure and tracked
- Preservation programs should be flexible

Open Data

Open Data Policy (2020)

➜ States that data must be open by default, protected where required, prioritised, discoverable, usable, primary, timely, well managed, trusted and authoritative, free where appropriate and subject to public input.

Cyber security

NSW Cyber Security Policy (2023-24) [15]

➜ Outlines mandatory requirements for agencies (including application of the **Australian Cyber Security Centre (ACSC) Essential Eight mitigation strategies**)

➜ Agencies must provide an annual assurance assessment to Cyber Security NSW

NEC aws

Governance

Minister

Minister for Customer Service and Digital Government, Jihad Dib

WofG Agency

Digital NSW

➜ Sets WofG digital strategic direction and objectives for ICT and Digital

➜ Is part of the NSW Department of Customer Service (DCS)

➜ Is led by the **NSW Government Chief Information and Digital Officer (GCIDO)**

Interagency Executive level

NSW Secretaries Board

➜ The most senior leadership group for the NSW public sector

➜ Comprised of heads of all principal departments and chaired by the Secretary of the Premier's Department

➜ Ensures strategic alignment, coordinated actions and decision making in line with government priorities

Interagency ICT/ digital executive

Digital Transformation Board (DTB)

➜ Drives strategy, prioritisation, assurance and investment across government including advising the Minister for Customer Service and Digital Government on DRF funding

➜ Comprised of Deputy Secretaries from The Cabinet Office and Regional NSW, as well as Head of Strategy, Planning and Innovation, Infrastructure NSW

➜ Co-chaired by the GCIDO and the Deputy Secretary, Policy and Budget Group, NSW Treasury

ICT and Digital Leadership Group (IDLG)

➜ Advises government on policy, decisions and work programs (including the DRF)

➜ Develops and implements a WofG strategic approach for ICT and digital government and monitors agency compliance

➜ Provides assurance for ICT investment to support greater re-use of existing assets including development of digital building blocks and better overall project outcomes

➜ Facilitates better collaboration and sharing of expertise across the NSW public sector

➜ Comprises CIOs from across NSW Government

➜ Chaired by the GCIDO

Technical Design Advisory Group (TDAG)

→ Functions include:

- Facilitating the reuse of digital assets
- Mitigating risks associated with legacy systems
- Advocating for the adoption of contemporary technology and architecture
- Advising the IDLG and Digital NSW on programs.

→ TDAG members are nominated by the IDLG and come from the major NSW agencies

→ Chaired by Digital NSW

NSW Data Leadership Group

→ Provides leadership to accelerate data sharing and insights

→ Comprised of Chief Data Officers from across Government

→ Chaired by the DCS Chief Data Officer

→ Key actions include:

- Driving the implementation of the **NSW Government Data Strategy**, and the adoption of standards, frameworks, guidance, and tools
- Staying up to date on contemporary data architecture, technology, and practices
- Harmonising practices, reducing duplication and creating efficiencies across government
- Identifying and prioritising initiatives that require WofG collaboration and investment

NSW also has a range of cyber security, connectivity, and digital assurance risk advisory governance arrangements.

External advice

AI Review Committee

→ An independent advisory function mandated for use by agencies deploying AI that has been determined to be high risk under the **NSW AI Assessment framework**

→ Assesses AI projects/solutions and offers recommendations to mitigate risks.

→ Is comprised of experts in AI ethics and governance, risk management, data, privacy, cyber security, legal and compliance and AI technologies.

→ The **NSW Digital Assurance Framework** integrates AI risk oversight into ICT investment, requiring that the **AI Review Committee** is engaged when required and recommendations are managed to closure.

NEC **aws**

Key Service Delivery Agency

WofG Agency

Service NSW

→ Service delivery division of DCS providing over 1,300 NSW government transactions for 70 agencies

→ Offers digital, phone and physical channels.

Single front door

NSW.gov.au

→ The central website for Government information, organised around topics (e.g. community services, emergency)

→ Links to **MyServiceNSW** for services.

Life Event Navigators (on NSW.gov.au)

→ Provide information, advice and support organised around life events, e.g. 'having a baby', 'adopting a child', and 'starting primary school'.

→ Provides links to Federal, not-for-profit and private sector information.

OneCX Program

→ Aim is to make it easier to access information without having to understand or navigate the structure of government.

→ 400 websites across government to migrate to nsw.gov.au

Citizen account

Service NSW My Account and mobile app

→ Allows customers to access government services, digital licences, credentials, and vouchers. It is supported by the **Service NSW Mobile App** where agencies can create app-compatible versions of any service in My Account. Citizens can log into their MyServiceNSW Account on the mobile app.

Digital licences

→ The Service NSW app supports nine digital licences including licences for driving (used by 80% of licence holders), boating, recreational fishing, responsible service of alcohol and gambling, seniors cards, and working with children checks.

→ The **Verifiable Credentials** initiative involves creating digital versions of physical credentials in mutually recognised standards, starting with a digital first aid certificate.

Service NSW Business Profile

→ Helps businesses manage their needs in one place. Businesses can receive notifications, save time with autofill on applications, track application progress, search for tenders, access government grants and rebates, and manage industry-specific licenses.

Service NSW Business Bureau

→ Makes it easier for businesses to interact with Government. Enables businesses to book advisors and events, manage licenses, receive real-time notifications, connect with the Business Concierge team for personalized support, and handle vouchers, payments, reports, and locations for program participants.

Digital identity

NSW Digital ID (in development) will be interoperable with the **Australian Government Digital ID System** (AGDIS).

NSW Digital ID and **NSW Digital Verifiable Credential System** (in development) will:

→ Enable access to NSW Government and private sector services

→ Allow users to prove their identity using biometric verification

Procurement Reform

Procurement guidance

NSW Procurement Framework[16]

→ Includes mandatory and non-mandatory policies organised around objectives (e.g. value for money and fair and open competition)

→ Covers all forms of procurement (ICT/digital and otherwise)

Marketplaces and panels

The ICT Services Scheme

→ Is mandatory for agencies procuring digital/ICT

→ Is continuously open for new suppliers applications.

WofG panels exist for specific high use categories (e.g. cloud, professional services) and WofG agreements exist for major suppliers (e.g. Microsoft, Oracle).

buy NSW

→ Provides policies, guidance and other resources to agencies and suppliers.

→ Connects to agency systems via APIs.

→ The **Supplier Hub** contains information on over 60,000 suppliers (as of July 2024), across goods and services, construction and ICT categories, including scheme membership and supply category.

→ Buyers use the platform to search, find and engage with suppliers.

→ Includes *catalogues.buy.nsw* which enables agencies to 'click and buy' commodity products.

→ Recent enhancements simplify the creation and management of schemes and supplier applications, and a 'tell us once' facility that allows suppliers to share information across the buy NSW ecosystem.

→ On 1 July 2024, a new tenders module integrated with the Supplier Hub was released that provides a range of benefits to a range of stakeholders.

Innovation Procurement Pathways[17]

→ A Program to improve adoption of innovation-friendly procurement methods, including the use of a problem statement rather than technical specifications

→ Projects that have used these methods so far include the "AI in NSW Planning Solutions Panel" and an RFP for Intelligent Automation Toolsets for Revenue NSW

Social and economic outcomes

SME procurement commitments

→ 30 per cent of total ICT spending to be directly spent with SMEs. (This policy is under review as part of the implementation of election commitments.)

→ Agencies may buy directly from an SME up to $250,000.

Aboriginal Procurement Policy[18]

→ The 2021 targets have not been updated and remain at one per cent of spending and three per cent of the total contract number.

→ This policy is currently under review by NSW Procurement (in Treasury) and the Procurement Board.

Collaboration

Forums

DDMM

The Minister has attended all four DDMM meetings held since June 2023.

See also Appendix 1 'National Forums'.

NEC aws

Sharing solutions

Live NSW (Spatial Digital Twin) program

→ Collaborating with the Digital Twin Victoria team to reduce duplication of effort and share data sets.

→ Collaborating with Queensland and Western Australia; sharing advice and lessons learnt to support their Spatial Digital Twin initiatives.

→ Working with Geoscience Australia and federating spatial data as part of the **Digital Atlas** program.

FuelCheck App

→ Provides customers with real-time fuel prices across NSW and ACT in the app, and separate instance available for Tasmania

NSW Digital Birth Certificate (DBC) pilot (9 April to 31 May 2024)

→ A nationally viable product built in consultation with other jurisdictions.

→ The DBC can be adapted and rolled into a verifiable credential in the future.

Interstate emergency services connectivity interoperability

→ With Queensland, Victoria and South Australia

→ Allows for interstate emergency service organisation roaming while maintaining connectivity with communication centres.

  • NSW has interoperability with QLD

  • A proof-of-concept test will be started in the next three months with VIC.

  • Conducting technical discussions with SA.

Digital Government Maturity

8.8
out of 10

Digital by Default

Support and oversight (general)

Digital Restart Fund

→ Each proposal is considered against the legislative requirements of the Digital Restart Fund and its reset priorities, as well as NSW's **Register of State Digital Assets (SDA)**. SDAs are platforms, services and data for use by multiple agencies across NSW government. (See 'Architecture and systems interoperability' for details)

Digital Assurance Framework (DAF) (updated March 2024)[19]

→ Applies to all ICT and digital projects above $5 million including projects funded by the Digital Restart Fund

NEC aws

- → Comprises
  - • **Gateway Reviews** and periodic health checks to assess alignment with objectives and principles. Projects are assessed for time, cost, benefits, risks, and delivery issues.
  - • **A red/amber/green (RAG) status** tracks performance in each category.
  - • **Reporting** on how well projects are adhering to digital principles.
- → DCS's **ICT Digital Investment and Assurance Unit** supports the **Assurance Review Team**.

Architecture and systems interoperability

NSW State Digital Asset (SDA) Reuse Policy (effective from October 2023)

- → Defines SDAs, their necessity, usage mandates, exemption requests, and support, governance, assurance, and reporting requirements.
- → SDAs are platforms, services and data for reuse across agencies such as digital licencing and permits, payments, spatial data and grants management.[20]
- → The SDA Reuse Policy (2023) includes principles for agencies:
  - • 'Reuse whenever possible'
  - • 'Design and build for reuse'
  - • 'Run for reuse' (i.e. agencies must manage assets to enable ongoing reuse).

Digital Connectivity Principles [21] (March 2024)

- → Aim to ensure government-funded infrastructure is built with the necessary connectivity capabilities at the outset.
- → Mandatory principles for new projects over $10 million that require a business case.
- → Principles include assessing, planning and providing for digital connectivity needs, ensuring availability of the Public Safety Network, ensuring digital connectivity infrastructure is resilient and secure, integrating smart technologies, and optimising planning and place-based outcomes through accessible data.

Support and oversight (AI)

NSW has a comprehensive suite of AI guidance including an AI Strategy, Ethics Policy, and Assurance Framework.

AI Strategy [22]

→ Includes a series of actions, timeframes and responsible agencies

→ Will be updated in the next 12 months.

AI Ethics Policy

→ Mandated for all agencies starting September 2020 and updated in March 2022.

→ Outlines five key principles (Community Benefit, Fairness, Privacy and Security, Transparency, and Accountability) to ensure AI is used only when justified.

→ Defines agency requirements to meet the principles

NSW AI Assessment Framework (AIAF) [23]

→ Mandatory for all agencies.

→ AI projects over $5 million or funded via the DRF are subject to oversight from the DAF. (See 'Support and Oversight General').

→ AI projects less than $5 million and operational systems are subject to agency governance and assurance.

→ Digital NSW works with agencies to ensure compliance with the AIAF

→ Includes a self-assessment tool aligned with the NSW *AI Ethics Policy.*

Additional resources to support safe AI adoption include:

→ **GenAI - Basic Guidance** [24]

→ **A *Common* Understanding: simplified AI definitions from leading standards**[25]

→ **Chatbot Prompt Essentials** [26] (A practical guide to using GenAI tools like ChatGPT, Bard and Bing with expert prompt techniques)

→ **Cyber Security NSW generative AI** – End-user guidance (advises users of what they should and should not do to ensure safe use in the workplace)

Skills

Policies/ frameworks

Digital and Customer Capability Framework (DCCF)[27]

The DCCF is currently being reviewed. It will outline the capabilities and behaviours expected of employees to perform their work with a customer centric focus in a digital work environment.

NEC aws

Skills intake/ recruitment

NSW Government Graduate Program – Digital Stream [28]

➜ A WofG structured employment and development program introduced the digital stream in 2022, where graduates are offered tailored development and work on a range of digital government products and services.

➜ This program is coordinated by the Premier's Department.

University of Technology Sydney Industry Degree Academy (IDeA) program

➜ Agencies can employ cadets studying for a Bachelor of Computing Science or a Bachelor of Cybersecurity degree.

➜ Aims to increase the participation of women and those from low socio-economic status and diverse backgrounds.

1000 NSW Public Sector Apprentices and Trainees Program [29]

➜ Led by Training Services NSW

➜ The focus is on delivering 1000 NSW apprentices and trainees to agencies over three years (until 30 June 2026), including across IT and digital vocations.

Data Scholar Program

➜ Sydney University Masters students undertake work-based learning projects within the **NSW Data Analytics Centre** under a Scholarship Grant Agreement

Employee professional development/ skilling

ICT Career Pathway Framework [30]

➜ Covers 55 ICT roles and seven emerging roles to help employees understand their career options.

Digital career pathway tool [31]

➜ A web-based tool that covers over 220 roles across the sector and uses capabilities mapped to **Skills for the Information Age** (SFIA) v7 and **NSW Public Sector Capability Framework** to demonstrate career progression, mobility and growth opportunities within Government.

WofG cyber security training delivered by Cyber Security NSW includes:

➜ Cyber security learning platform

➜ Cyber security awareness training

  • 210,618 staff were trained in 2023.

NEC aws

Individual agencies take primary responsibility for training employees. Major programs include **eHealth NSW's Digital Academy** which offers training in streams including agile, analytics, cloud, customer centricity, and integration and interoperability.

Workforce skills/review

Workforce Skills Profile

The 2023 Profile is the first report of a new annual series focusing on public sector workforce skills. It applies the Australian Skills Classification from Jobs and Skills Australia to the Workforce Profile public sector employee data collected by the NSW Public Service Commission to profile the level and range of skills of public sector employees and the tasks they perform.

Cyber Security NSW partners with Investment NSW and the Australian Information Security Association to understand skills gaps and develop career pathways.

User Driven Government

User Experience Design

DRF

→ The DRF encourages discovery phases for a project through Seed funding, where agencies are incentivised to follow the design standards[32] to ensure services are designed around user needs.

Digital Service Toolkit [33]:

Maintained by DCS, the Toolkit guides teams delivering digital products and services. Includes:

- The **NSW Design System**
- The **NSW Design Standards**, which have ten minimum expectations
- User research and UX design guidance

The **Digital Accessibility and Inclusivity Toolkit** also provides specific guidance on conducting user research and testing with diverse groups.

Digital Inclusion Initiatives

Highlights:

NSW Connectivity Strategy

→ Establishes the goals that all citizens have metropolitan-equivalent digital connectivity, and that connectivity blackspots must continually decrease.

- A key initiative is the **NSW Digital Connectivity Index**[34]:
  - A public tool presenting detailed information on mobile and fixed digital connectivity
  - Assists digital inclusion program planning and infrastructure investments.

Regional Digital Connectivity Program

- The **Connecting Country Communities Fund**[35] allocates funds from NSW's Connecting Country Communities Program and Federal's **Mobile Black Spot Program** to improve regional connectivity.

NSW Accessibility and Inclusivity Toolkit[36]

- Supports agencies to build and buy digital products and services that everyone can use, regardless of ability, background or circumstances.

Closing the Gap Target 17: Equivalency of Digital Inclusion for Aboriginal and Torres Strait Islanders by 2026: DCS, NSW Coalition of Aboriginal Peak Organisations and BlaQ Aboriginal Corporation are partnering to meet Target 17 in a three phase project

A **Digital Inclusion Strategy** is being developed with public consultation via 'Have Your Say'.

Digital Inclusion Standards

Accessibility and Inclusivity Toolkit

Provides guidance to agencies to design, build, deliver, test and buy accessible products. As well as providing broader inclusion advice the guidance helps NSW Government digital products and services meet:

- Current version of WCAG level AA[37]
- Australian standard AS EN 301 549 Accessibility requirements for ICT products and services

Data Driven Government

Support and Oversight

NSW has various units supporting a data-driven approach, including the:

***NSW Data Analytics Centre* (DCS)**

- Works across government to build the sector's data capabilities, promote data sharing and support data led decision making.

***Behavioural Insights Unit* (DCS)**

- Works with agencies to improve the effectiveness of public services and policy using the latest behavioural science research and evidence.

NEC aws

Intermedium

→ Has developed a new approach to helping agencies reduce the amount of unnecessary friction in their processes. The approach is now being used by other countries and the OECD.

The **Data Policy Framework** includes a:

Information Management Framework [38]

→ Aims to enhance coordination, consistency, and maturity in handling information, data and records.

→ Includes high-level principles, governance requirements and capabilities.

Data Governance Toolkit [39]

→ Offers tools, resources, and guidance to help agencies streamline data governance, improve efficiency, and implement best practices.

Infrastructure

Live NSW Spatial Digital Twin and Spatial Collaboration Portal (DCS)

→ Collaboration tools for governments, industry and researchers

→ A 3D/4D model of NSW's environment to visualise and predict future scenarios.

→ Data custodians control who accesses their data.

API NSW [40] **(DCS)**

→ Provides developers access to find, integrate, and manage NSW government APIs.

→ Provides documentation, sample code and free API calls so users can read, test, and integrate.

→ Supports government and non-government apps, e.g. the Fuel API is used by the FuelCheck app and the NRMA and PetrolSpy apps.

NSW Linked Data Capability Hub (DCS)

→ Makes it more efficient for agencies to join up data assets and produce actionable insights.

Advanced Analytics Service (DCS)

→ A cloud-based platform providing agencies with a unified solution for data ingestion, centralised data storage, and analytics.

NSW Secure Analytics Lab (DCS)

→ A secure and controlled analytics environment for agencies and external researchers

NSW Insights Hub (DCS)

→ A solution which provides agencies with real-time data on customer experience of government services

➜ Data collected via the 'always on' **Customer Experience Survey** (CXS)

➜ Data can be segmented by community cohort, e.g. First Nations people, seniors, young people.

Government as a Platform

Digital Architecture

The **SDA Reuse Policy (2023)** compels agencies to 'Reuse whenever possible' and 'Design and build for reuse' (see 'Digital by Default' for details).

SDAs are identified through a government-wide reuse reference architecture, which defines common capabilities to be shared to achieve improved customer outcomes, government efficiency, and state productivity.

DCS provides agencies with common enterprise architecture guides, templates and toolkits.

ERP - Financial

No WofG system. Shared Services reform is underway to rationalise and simplify ERP HR and Financial Systems across NSW Government.

A WofG eInvoicing solution enabling digital exchange of invoices between suppliers and agencies has been rolled out to eight portfolios of agencies.

ERP - HRM

See Above.

ERP - Assets

No WofG system

Engagement

Have Your Say
Operated by DCS it supports agencies to build, promote and analyse consultations.

Grants management

Grants Management System (GMS) (led by the Department of Primary Industries and Regional Development – currently supports 65 per cent of all grant-delivering agencies)

Service NSW grants administration platform is being developed to enhance rapid and customer-centric grants delivery when required.

| CRM | **Digital Notifications Platform** (for delivering email, SMS, push and MyService NSW inbox notifications) |

Open Government

| Open data | **Data.NSW** (16,275 data sets as of July 2024) |

NSW has several domain-specific portals (e.g. Transport for NSW's Open Data hub, NSW Flood Data Portal and NSW Planning Portal Spatial Viewer) for specific government function data sets.

| Procurement transparency | **Buy NSW** (including Supplier Hub, Schemes Module and Tenders Module) |

Digital Government Readiness

10
out of 10

Government:
Labor

Responsible Minister:
Minister for Finance, Katy Gallagher

Strategy

Vision and goals

Data and Digital Government Strategy [41]

The Strategy's '2030 vision' is "simple, secure and connected public services, for all people and business, through world class data and digital capabilities".

The Strategy has five missions, each with multiple focus areas:

➔ **Delivering for all People and Business**

- Maximise the value of data
- Embed co-design
- Digital inclusion and accessibility
- Strengthen partnerships

➔ **Simple and Seamless Services**

- Digital by design
- Scalable and secure architecture
- Tell us once

➔ **Government for the Future**

- Adopt emerging technologies
- Modernise investment approaches

➔ **Trusted and Secure**

- Build and maintain trust in government
- Modernise legislation
- Connect data, digital and cyber security

→ **Data and Digital Foundations**

- Manage data as an asset
- Build a data and digitally capable APS
- Grow APS maturity

Tracking mechanism

The Strategy's implementation plan[42], roadmap timeline[43] and metrics framework[44] are to be updated annually.

Outcome measurement

The metrics framework measures the success of each Mission and includes a baseline. For example, 'Build and maintain trust in government' includes the metric '% people who trust government services' with the baseline from the **Trust in Australian Public Services (TAPS) Survey** (61% in June 2023).

Funding

Dedicated ICT / digital budget mechanism

There is no dedicated fund for digital or ICT investments, but the **Australian Government Digital and ICT Oversight Framework** [45] provides a digital and ICT funding mechanism.

Under this mechanism, the DTA works with agencies to identify proposed digital and ICT-enabled investments, analyses the WofG investment pipeline to identify gaps and reuse opportunities, and prioritises proposals against the Government's digital and ICT objectives.

Budget priorities

Major ICT and digital funding in the 2024-25 Budget includes:

→ $630 million over four years for myGov with $145 million per annum ongoing

→ $288 million over four years for Digital ID

→ $68 million for the **First Nations digital inclusion package** which includes:

- $40 million over four years to expand remote community Wi-Fi services
- $22 million over three years to establish a **First Nations Digital Support Hub** and to train digital mentors

Policies

Privacy

Privacy Act 1988

The Privacy Act 1988 is being reviewed for its relevancy to the digital age[46] with a Bill to overhaul the Act expected to be introduced in August 2024.[47]

The future Act will strengthen privacy protections by:

➜ Placing greater responsibilities on organisations to secure and destroy individuals' information

➜ Strengthening the powers of the **Office of the Australian Information Commissioner** (OAIC)

➜ Providing greater legal rights via the court system[48]

Data

The National Archives of Australia's data management policy[49] **Building Trust In The Public Record: Managing Information And Data For Government And Community Policy** came into effect in 2021.

The **Public Data Policy**[50] is intended to maximise the value and reuse of data by the government. It includes **SES Accountabilities for Data** and the **Australian Government Data System** among other materials. A WofG **Data Ethics Framework** to guide public data use is expected to be released by 2025-26.

The **Data Availability and Transparency Act 2022** established the **DATA Scheme** as a best practice way of sharing Australian Government data.[51]

The **Framework for Governance of Indigenous Data** guides agencies towards greater awareness of Indigenous Data Sovereignty principles.[52]

Open Data

The **Data and Digital Government Strategy** commits agencies to "make non-sensitive data open by default".

Cyber security

Protective Security Policy Framework[53] (PSPF)

The most important digital PSPF policies require agencies to:

➜ Identify and assess information holdings and implement risk-appropriate controls (Policy 8)

➜ Control access to ICT systems and information (Policy 9)

➜ Institute the Australian Cyber Security Centre's **Essential Eight Strategies to Mitigate Cyber Security Incidents** (Policy 10)

➜ Apply the **Information Security Manual's** principles across the ICT system lifecycle[54] (Policy 11)

Governance

Minister

Minister for Finance, Katy Gallagher

WofG Agency

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 projects

Interagency Executive level

Secretaries Board

➔ Is responsible for APS reform, including ICT and digital

➔ Comprises all departmental secretaries, the Australian Public Service Commissioner, and the CEO of the National Indigenous Australians Agency.

Interagency ICT/ digital executive

Interagency ICT / digital level governance includes:

Secretaries' Digital and Data Committee (SDDC)

➔ A sub-committee of the Secretaries Board

➔ Comprised of the heads of 13 agencies

➔ Co-chaired by the Secretaries of Finance and DSS

Digital Leadership Committee

➔ Provides executive oversight of WofG digital outcomes

➔ Reports to the SDDC

Deputy Secretaries' Data Group

➔ Provides oversight of WofG data outcomes

➔ Reports to the SDDC

External advice

External advice provision includes:

Services Australia Independent Advisory Board

➔ Established November 2023

➔ Provides advice on government services (including expanding myGov)

➔ Led by former NSW Minister for Customer Service and Digital Government the Hon. Victor Dominello

Digital ID Expert Panel

➔ Established October 2023

➔ Led by Victor Dominello

Artificial Intelligence Expert Group

➔ Established February 2024

➔ A 12-person group comprised of law, ethics and technology academics and leaders

First Nations Digital Inclusion Advisory Group

➔ See 'Digital Inclusion' for detail

Key Service Delivery Agency

WofG Agency

Services Australia

Single front door

Services Australia's ***myGov*** platform acts as a single access point for services from Centrelink, Medicare, ATO, NDIS, Child Support, Veterans' Affairs, and My Health Record and some states and territories

From 1 July 2024, Services Australia will assume responsibility from the DTA for the ***National Life Event Program*** with the intent of reducing the friction citizens experience when dealing with Australia's different levels of government.

Citizen account

myGov allows users to access multiple government services and update their details, check their benefits, and receive notifications with a single login.

Digital identity

The broader adoption of digital identity across the economy[55] was enabled in May 2024, with the passing of the ***Digital ID Act 2024*** and the accompanying ***Digital ID (Transitional and Consequential Provisions) Act 2024***.

These Acts also establish powers for the ***Australian Competition and Consumer Commission*** and the ***Information Commissioner.***

As of 2024, citizens can use their digital identity to complete digital statutory declarations (i.e. without the need for a witness).[56]

Procurement Reform

Procurement guidance

Commonwealth Procurement Rules (CPRs)

The CPRs were updated on 1 July 2024.[57] They:

➜ Require consideration of the economic benefits of procurements above $1 million (lowered from $4 million).

➜ Increase the target for SME share of contract value to:

- 35% - 40% for contracts up to $20 million
- 20% - 25% for contracts between $20 million and $1 billion

APS Strategic Commissioning Framework (2023)

Intends to reduce "inappropriate outsourcing" and strengthen the APS[58] by making APS employment as the default and requiring agencies to use APS networks first.

In line with this framework, the Government has established the in-house consulting service **Australian Government Consulting**.

Marketplaces and panels

BuyICT

BuyICT, managed by the DTA, is the WofG platform for connecting suppliers with buyers and hosts marketplaces for Telecommunications; Cloud; Data centre; Hardware; Software; and Digital.

A new **Digital Marketplace (Panel 2)**, for ICT Labour Hire and Professional and Consulting Services, will replace the existing Digital Marketplace. It will establish consistent contracting terms, and provide agencies with greater price transparency.

Social and economic outcomes

Include spending two per cent of value on Indigenous business in 2023-24 (the figure increases by .25 per cent each year).[59]

The CPRs allow agencies to procure directly from SMEs and Indigenous businesses in certain circumstances provided they can demonstrate value for money and are below $200,000 ($500,000 for Defence).[60]

Collaboration

Forums

DDMM

The Minister for Finance chairs the DDMM. The Minister for Cyber Security and the Minister for Government Services also attend the DDMM regularly.

The Federal government has established the **Digital Employment Forum** with the Tech Council of Australia to improve how Australia attracts and trains tech workers.

The Federal government participates in the Organisation for Economic Co-operation and Development (OECD) with DTA representation on the Working Party of Senior Digital Government Officials (E-Leaders) and the Australian Public Service Commission's representation on the Public Governance Committee.

It is a member of the **Digital Government Exchange** gathering of Government Chief Information Officers (CIOs) and has bilateral engagements with foreign governments to share experiences.

See also Appendix 1 'National Forums'.

Sharing solutions

The Victorian Government uses a white-labelled version of Federal's **BuyICT platform**.

The **myGovID app** can be used to access many state and territory government services across housing, education, payments, and registries. [61]

Digital Government Maturity

8
out of 10

Digital by Default

Support and oversight (general)

Since December 2023, agencies have been required to consult with the DTA before seeking new policy proposal (NPP) funding to ensure that any ICT elements of the proposal align with WofG policies.[62]

The consultation includes agreement on Assurance Plans (which will be monitored by the DTA).

The DTA manages the six-stage WofG **Digital and ICT Investment Oversight Framework** [63] with key oversight at:

➜ Stage 2 (prioritisation), where the DTA ensures the investment pipeline is consistent with **Data and Digital Government Strategy** missions and criteria.

NEC aws

Intermedium

➜ Stage 3 (contestability), where the DTA assess investment proposals against WofG digital and ICT policies, best practices and standards to ensure proposals are robust before funding decisions are made.

Architecture and systems interoperability

The AGA supports the goal of a consistent, simple and modular platform architecture across government. It includes capabilities, policies, strategies, designs and standards to help agencies identify existing investments to leverage and to ensure that all new investments are effective and efficient.

The AGA is implemented through close integration with the Investment Oversight Framework and referencing WofG requirements such as:

➜ **Digital and ICT Reuse Policy** [64]

➜ **Digital Sourcing Framework** [65]

➜ **Secure Cloud Policy** [66]

➜ **Hosting Certification Framework** [67]

➜ **Assurance Framework for Digital and ICT Investments** [68]

➜ **Benefits Management Policy** [69]

Support and oversight (AI)

The development of AI governance and guidance has been a priority since early 2023.

The DTA has twice published an **Interim guidance for agencies on government use of generative AI platforms** with the latest guidance specifying two 'golden rules'. Staff must:

➜ Be able to explain, justify and take ownership of decisions;

➜ Assume any information input to public tools could become public.

AI in Government Taskforce
The nine month taskforce was established by the Secretaries Board's Future of Work Committee, and concluded on 30 June 2024. It comprised secondees from eleven APS agencies, and was tasked with developing AI policies, standards and guidance.

Copilot trial
An APS trial (60 agencies) of Copilot for Microsoft 365

AI Expert Group
DISR established a 12-person AI Expert Group of law, ethics and technology experts to advise on regulation in high-risk settings in February 2024.[70]

Policy for the Safe and Responsible Use of AI
The government's **Policy for the Safe and Responsible Use of AI,** aligning with the **National Framework for the Assurance of Artificial Intelligence in Government**[71] (see DDMM section for details), will commence on 1 September 2024.[72]

NEC **aws**

Skills

Policies/frameworks

Delivering for Tomorrow: APS Workforce Strategy 2025 [73]

Under this strategy, agencies should:

➔ Prioritise skilling for emerging digital and data roles

➔ Design agile work practices to support mobilisation

➔ Strengthen talent attraction and retention

Skills intake/recruitment

Entry level skills programs include:

➔ Graduate program Digital stream led by APSC [74]

➔ Graduate program Data stream led by the ABS [75]

➔ Digital Traineeship Program [76]

➔ Data and Digital Cadet Program [77]

Employee professional development/skilling

Professional development and skilling includes:

➔ APS ***Digital and Data Profession*** workforce streams, offering a variety of resources to improve career growth and development

➔ An ***APS Career Pathfinder*** tool to explore career options [78]

➔ ***APS Academy*** short courses

➔ ***Digital Traineeship*** program [79]

➔ ***Women in Digital and Women in IT Executive*** programs

Workforce skills/review

The APSC is developing a ***WofG APS Digital and ICT Workforce Plan*** which is due to be released in 2025-26.

User Driven Government

User Experience Design

According to the mandatory **Digital Service Standard**, which consists of 10 criteria, agencies must engage with end users during service design

Digital Experience Policy (DX Policy)

The DX Policy [80] is due to commence on 1 January 2025 with the standards coming into effect over a transition period through to 2026. The DX Policy comprises:

➔ *The aforementioned **Digital Service Standard** (DSS)* [81]

➔ **Digital Inclusion Standard** (DIS) – see 'Digital inclusion' for detail

➔ **Digital Access Standard** (DAS) – decision-making criteria for agencies to identify if there are integration options with existing services

→ **Digital Performance Standard** (DPS) – sets monitoring and reporting requirements for digital services

Digital Inclusion Initiatives

First Nations Digital Inclusion Plan 2023–26[82]

The Plan focuses on access, affordability and digital ability. It includes initiatives for agencies in all jurisdictions as well as private sector providers.

The **First Nations Digital Inclusion Advisory Group** established in 2023, is preparing its first roadmap after handing down an initial report with recommendations[83] that include:

→ That at least 10 per cent of **Mobile Black Spot Program** funding be for projects that benefit First Nations people

→ **First Nations Digital Support Hubs** and a digital mentoring network.

  • This was taken up in the 2024-25 Budget

Framework for the Governance of Indigenous Data

→ A single framework for working with Indigenous data, aligned with Indigenous Data Sovereignty principles and the objectives of the Australian Government.[84]

→ A seven-year implementation plan is being developed, guided by 4 principles

→ **Target 17** of the **National Agreement on Closing the Gap** commits the government to ensuring that Aboriginal and Torres Strait Islander people have equal levels of digital inclusion by 2026.[85]

Other key digital inclusion initiatives include:

→ Mobile and digital connectivity programs[86]

→ The **Be Connected** initiative builds the digital confidence and skills of older Australians[87]

Digital Inclusion Standards

Agencies must support digital inclusion, including via the:

→ **Digital Service Standard**

  Criterion 3 'Leave no one behind' requires compliance with the latest **Web Content Accessibility Guidelines**[88] and **Australian Government Style Manual**[89]

→ **Digital Inclusion Standard**

Data Driven Government

Support and Oversight

The **Data and Digital Government Strategy** requires agencies to:

→ Appoint a senior data officer

→ Embed data standards and best practices

→ Develop a plan for using data

Key developments in the last 12 months include:

→ The release of the **Data Maturity Assessment Tool** [90] to assist agencies to measure and improve data maturity

→ **SES Accountabilities for Data** initiative (released 2024)[91]

The Government continues to run the **APS Data Profession** (see Skills for details) and offers various data courses via the **APS Academy**.

A **Data Ethics Framework** is expected to be released by 2025-26.[92]

Infrastructure

Digital Atlas of Australia[93]

→ Released in 2023

→ Allows agencies to access geospatial data and tools for more effective policy development and service delivery.

The Australian National Data Integration Infrastructure (ANDII)

→ Enables agencies to share, integrate and manage data in a cloud environment

→ Seen as a vital piece of cross-jurisdictional data infrastructure and will be expanded over time

→ First used with the **National Disability Data Asset**

Person Level Integrated Data Asset (PLIDA)[94]

→ Combines various data sets and population demographics to provide whole-of-life insights about various population groups in Australia.

Business Longitudinal Analysis Data Environment (BLADE)[95]

→ Combines tax, trade and intellectual property data with survey information to provide a better understanding of the Australian economy and business performance over time.

Other data infrastructure examples include:

→ The **DATA scheme**[96] which uses the **Dataplace** digital platform for data requests, negotiations, monitoring and reporting.

→ **ABS's Secure Environment for Analysing Data**[97]

→ Office of the National Data Commissioner's **Australian Government Data Catalogue** [98]

Government as a Platform

Digital Architecture	The AGA advises agencies on how to meet the Government's expectations on the delivery of digital capabilities. It is embedded within the Budget process to ensure that only initiatives that comply with the AGA can obtain funding.
ERP – Financial	No WofG solution.
ERP - HRM	No WofG solution
ERP - Assets	No WofG solution
Engagement	No WofG solution.
Grants management	*GrantConnect*
CRM	No WofG solution.

Open Government

Open data	*Data.gov.au* Over 105,000 datasets as of June 2024. *Dataplace* A digital platform for agencies and other organisations accessing data for service delivery, policy development and research. It supports data requests, negotiations, monitoring and reporting. *The Transparency Portal* Provides access to corporate documents (e.g. annual reports) and tools to assist users generate comparative reports. In 2024, the DTA started publishing performance data on major digital projects.[99]
Procurement transparency	*AusTender*

17.4
out of 20

Digital Government Readiness

9.4
out of 10

Government:
Labor

Responsible Minister:
Minister for Government Services,
Gabrielle Williams

Strategy

Vision and goals

The ***Victorian Digital Strategy 2021-2026*** [100] was authored by Digital Victoria, the precursor to the Digital Transformation Group within the Department of Government Services. It contains the following desired outcomes:

→ **Better, fairer, more accessible services**

- Experiences that support and empower everyone
- Low / no touch, effortless interactions
- Universally accessible government services
- Personalisation on your terms
- Secure, trusted and reliable services

→ **A digital-ready public sector**

- Evidence-based decision-making and co-designed policy
- Responsive, resilient, connected government
- Simplified operations that maximise human talent
- Digital mindsets, skills and ways of working
- Digital ethics, privacy and security

→ **A thriving digital economy**

- Digital literacy and inclusion
- A connected, thriving regional and rural economy
- Seamless digital interactions with business and beyond
- Future-ready, resilient industries
- A magnet for talent and investment

The Strategy includes:

→ **Digital enablers**

→ **Design principles**

→ **Digital guidelines**

The Department of Government Services (DGS) is now responsible for WofG digital strategic direction. Its Corporate Plan includes the following three digital-related objectives:

→ Make it easier for citizens and businesses to engage with government

→ Accelerate digital transformation

→ Corporate services that enable better service delivery and drive productivity over time

Tracking mechanism

The Strategy does not contain specific initiatives with responsible agencies, or have a timeline, and Victoria does not publish public WofG Digital Strategy updates. However, internal Digital Strategy Progress Updates are considered by senior digital leaders in the Victorian Public Service (VPS).

The **Victorian Government IT project dashboard**[101] provides information on projects above $1 million, including benefits, cost, stage and status.

Outcome measurement

There are no detailed outcome measurements attached to the Strategy, but DGS's 'Department Performance Statement' Budget paper[102] (page 56) contains performance measures, targets and outcomes for the three objectives listed above. These broadly align with the WofG Strategy's vision and goals.

Funding

Dedicated ICT / digital budget mechanism

Victoria does not have a dedicated fund for digital or ICT investments, but accelerating digital transformation is a key government priority, as outlined in the 2024-25 State Budget.

2024-25 Budget priorities

Key budget initiatives include:

→ $25 million over three years to DGS for a shared human resources platform

→ $11 million to DGS's Cyber Defence Centre

→ $213.7 million to modernise the Digital Train Radio System

→ $35.2 million for safer digital healthcare

→ $32.8 million for contact centres

- → $18.7 million to modernise the delivery of public housing maintenance.
- → $11.7 million for improved data capability to support early intervention investment.
- → $4.4 million to develop a thriving digital economy.
- → $14.8 million to support a circular economy to realise benefits of previous investments in Victoria's waste data systems and infrastructure.

Policies

Privacy

Privacy and Data Protection Act 2014

- → Includes **Information Privacy Principles**[103].
- → The **Office of the Victorian Information Commissioner** (OVIC) oversees compliance and can review Freedom of Information decisions.
- → In 2024, OVIC released a statement that agencies must not use personal information with ChatGPT.[104]

Data

Victorian Data Sharing Act 2017

- → Enables data to be shared across government while providing safeguards and oversight.

Public Record Office Victoria (PROV)

- → Provides recordkeeping standards, policies, and services[105] including the **Create, Capture and Control Standard** which contains requirements for preserving digital records.

Open Data

DataVic Access Policy [106] states Government data should be open by default.[107]

Cyber security

Victorian Protective Data Security Framework (VPDSF)[108]

- → Provides a risk management approach to information and data security.
- → Requires agencies to comply with the VPDSS (see below) and attest compliance to OVIC.

Victorian Protective Data Security Standards (VPDSS)[109]

Contains 12 standards covering governance, information security, ICT security, personnel security and physical security.

Both the Framework and the Standards are mandatory for most agencies.

Governance

Minister

Minister for Government Services, Gabrielle Williams

WofG Agency

Department of Government Services (DGS)

Established 1 January 2023, combining digital, corporate, regulatory and dispute services from separate agencies.

➔ Contains the **Digital Transformation Group**, (formerly Digital Victoria) the WofG entity for digital policy, reform and shared service transformation.

➔ DGS provides strategic and policy leadership and investment advice and oversight to drive government digital transformation, ensuring investment proposals meet WofG digital objectives.

Interagency Executive level

Victorian Secretaries Board (VSB)

➔ Comprised of the secretaries of 10 departments, the Victorian Public Sector Commissioner, and the Chief Commissioner of Victoria Police.

➔ Guides and oversees digital transformation progress.

Interagency ICT/digital executive

Chief Information Officer (CIO) Leadership Group

➔ Comprised of CIOs from across government

➔ Key areas of focus include cloud migration, corporate platforms, procurement efficiency, and WofG ICT Architecture.

Chief Data Officer (CDO) Leadership Group

➔ Comprised of senior executive data leaders from across government

➔ Key areas of focus include data reform, administration of the **VPS Data Sharing Framework**, and the development of consistent systems

Victorian Government Cyber Security Leadership Group

➔ Comprised of senior executive cyber security leaders

➔ Key concerns include reviewing and monitoring the implementation of the 2021 cyber strategy and mission delivery plans[110].

Victorian Government Purchasing Board (VGPB)

➔ Comprises at least six procurement professionals from inside or outside government

➔ Sets procurement policies, including for ICT.

External advice

VGPB includes external expertise.

DGS' IT and Data Advisory Board includes two external advisors.

Key Service Delivery Agency

WofG Agency

Service Victoria (a portfolio entity within DGS)

Single front door

Vic.gov.au

→ Provides a single access point for government information. Citizens needing to undertake an online transaction are sent to Service Victoria.

Service Victoria

Allows citizens to access over 130 services online with another 60 planned for introduction in 2024-25. [111]

Service Victoria digital wallet (app)

→ Provides a digital wallet for storing and sharing digital credentials. In May 2024, Victoria began a state-wide rollout of *Digital Driver's licenses* following trials in 2023. Full licence holders with the VicRoads or Services Victoria app automatically get a digital licence.[112]

→ There are 2.8 million active app users as of June 2024.

→ The app supports ten digital cards in total, including working with children, veterans' cards, fishing licences and seniors' cards.

Citizen account

Service Victoria My account allows users to access and manage a variety of Victorian government services online. Users can view transaction history, and update personal information.

Digital identity

Service Victoria identity verification

Allows users to verify their identity via a smartphone to access their *Service Victoria My account*. Citizens can save their digital ID once verified, which involves showing identity documents and taking a selfie (liveness test).

Victorians cannot use Federal's myGovID to access their Service Victoria My account.

Procurement Reform

Procurement guidance

Five policies set by the VGPB guide ICT and digital procurements:

1. governance
2. complexity and capability assessments
3. market analysis and review
4. market approach
5. contract management[113]

The Department of Treasury and Finance (DTF) provides policies with various guidance and assessment tools to support procurement compliance.

Marketplaces and panels

Supplier Hub

➜ Central portal for suppliers to upload business details and receive updates on procurement arrangements. The Supplier Hub connects to Victoria's **Digital Marketplace**, where agencies can request quotes from ICT suppliers listed on state purchase contracts and registers.[114]

eServices register

➜ Available on the Digital Marketplace

➜ Includes several IT categories (e.g. professional services for software and hosting services, SaaS, IaaS)

➜ Always open to new suppliers

IT Infrastructure Register

➜ Available on the Digital Marketplace

➜ Supports access to infrastructure hardware and services

➜ Always open to new suppliers

State Purchase Contracts

➜ Available for agencies procuring specific products and services. Include single-supplier agreements (e.g. AWS, Citrix) and multiple supplier panels (e.g. Geospatial data and analytics, End-user computing equipment)

Social and economic outcomes

Social Procurement Framework

➜ In the absence of WofG targets, agencies must develop a Social Procurement Strategy with targets and a reporting mechanism[115]

➜ Agencies must develop a separate social procurement plan for individual projects over $20 million[116]

Collaboration

Forums

DDMM

➔ The Minister has attended all four of the DDMM meetings held since June 2023

➔ Victoria Co-chairs the **Verifiable Credentials Working Group** of the DDMM with Queensland and the Federal Government

See also Appendix 1 'National Forums'.

National API Design Standards (NAPIDS) Interjurisdictional Committee

➔ Victoria chairs the NAPIDS Interjurisdictional Committee which includes state and federal representatives.

➔ NAPIDS was created from the **Victorian API Design Standards** and promotes greater consistency in API designs across jurisdictions

Sharing solutions

HousingVic and State Revenue Office Victoria services are accessible via the Federal Government's myGov account.

The Victorian Government uses a white-labelled BuyICT platform.

Digital Government Maturity

8
out of 10

Digital by Default

Support and oversight (general)

DGS ICT Sourcing and Capability Development

DGS works with agencies to align funding proposals with WofG priorities, standards and guidelines, including the:

➔ **Digital Technology Guidelines** [117] which include

- Digital by default
- Strategic investment models (Reuse before Rent before Buy before Build)
- Responsive design
- Data sharing and open data
- Cloud by design
- Configuration over customisation
- Fostered capability
- Technology and data are assets

Assurance

Depending on the risk of the project, agencies must comply with either the:

➜ *IT Project Quality Assurance Framework*[118] or

➜ *High-Value High Risk (HVHR) Project Assurance Framework*[119].

The *Project Profile Model,* a risk assessment tool managed by Treasury and Finance helps agencies determine which framework is required.

DTF's *Resource Management Framework* [120]

➜ Requires agencies to set clear objectives and report on their progress.

- Service Victoria is required to regularly report progress towards achieving key performance measures including the number of new services delivered, average cost per activity and overall customer satisfaction.

***Digital Management Committee* (DMC)**[121]

➜ All agencies must have a DMC to oversees digital assets across their entire lifecycle, including implementing Digital Guides[122] (e.g. measuring how content performs[123]) and performing reviews with KPIs linked to business objectives.

Architecture and systems interoperability

The *Technology Reference Model*

➜ A tool for mapping technologies to business and technical capabilities to support sourcing, architectural assessments, standards, and future state reference architectures.

API Gateway

➜ Allows agencies and third parties to share, re-use and enhance data in real-time.

Agencies have several policies supporting interoperability, including:

➜ Electronic approval standards

➜ Identity and access management policies and standards

➜ Information management standards[124]

Support and oversight (AI)

Agencies' use of AI use is largely governed by existing legislation and privacy requirements.

DGS has commenced developing *WofG Generative AI guidance* and is setting up an *AI Community of Practice.*

OVIC is revising its guidance on *Artificial Intelligence – Understanding Privacy Obligations* to assist agencies address their privacy obligations under the *Privacy and Data Protection Act 2014* when using or considering the use of personal information in AI systems and applications.

PROV released its **Recordkeeping Policy: Artificial Intelligence Technologies and Recordkeeping** in *2024.* This policy requires agencies to:

- → Document technologies and processes used in creating, capturing and managing records/data
- → Treat government AI-generated content as public records
- → Ensure humans remain at the centre of records management[125]

Skills

Policies/ frameworks

The Victorian Public Sector Commission's **VPS Capability Framework**[126] includes digital and technological literacy as a required capability for public sector agencies.

Skills intake/ recruitment

The Government graduate program does not include digital or ICT as a program stream. The program does however include a 'data analytics' intake stream calling for graduates with computer science and IT degrees (among others).

Digital Jobs Program[127]

Under the Digital Jobs Program, students are matched with a business or agency for job placement.

- → 12-week training for Victorians to gain qualifications in cyber security, IT support, digital marketing and analytics.
- → 5,000 participants since 2021.

Cyber Defence Centre Internship Program

- → Aims to help enhance technical analysis and digital forensics skills in the cyber jobs market.

Employee professional development/ skilling

Innovation Network

- → A learning, information sharing and networking platform. Includes the **Digital Academy** which facilitates data, cyber security and digital training (including with partners like AWS, Microsoft and Code Like a Girl).

Workforce skills/review

In 2023, Digital Victoria undertook a Digital Capability Baseline to develop greater visibility into the required digital capabilities, including skills and infrastructure.

User Driven Government

User Experience Design

WofG digital guides

Includes several best practices for agencies when creating digital services. These are informed by digital design principles (e.g. Easy to use, Consistent, Joined together, Aware of the user).

Best practices include:

→ Make content accessible (includes mandatory accessibility standards)[128]

→ Producing multilingual content

→ Design and develop a digital presence

→ Research user experience

→ Measure how content performs

→ Protect privacy

Other initiatives to support user experience design include:

→ *Public Engagement Hub*[129]
  - Provides staff with guidance to improve engagement practices.

→ *Engage Victoria*[130]
  - A centralised online consultation platform that provides digital tools to conduct inclusive, online consultations.

→ *The Human Centred Design Playbook*[131]
  - Supports designing, procuring and managing human-centred design projects.

→ *Create a Life Event Guide*[132]
  - Step-by-step guidance for designing citizen services around life events rather than government structures and processes. It covers research, creation and testing of a life event on vic.gov. au.

→ *Design in Government Community of Practice*
  - Focuses on human-centred design. Has over 3,500 members (over 1000 more than June 2023).

Digital Inclusion Initiatives

Victorian Government Digital Inclusion Statement **(2022)**[133]

Contains 50 initiatives that support four priorities:

→ Access

→ Affordability

→ digital ability

→ digital safety

Key initiatives include:

→ The **Connecting Victoria** program[134] where the Government is co-funding mobile, broadband and public Wi-Fi projects with the Federal Government. It includes a public dashboard[135] that displays location, forecast completion and project status.

→ Free regional Wi-Fi

→ Provision of refurbished laptops

→ The **Living Libraries Infrastructure Program** (library funding that enables IT device access)

Ageing well in Victoria: An action plan for strengthening wellbeing for senior Victorians 2022–2026[136]

→ The second priority action is 'tech-savvy seniors'

→ Initiatives include the **Social Seniors Program**, which offers low-cost or free training to seniors at libraries in partnership with Telstra.

Digital Inclusion Standards

Agencies must comply with the WCAG 2.1 Level AA standard.

Data Driven Government

Support and Oversight

Victorian Data Sharing Act 2017

Creates a framework for data sharing and data use within government for the purposes of policy making, service planning and design.

Victorian Public Sector Data Sharing Framework[137]

Sets expectations for agencies to share data. Consists of:

Victorian Public Sector Data Sharing Policy[138]

→ Agencies must share data where doing so can improve policy design or service delivery.

Victorian Public Sector Data Sharing Heads of Agreement[139]

→ Provides a framework for documenting data sharing and ensuring safeguards and controls are in place.

DGS Strategic Partnerships, Analytics & Innovation division[140]

→ DGS division that provides specialist support to agencies to uplift capability and make better data driven decisions.

→ Supported by an analytics platform with tooling, software licensing and cloud services.

Infrastructure

VPS Data Directory

➔ An internal system for agencies to create data catalogues and share data.

Digital Twin Victoria Platform

➔ A visualisation of 2D, 3D and live data supporting decision-making, for government functions including disaster response and planning.

Centre for Victoria Data Linkage

➔ A whole-of-population de-identified linked data for researchers and policymakers, provided by the Victorian Agency for Health Information.[141]

Victorian Social Investment Integrated Data Resource

➔ A linked data asset to support social policy outcomes. The 2024-25 State Budget allocated $11.7 million over four years to improve the Resource

CenITex

➔ Victoria's state-owned ICT shared services provider is intended to support a modern, agile and productive public sector. The **Cenitex Innovation Hub** includes a Cloud Centre of Excellence for cloud capabilities and an Innovation Lab for safely and ethically testing emerging technologies such as generative AI.

Government as a Platform

Digital Architecture

DGS WofG Enterprise Architecture team

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 a WofG Enterprise Architecture:

➔ *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*

• A tool for mapping technologies to business and technical capabilities. Supports sourcing, architectural assessments for projects, technology standards, and future state reference architectures.

ERP - Financial

No current WofG platform.

ERP - HRM

No current WofG platform.

ERP - Assets

No WofG platform.[142]

Engagement

Public Engagement Hub[143]

Includes guidance for engagement.

Engage Victoria[144]

A centralised online consultation platform that provides digital tools to conduct online consultations.

Grants management

Vic.gov.au is the front door for grant discovery. DGS offers agencies a centralised grants management service.

CRM

Service Victoria CRM. Several other CRMs exist for specific government functions.

Open Government

Open data

Data.Vic[145] (contains 5704 open datasets as of June 2024, almost 1000 more than last year).

The API Catalogue allows developers to connect products and open data.[146]

Procurement transparency

Buying for Victoria Tenders Portal

Queensland

Digital Government Readiness

9.4
out of 10

Government:
Labor

Responsible Minister:
Minister for Transport and Main Roads and Minister for Digital Services, Bart Mellish

Strategy

Vision and goals

Our Thriving Digital Future: Queensland's Digital Economy Strategy [147] (released April 2023) is focussed around:

➔ **Digital Customer**
  - Developing customer-centric digital services and closing the digital divide

➔ **Digital Market**
  - Improving connectivity for regions, growing skills and talent, and supporting businesses to go digital

➔ **Digital Government**
  - Transforming data management, operations and digital investment

The **State Infrastructure Strategy** [148] released before the *Digital Economy Strategy* in 2022 also includes digital actions. These actions align with the *Digital Economy Strategy.* Key actions cover connectivity, bridging the digital divide, and improving data sharing.

Tracking mechanism

The Digital Economy Strategy's accompanying three-year Action Plan (2023-26) lists initiatives for each goal and allocates a lead agency. There are 76 initiatives in total.

The ***Digital Economy Strategy Program Board*** monitors the delivery of the Strategy and Action Plan and reports via the Digital Economy Leaders Sub-Group to the ***Queensland Government CEO Leadership Board***.

State Infrastructure Strategy progress is tracked through the state's performance management framework. This includes annual reports and strategic and corporate plans.

NEC **aws**

Digital and ICT projects are tracked in the **Digital Projects Dashboard**, which includes project name, status, approved expenditure, start date and approved end date.[149]

Outcome measurement

The **Digital Economy Strategy Action Plan 2023-26** is focussed on a range of initiatives across the following priority outcomes:

➜ Close the digital divide

➜ Contemporary digital government services

➜ Improved connectivity for regional communities

➜ Industries and businesses excel

➜ A pipeline of talent for digital careers

➜ Digitally enabled government

The benefits arising from the *Digital Economy Strategy* are documented, baselined, and measured, overseen by the established governance groups.

The *State Infrastructure Strategy* actions are measured against four broad objectives:

➜ Encourage jobs, productivity and growth

➜ Enhance sustainability and resilience

➜ Develop regions, places and precincts

➜ Adopt smarter approaches

Funding

Dedicated ICT / digital Budget mechanism

Queensland does not have a dedicated fund for digital or ICT investments, but in 2023 the Government committed $200 million over the period to 2026 for the Digital Economy Strategy Action Plan.[150]

Budget priorities

2024-25 Budget initiatives include:

➜ $72 million over five years for Department of Transport and Main Roads (TMR) initiatives, including the **digital driver's licence, digital identity platform** and a new government **digital wallet**

➜ $50 million in 2024-25 for **QGCDG Cyber Security Unit** additional funding for uplift across government

➜ $15 million over three years for the Department of Employment, Small Business and Training to provide cyber security infrastructure support to small and medium enterprises to help enhance cybersecurity measures and protect businesses.

→ $5 million over four years for the Department of Energy and Climate Change to establish a ***WofG Digital Marketplace and Supplier Information Portal***

Policies

Queensland Government Enterprise Architecture (QGEA)

QGEA

The Queensland Government Enterprise Architecture (QGEA) is a set of Queensland Government publications covering digital and ICT strategies, frameworks, policies and associated enterprise architecture documents that guide agency digital and ICT investments to improve their compatibility and cost-effectiveness.

Privacy

Information Privacy Act 2009 [151]

→ Governs how agencies manage personal information.

→ Includes ***Information Privacy Principles*** for access requests, storage, security and accuracy.

→ The ***Office of the Information Commissioner*** manages complaints.

Records Management/ Data

Public Records Act 2002 [152]

→ Establishes records management requirements.

→ Supported by Queensland State Archives' ***Records Governance Policy*** [153] which provides principles covering data responsibility, governance, completeness and reliability, discoverability, and disposal.

Open Data

Open Data Statement [154]

Queensland Government data is 'open by default'.

Cyber security

Queensland Government Information Security Policy (IS18:2018)

→ Mandatory ISO risk-based approach.

→ Accountable officers attest to and report on agency information security posture annually, alongside additional incident reporting requirements.

Governance

Minister

Minister for Transport and Main Roads and Minister for Digital Services, Bart Mellish

WofG Agency	***Queensland Government Customer and Digital Group within DTMR***

Provides WofG digital and data strategic leadership and capability by:

➜ Developing strategies, policies, and roadmaps

➜ Providing independent project assurance

➜ Advising on investment

➜ Managing strategic procurement arrangements and contracts

Led by the ***Queensland Government's Chief Customer and Digital Officer (QGCCDO)***

Interagency Executive level	***Chief Executive Officer (CEO) Leadership Board***

➜ Comprises Directors-General or equivalent from agencies

Interagency ICT/ digital executive	***Digital Economy Leaders Sub-Group (DELSG)***

➜ Reports to the CEO Leadership Board

➜ Provides ICT investment reviews, governance, assurance and advice

➜ Comprises Deputy Directors-General or equivalent from agencies

➜ Supported by the ***Data Leadership Committee***

Digital Leadership Group[155]

➜ Supports WofG knowledge sharing and collaboration

➜ Comprises Queensland Government Chief Information Officers and Chief Digital Officers

➜ Chaired by the QGCCDO

External advice	***ICT Industry Reference Group (ICTIRG)***

The ICTIRG provides a mechanism for industry members to be consulted regarding:

➜ Government ICT procurement initiatives

➜ Advice on emerging technologies and trends

➜ ICT Category Management activities

Increasing compliance with, and maximising the benefits of, the ICT Category in alignment with the six key principles of the Queensland Procurement Policy is a key initial priority of the ICTIRG.

Key Service Delivery Agency

WofG Agency

Queensland does not have a WofG service delivery agency akin to Service NSW, Service Victoria, or Services Australia.

Single front door

Digital Customer (Smart Service Queensland), a business area of QGCDG, provides digitally enabled WofG services to the public including through qld.gov.au, 13QGOV (13 74 68), tell-us-once and the new core Queensland digital service platform.

The new ***digital service delivery platform*** provides core capabilities needed by agencies to offer customer-centric digital services across Government channels such as apps, portal, website (qld.gov.au), chat, voice (13QGOV) and counter channels. It is intended to ensure that agencies deliver services designed around customer needs and not internal government processes.

qld.gov.au

➜ Provides government information and online services with relevant information structured around customer centric topics (e.g. transport, homes and housing, health and wellbeing and employment and jobs) and life events (e.g. getting a licence, babies and new parents).

➜ Includes a "***Tell Us Once" platform*** – a single sign-on system where citizens can access 140 services from 16 agencies (as of May 2024) using a single ID.

Digital licences (DTMR)

➜ A digital licence capability was launched state-wide in October 2023. Supported licences are driver's licence (which aligns with the ISO mobile driver licence standard), photo identification card/Adult Proof-of-Age card, and recreational marine licence.

Citizen account

Citizens can create a ***My Account*** to find services, track the progress of applications, update details for multiple agencies at once, and receive notifications supported by the Tell Us Once platform.

Digital identity

Identity Broker platform

➜ Authenticates identity so citizens can use the My Account service with their chosen ID (i.e. ***Queensland Digital Identity*** or ***myGovID***).

NEC aws

Procurement Reform

Procurement guidance

QGCDG manages the government's ICT procurement category, including strategic arrangements and major contracts.

The **Procurement And Disposal Of ICT Products And Services** (IS13)[156] establishes the procurement requirements of agencies including:

➜ Consider re-use of common platforms

➜ Comply with WofG frameworks and arrangements including the **Queensland Procurement Policy 2023**[157] and **Queensland Information Technology Contracting** (QITC) framework[158]

➜ Ensure that all suppliers have equitable access to procurement processes

➜ Implement product lifecycle and services that are accountable, sustainable, cost-effective, and environmentally friendly

Marketplaces and panels

There are 44 WofG arrangements and 27 agency arrangements available to agencies.[159]

The 2024-25 Budget allocated $5 million over four years to establish a **WofG digital marketplace** and build a **Supplier Information Portal** with self-managed digital vendor identity/profiles.

Social and economic outcomes

Queensland Government has a target of 30 per cent of total government spend will be with SMEs.

The **ICT SME Participation Scheme Policy**[160] requires agencies to put a weighting of at least ten per cent into their 'approach to market' evaluation criteria for Queensland SMEs.

The **Queensland Indigenous Procurement Policy**[161] established a target that three per cent of the state's addressable spend would be with Indigenous businesses by 2022 and this target was achieved. The target has not been increased since.[162]

QGCDG tracks progress against the policies each quarter.

Collaboration

Forums

DDMM

The relevant Minister has attended all four of the DDMM meetings held since June 2023.

The Queensland Government participates the **National Cyber Security Committee** (NCSC).

See also Appendix 1 'National Forums'.

The Queensland Government participates in ISO working groups for digital identity and mobile driver's licences, and life events working group.

Sharing solutions

Citizens can use Federal's MyGovID to access My Account.

Digital Government Maturity

7.4
out of 10

Digital by Default

Support and oversight (general)

The Queensland Government Enterprise Architecture (QGEA)

Includes strategies, policies, standards and guidance to support digital oversight, including:

→ **Digital Investment Governance Framework (DIGF)** [163]
Provides principles, strategic direction and procedural steps to ensure digital investments are fit for purpose, efficiently delivered, maximize return on investment, and realise benefits. All Queensland Government digital investments proceed through this process.

QGCDG's governance role

→ **Advice on Cabinet submissions**
The **Cabinet Handbook** requires agencies to consult with QGCDG where a Cabinet or Cabinet Committee submission has major digital components to ensure Cabinet submissions, including legislation submissions, are assessed for their digital impact.

→ **Assessing funding proposals**
QGCDG works with Treasury to ensure proposals follow the **Digital Investment Governance Framework**.

→ **Project assurance**
QGCDG's Investment, Assurance and Architecture group reviews major investments to ensure alignment with WofG directions. Reviews are presented to the Digital Economy Leaders Sub-Group. The Queensland Government has a gating process for all digital investments that include independent reviews for larger, more complex initiatives.

Queensland Treasury Gateway reviews process

All ICT and digital initiatives must have an assurance plan and higher-risk projects require independent investment reviews, including against the QGEA.

NEC aws

Architecture and systems interoperability

QGEA foundation principles [164]

Guides agencies making investment decisions, e.g.:

→ Adopt 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 of "independent, decoupled, reusable components with well-designed interfaces"

Queensland Government design system [165]

A collection of style guidelines and code repository, complying with QGEA policies and standards, for agencies to build digital products and platforms.

Support and oversight (AI)

QGCDG Data and Artificial Intelligence (DAI)

Works on policy, regulation and technical enablement under a 'try, test, learn and share philosophy'. Since mid-2023, DAI has developed various resources, including:

→ *Use of generative AI in Queensland Government guideline* [166]

→ *AI Governance Policy*

→ *Foundational AI Risk Assessment guideline*

→ *QChat* the Queensland Government's virtual assistant for public servants powered by generative AI technology

AI Community of Practice

300 practitioners meet monthly to focus on knowledge sharing.

Artificial Intelligence and Public Records Guidance [167]

Helps agencies comply with records-keeping requirements for generative AI tools (e.g. Qchat, Microsoft 365 Copilot). Developed by Queensland State Archives.

Skills

Policies/ frameworks

Digital Professional Workforce Action Plan

The economy-wide Action Plan will support the public sector by widening the digital skills pipeline (finalised 30 June 2024).

Actions support:

→ More ICT training

→ Career campaigns

→ Pathways to attract more personnel to ICT and digital careers

The Plan included target metrics which have been exceeded – e.g. 15,447 Queenslanders trained in digital skills (target 10,000), 453,763 Queenslanders digital career campaigns (target 300,000), 113 First Nations or neurodiverse employment placements (target 100), and 407 graduate employment places (target 300).

Skills intake/ recruitment

Digital and ICT Graduate Program

→ A two-year placement for graduates in agencies for cyber security, developer, analyst and project support roles. QGCDG partners with all Australian universities (82 grads in 2023).

First Nations Digital Careers Program

→ Supports First Nations people to start a digital career. Participants get a job placement with either the Government or an industry partner. Run in partnership with Microsoft.

Employee professional development/ skilling

Training programs

→ Human Centred Design training delivered by QGCDG.

→ Funded cyber security skilling programs including supporting non-technical staff to receive a Certificate 4 in Cyber Security and sponsoring professionals and executives to upskill. Training providers include TAFE, AusCERT, and the Australian Institute of Company Directors.

Digital Capability Development Partnership Agreement

→ Panel arrangement for agencies to access training, coaching and mentoring for digital capability uplift.

Digital Project Board governance program[168]

→ Three courses designed to enhance the capability of executives on digital project boards and steering committees. Provided by QUT.

Workforce skills/review

QGCDG is working on a future **Queensland Public Sector Digital Capability Strategy and Framework** which will outline principles and goals for recruiting, retaining, and developing digital talent. An action plan will be developed in the financial year 2024-25.

User Driven Government

User Experience Design

Digital Services Policy [169]

Mandates agency compliance with all 13 **Digital Service Standard** [170] criteria:

→ Understand user needs
→ Have a sustainable multi-disciplinary team
→ Use agile and customer-centred processes
→ Understand the tools and systems required
→ Make digital services secure
→ Build consistent and responsive design
→ Use open standards and/or common platforms
→ Make source code open by default
→ Make digital services accessible
→ Test the digital service
→ Measure the performance and improve
→ Don't forget the non-digital experience
→ Encourage a shift to the digital channel

Includes self-assessment of all new or redeveloped high-volume transactional digital services within the scope of the Digital services policy to demonstrate compliance within the standard.

The Government conducts annual online and over-the-phone customer satisfaction and sentiment surveys (which consider digital experience).

Digital Design System

A digital design system aligned to the digital service standard has been developed to drive a consistent look and feel across all government websites and digital services and will further progress web accessibility and usability requirements

Digital Inclusion Initiatives

Digital literacy uplift programs

Include

→ The **Community Digital Mentoring Program**
→ State Library of Queensland's **Regional Digital Development Officers**
→ **Indigenous Knowledge Centres** (information hubs and libraries owned and operated by Indigenous Shire Councils)
→ Two **First Nations Digital Service Centres** in Cherbourg and Palm Island (a third is in planning for 2024). These centres have provided digital skills and jobs to over 50 people in these communities.

NEC **aws**

Building Digital Equity Network

→ Queensland Government, business, academia, disability and not-for-profit sectors partnering to address the causes of digital exclusion.

The Digitally Connected Regions Program

→ Co-funds connectivity improvement for digitally excluded communities via the **Australian Government Regional Connectivity Program** and *Mobile Blackspot Program.*

→ QGCDG's *Rapid Low Earth Orbit (LEO) Deployment Program* provides grants to Councils to connect First Nations communities to Starlink satellites.

Device programs (with not-for-profits)

→ 5000 digital devices and digital literacy training provided to people with disabilities and students in remote, rural, and First Nations communities.

→ The Government is developing a digital inclusion strategy, *First Nations Digital Strategic Plan*, and *Indigenous Data Strategy.*

Digital Inclusion Standards

Agencies must prepare a digital services accessibility plan outlining how services meet *Digital Services Standard* criteria 9 'Make digital services accessible' and report annually on how they meet these standards.

Services must adhere to W3C WCAG 2.1. (Level AA) at a minimum.

Data Driven Government

Support and Oversight

QGEA policies, standards and frameworks

→ Examples include Metadata management principles and Information sharing authorising framework.

QGCDG Data and Artificial Intelligence

→ Provides support services to other agencies who may lack data or analytics capacity or capability through advice and assistance over policy, guidance and data services. It supports agencies with data sharing and use practices across government and with other jurisdictions as part of the *Inter-Governmental Agreement (IGA) on Data Sharing*. (Previously called the Data and Information Services team.)

Data, Information Sharing and Analytics Community of Practice

→ 150 practitioners meet monthly to focus on knowledge sharing. Coordinated by QGCDG.

➜ Comprising of senior government representatives and data leaders, the Committee's purpose is to manage the strategic use and sharing of data to improve government services and decision-making

Infrastructure

Queensland Data Analytics Platform **(QDAP)**

➜ Provides agencies with data system integration, storage, data management, data discovery, sharing and analytics. Supports various datasets (e.g. procurement, HR, community).

Queensland Internal Data Catalogue

➜ Provides agencies with the ability to find and use internal to government data across Queensland Government.

Microsoft Visibility Dashboard suite

➜ Provides insights on real-time security telemetry from agency environments.

Queensland Government AI Platform and AI digital asset library

Includes reusable services and toolsets to support agencies with AI projects, including *QChat*, the Queensland Government AI-powered general-purpose virtual assistant.

Digital Twins

➜ DTMR developed a digital twin Proof of Concept modelling a public transport network and is now investigating the viability of a WofG spatial digital twin.

➜ The Department of State Development and Infrastructure is developing a separate **South East Queensland Digital Twin** for the built environment.

Government as a Platform

Digital Architecture

A review of the QGEA was completed in 2022 and it continues to be updated and receive new artefacts.

ERP - Financial

No WofG solution (core departments use the same vendor and collaborate on modernisation of ERP capabilities)

ERP - HRM

Shared recruitment solution. Departments use one of three payroll solutions and collaborate on modernisation of ERP capabilities.

ERP - Assets

No WofG solution

Engagement

Digital Community Engagement Policy (2024) [171]

Directs agencies when using technology for community engagement.

Get Involved

Includes a toolkit for agencies to create online consultation pages and surveys.

Parliamentary e-petitions portal

Grants management

No WofG solution (Department of State Development and Infrastructure is currently establishing a common solution)

CRM

My Account

Open Government

Open data

Queensland Government Open Data Portal (includes data.qld.gov.au and geoscience.data.qld.gov.au data sets).

Procurement transparency

Open Data Porta*l* and ***Qtender***

Australian Capital Territory

Digital Government Readiness

9.6
out of 10

Government:
Labor - Greens Coalition

Responsible Minister:
Special Minister of State, Chris Steel

Strategy

Vision and goals

Digital Strategy[172] (2020)

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."

'Digital directions' with examples of objectives include:

Community-centred services

➜ Deliver efficient, inclusive digital and in-person services through co-design with communities

➜ Reduce red tape while improving the integrity of ACT Government regulatory functions

Value data collected and used on behalf of the community

➜ Ensure strong data governance focussing on privacy, security, transparency, and ethics

➜ Leverage data to address diverse needs and be transparent about how data is used

➜ Collaborate with the community to reflect attitudes towards data permissions

City planning for wellbeing

➜ Draw on the data, tools and expertise to develop a digital twin of Canberra

➜ Develop skills and tools to work with the community and advisers to co-design projects

➜ Publish and share geospatial information

Relationships with industry to create value for the community

➜ Work with community organisations to optimise services for those needing them the most

➜ Co-design services with business and industry groups

➜ Collaborate with industry, higher education and tertiary education to develop skills, meet workforce needs and encourage investment and growth

Reshape the government of today – build the government of the future

➜ Invest in people and focus on privacy and cyber security

➜ Adopt a strategic approach to investment

➜ Perform responsive procurement

The Government expects to release an updated strategy later this year.

Tracking mechanism

The Chief Minister, Treasury and Economic Development Directorate (CMTEDD) reports progress against the *Digital Strategy* in the Directorate's annual report.

The *Digital Strategy* website lists initiatives and has a status section, but the status of initiatives has not been updated since 2021.

Outcome measurement

The *Digital Strategy's* 'current' initiatives have expected benefits and outcomes, but this list is dated as it only includes initiatives that were current in 2020.

CMTEDD's annual report includes performance measures for digital strategy. While these measures do not correspondent precisely with the digital directions outlined earlier, they broadly align with the Strategy's goals. They include:

➜ Better services for the community

➜ Greater engagement and better outcomes for business and academia

➜ More sustainable and efficient government

➜ More productive, engaged and learning workforce.

Funding

Dedicated ICT / digital budget mechanism

No dedicated funding mechanism for digital/ICT.

Budget priorities

2024-25 Budget initiatives include:

➜ $49 million to CMTEDD over four years to boost various digital government capabilities, including WofG cyber security and data analytics services.

➜ $3.5 million in 2024-25 to **Access Canberra** for improvements to various IT arrangements, including the **Rego.ACT portal** and a new document lodgement system for births, deaths and marriages registration

➜ $3.1 million to the Health Directorate in 2024-25 to continue delivery of the **Digital Health Strategy**

➜ $7.8 million over three years to strengthen information and cyber security practices across government

Policies

Privacy

The Information Privacy Act 2014

➜ Regulates how agencies must manage citizen information.

➜ The **Territory Privacy Principles** (TPPs) included in the Act broadly align with the **Australian Privacy Principles** and cover how agencies must collect, store, use and disclose personal information.

➜ The TPPs differ to Federal's as they do not include principles that apply to businesses and other non-government organisations.

Data

ACT Government data governance and management policy framework[173]

➜ Includes 12 steps for agencies to improve data governance and management.

➜ Federal's OAIC performs the role of the Information Privacy Commissioner for the ACT and manages complaints against ACT public sector agencies.

Territory Records Office Standard for Records and Information Governance[174]

Sets the principles and minimum standards for records and information governance.

Sex, Gender, Variations of Sex Characteristics and Sexual Orientation Data Policy

Supports data collection, enabling informed, evidence-based decision-making, gender-responsive policy development, and tailored program and service delivery.

Open Data

Proactive Release of Data (Open Data) Policy (2015)[175]

Agencies should adopt a 'disclosure as default' posture ('open by default' is the term used by most other jurisdictions).

The policy comprises open data principles, requirements, roles, and responsibilities.

Cyber security

ACT Government Protective Security Policy Framework **(PSPF)**

→ Establishes the mandatory application of the ***Cyber Security Policy*** (updated 2024)[176] which provides agencies with roles and responsibilities, controls, emergency response processes, and assurance and assessment requirements.

Governance

Minister

Special Minister of State, Chris Steel

WofG Agency

CMTEDD's Digital, Data and Technology Solutions (DDTS) group

→ Provides WofG digital and ICT policies, capabilities and expertise

→ Led by the ***ACT Government Chief Digital Officer***

→ DDTS has three key governance and decision-making forums:

- **Design Authority**: Sets the direction of enterprise, business, solution and integration architecture and roadmaps.

- **Planning and Initiation Board**: A governing authority for DDTS work 'over and above' business as usual including new capability development and projects.

- **Projects Board**: Oversees the execution and delivery of projects that have been approved by the Planning and Initiation Board.

Interagency Executive level	**ACT Public Service Strategic Board (Strategic Board)**
	➔ Has overarching governance responsibility for public sector outcomes
	➔ Comprises the Head of Service, the Under Treasurer, and Directors-General from all Directorates
	➔ Chaired by the Head of Service and Director-General CMTEDD

Interagency ICT/ digital executive

There are two sub-groups of the Strategic Board, each chaired by a Director-General and comprising Deputy Directors-General:

➔ **The Technology Governance Group (TGG)** which provides ICT project assurance and change management

➔ **The Data Reform Group (DRG)** which drives WofG change in data practices

Budget Assessment Sub-Group (BASG)

➔ A subgroup of the TGG

➔ Has CIO-level representation from across government

➔ Reviews technology, digital or data related business cases and provides investment advice to Cabinet

➔ Considers digital alignment and fit (including to the **ACT Digital Strategy**) when assessing each business case

Technology Leadership Group (TLG)

➔ Ensures a WofG approach to using technology and data

➔ Has CIO or equivalent-level representation from across government

The ACT also has specific arrangements for cyber security, data management, AI (see 'Support and Oversight (AI)'), and assurance for shared services.

External advice

External advice and expertise for ICT/digital-related boards and committees is sourced on an individual project or program basis.

Key Service Delivery Agency

WofG Agency

Access Canberra (part of CMTEDD)

Single front door

ACT.gov.au

➔ A portal for government information, organised around topics or relevant life events such as 'start, manage, and grow a business'.[177]

➔ Citizens are transferred to Access Canberra for services.

Access Canberra[178]

➜ Provides government services and transactions through face-to-face, phone and digital channels

➜ The website was updated in 2024 with services organised by topics (e.g. 'Births, relationships and deaths' includes services for birth registration, applying for a birth certificate and adoption registration).

➜ Enables citizens to conduct transactions which do not need a Digital Account.

One Government, One Voice program

➜ Aims to consolidate and improve the user experience of digital channels across government, including the ACT.gov.au and Access Canberra websites

➜ Includes a design system[179] of reusable components in GitHub that can be utilised by websites across government, providing a more consistent user experience.

➜ Agencies must work with CMTEDD and seek approval before creating new websites, according to the **ACT Government Website Policy** (2023).

Citizen account

ACT Digital Account

➜ Allows citizens to access services which need an online account, including Working With Vulnerable People registrations, pet registrations, automatic mutual recognition of occupational licence notifications, and infringement declarations.

➜ Supports 'tell us once', as individuals can update their demographic or biographic details once and have these flow to other government services. Also supports an integrated **Concessions Capability** where a citizen with a recognised and current concession status has their concession benefits automatically applied for all connected services.

Digital identity

ACT Digital Account

Includes a digital identity function for multiple services. Recently added features include integration with Services Australia and Veterans Affairs systems for real-time concession entitlement checks.

Procurement Reform

Procurement guidance

Government Procurement Amendment Act 2023
(took effect 1 July 2024)

→ Establishes that value for money assessments should consider the overall benefit to the Territory, not just the best outcome for the procurement. [180]

The update is part of the **Procurement Reform Program**, focussing on three areas:

→ Transparency and evidence-based procurement decisions

→ Support for the Government workforce, local industries and businesses

→ Streamlining legislative frameworks, policies, processes, and templates for efficient procurement outcomes (e.g., establishing the Act mentioned above)

Other initiatives as part of the Program include:

→ A **Procurement Accreditation Program** for agencies to determine their level of permitted independence when conducting procurements.[181]

→ Procurement-focused e-learning modules for agency skills development

→ Developing an end-to-end procurement IT system with enhanced data analytics capabilities

Marketplaces and panels

The ACT issues tenders via **Tenders ACT**. Agencies take advantage of ACT Government's co-location with the Federal government and use the DTA's marketplaces for purchasing hardware, software, digital, and cloud services.[182]

There are no ICT or digital WofG arrangements.

Social and economic outcomes

Government Procurement (Charter of Procurement Values) Direction 2020[183]

→ Establishes the values which agencies must follow during procurement. These include 'increasing the economic participation of Aboriginal and Torres Strait Islander Enterprises' and 'building stronger communities by ensuring local businesses have equal opportunities to compete for government contracts'.

Aboriginal and Torres Strait Islander Procurement Policy[184]

→ Agencies can directly seek quotes from Aboriginal and Torres Strait Islander Enterprises for procurements under $200,000.

→ Target is two per cent of the financial year's addressable spend.

Canberra Region Local Industry Participation Policy[185]

→ Agencies must consider 'local capability and economic benefits' during decision-making

→ Businesses responding to procurements:

- between $200,000 and $5 million must complete an **Economic Contribution Test**.

- over $5 million must submit a **Local Industry Participation plan**.

Collaboration

Forums

DDMM

The Minister has attended all four of the DDMM meetings held since June 2023.

DDMM National Life Events Program

→ ACT is leading the **Birth of a Child initiative** with Services Australia.

→ It aims to reduce the touch points following the birth of a child for registration purposes, namely by seeking the birth parents' consent to use the information provided to the hospital, to register their child's birth with State and Territory births, deaths and marriages services and Federal services such as such as Medicare, Centrelink, the Australian Immunisation Register and My Health Record.

→ In June 2024, the ACT commenced a pilot automating the registration of births and enrolment in Federal Government services for children born in ACT public hospitals to reduce the number of government touch points and manual processes for birth parents, which enables easier access to health and other services for the child. The full pilot is scheduled to run for 3 months and is being collaboratively delivered with Services Australia. An evaluation of the pilot program will be performed which is expected to inform the National roll-out business case.

See also Appendix 1 'National Forums'.

Sharing solutions

The ACT collaborates on two cross-jurisdictional apps (both with NSW):

→ **FuelCheck** (real-time fuel price information for every service station)

→ **Hazards Near Me** (provides information about local emergencies, warnings, and related emergency management activities)

Digital Government Maturity

Digital by Default

Support and oversight (general)

ACT Government Technology Directions[186]

➜ Every technology investment or solution must:

- Deliver the stated outcome of the policy or initiative
- Make it easier for the community or beneficiary to get what they need
- Deliver efficiencies for the ACT Government administration

➜ 'Reuse fit-for-purpose technology before investing in something new'

➜ 'Invest in the whole solution including the technology, people skills, process and data'.

Enterprise Program Management Office (ePMO) (within DDTS)

➜ Provides governance and guidance to support delivery of agreed large and medium sized digital and ICT projects, and reports on the implementation progress of digital and ICT initiatives funded through the Territory budget.

➜ Currently focused on laying foundations to support decision making, clear frameworks for work establishment and execution, and reporting on progress of key projects.

➜ Its forward work program includes the development of an assurance framework, guidelines for defining and managing benefits and managing dependencies.

A new process for WofG ICT strategic planning and prioritisation is being developed to provide a clearer and more cohesive direction for ICT investments.

Architecture and systems interoperability

ACT Government - Technology Investment Guidelines[187]

➜ Provides guidelines to support 'Cross-government integration' of ICT, rather than building systems within organisational boundaries

➜ Includes the principles that agencies must 'consolidate legacy systems onto endorsed platforms for agility to improve services' and 'reuse fit-for-purpose technology before investing in something new'

➜ TGG and BASG governance bodies support coordination and interoperability between agencies.

WofG API Capability

➜ A centralised API capability with the intent to enable development of system integration on a WofG basis.

➜ Managed by DDTS

NEC aws

Support and oversight (AI)

ACT AI Working Group

➔ Reports to the Data Reform Group

➔ Currently developing guidance for staff on their use of AI tools, as well as their risks and mitigations, including an **ACT AI Policy and Assurance Framework**. Is on track to deliver in August 2024.

➔ Will implement the National AI Framework to the ACT context.

Skills

Policies/ frameworks

No policies or frameworks specific to ICT or digital.

Skills intake/ recruitment

Graduate Recruitment Program

➔ Includes ICT graduates

➔ A 10-month development program with rotations across ACT Public Service roles (not specific to ICT)

Employee professional development/ skilling

ACT Government participates in Federal's **Data and Digital Professions forums** (including participation in communities of practice).

ACT Government's eLearning platform

➔ eLearning modules cover data and data governance (includes courses targeted specifically at senior executives).

Cyber security training

➔ Focusses on awareness and capability for all staff (a refresher course triggered 12 months after completion of the all-staff essentials course)

➔ Includes a mandatory e-learning course targeted at Government executives.

Workforce skills/review

No major ICT/digital skills reviews in progress.

User Driven Government

User Experience Design

Guiding Best Practice Design and Delivery Guide[188]

→ Provides mandatory best practices so agencies design human-centred solutions.

→ Agencies must use the Guide when developing new technology or data initiatives.

→ The Guide is organised around the Design Wheel which includes best practices for each stage, e.g. 'Step 2: Design the change' includes undertaking user experience research and creating a journey map (i.e. a visual representation of the user's experience).

→ Maintained by DDTS, who has established a '**Design Network**' to promote knowledge and use of the Guide.

Digital Inclusion Initiatives

Digital Inclusion initiatives include:

→ The mandatory *Guiding Best Practice Design and Delivery Guide* covers accessibility and specifies that the needs of the disadvantaged are understood and embedded in the design process. The guidance incorporated the **'Barriers to Services' project** (2020) where the Government sought to understand what inclusive government services look like and how to get there.

→ Free laptops – every secondary student in a Canberra public school receives a free Chromebook laptop[189].

Digital Inclusion Standards

ACT Government Website Policy[190]

→ Agencies must comply with ACT Government's **Web Accessibility Policy** which enforces WCAG 2.0 Level AA at a minimum. WCAG 2.1 Level AA is recommended.

→ The Digital Account has recently undergone a review process to ensure that key government services accessed through the Account apply an accessible user interface and function in compliance with WCAG 2.1 Level AA.

Data Driven Government

Support and Oversight

Data Analytics Centre

→ Supports agencies improve data utilisation, sharing, governance and management

- Owns and manages the **ACT Data Lake** and open data portal
- Is finalising its accreditation as an Authorised User under the **Office of the National Data Commissioner's Data Accessibility and Transparency Scheme**. This will allow ACT agencies to access Federal data that previously had stringent controls inhibiting data sharing.

Guiding Best Practice Design and Delivery guide

- Includes advice on gathering and using data to inform user centric design decisions (e.g. data journey mapping to provide greater clarity on operational data flows, data architecture needs, and reporting requirements)

Data Catalogue (administered by DDTS)

- Lists available data assets across agencies to facilitate easier discovery and access.
- Created by the Data Reform Group.

ACT Government Data Sharing Policy

- Includes templates for agencies establishing internal and external data sharing agreements.

Infrastructure

ACT Data Lake

- Managed by the Data Analytics Centre
- Supports more sophisticated use of data in policy design and service delivery.
- Segregates data and enforces access-based permissions.

A WofG data ecosystem architecture sets out the platforms and underlying infrastructure and policies to leverage the full value of data. Appropriate projects for the Data Ecosystem are being identified.

NEC aws

Government as a Platform

Digital Architecture

The Government intends that **CMTEDD's Design Authority** (see Governance') will take a WofG role and oversees agency and WofG initiatives. Its expected future role is:

→ Setting and informing the direction of enterprise, business and solution architecture and WofG policies, patterns and standards.

→ Ensuring a WofG approach to investment

→ Advising and guiding agencies

→ Reviewing and approving designs that have a WofG impact.

→ Ensuring that the architecture framework is maintained and followed.

A 'technology project pipeline' managed by DDTS which is not in the public domain:

→ Provides visibility of the number of projects competing for digital and data skilled resources

→ Enables tracing of these initiatives to government priorities and budget funding

→ Facilitates prioritisation of initiatives to ensure the most important initiatives for government are afforded priority and attention.

ERP – Financial

WofG Oracle financial system

ERP - HRM

WofG CHRIS 21 system provided by Frontier Software. Work is underway to implement upgrades to existing payroll and human resource systems.

ERP - Assets

No WofG platform

Engagement

YourSay

→ YourSay Conversations allows citizens to provide feedback on policies and projects.

→ YourSay Panel comprises over 6,750 Canberrans who provide views on issues via online surveys.

Grants management

Several agencies use a single SaaS product, which allows citizens to register interest in grants – and the agency to centrally manage the administration, communication and approval for payment within pre-defined budget limits.

CRM

ACT Digital Account

Open Government

Open data

ACT Government Open Data Portal[191] (1449 datasets as of July 2024)

ACT Government Geospatial Data Catalogue[192]

ACT Wellbeing Framework
A public-facing dashboard for wellbeing data including digital access, access to health services and cost of living.

Procurement transparency

ACT Government Contracts Register[193]

South Australia

16.6 out of 20

Digital Government Readiness

9.4 out of 10

Government:
Labor

Responsible Minister:
Treasurer, Stephen Mullighan

Strategy

Vision and goals

ICT, Cyber Security and Digital Government Strategy 2020-2025[194]

Envisions a state where services are user-driven, smart, simple, connected and secure.

The Strategy has three overarching goals:

Accessible and inclusive

→ Design and deliver technology, cyber security and digital services that are accessible and meet the needs of stakeholders.

Collaborative

→ Produce better outcomes and services for citizens with digital collaboration tools that enable innovation, efficiency and effectiveness.

Secure and trusted

→ Protect the safety and prosperity of South Australians online.

The Strategy is updated each year, with the 2023 update (for 2024) containing 37 'aspirations' (i.e. goals and deliverables). This is ten more than 2022, signalling a more ambitious program.

Tracking mechanism

The SA Government's **Office of the Chief Information Officer** (OCIO), responsible for the Strategy, publishes detailed annual progress updates each year.[195] As of 1 July 2024, OCIO is part of the Department of Treasury and Finance (DTF).

NEC **aws**

Outcome measurement	The Strategy has seven high-level outcomes:

- → Shared responsibility between government, business and academia for cyber security
- → Build resilience by strengthening incident prevention, detection, response and recovery
- → Strengthen cyber security governance and accountabilities
- → Contemporary architecture with a cloud-first approach
- → A connected government
- → Seamless service delivery
- → Better access to digital

In the last 12 months, the Government has made progress in areas including digital services, accessibility, cyber security, digital identity, AI adoption and establishing a consistent architecture (see details below).

Funding

Dedicated ICT / digital Budget mechanism	**Digital Investment Fund (DIF)**

- → SA's dedicated funding mechanism for digital initiatives that align with the WofG strategy, architecture and technologies.
- → Was allocated $200 million over five years in the 2023-24 Budget.[196]

Budget priorities

2024-25 Budget initiatives include:

- → $19 million over four years, increasing to $5.5 million per annum (indexed) from 2027-28, to develop a '**digital police station**.'
- → $25.3 million over four years for work on the **National Firearms Register**
- → $23.5 million to SA Ambulance Service over two years from 2025-26 for a SaaS-based **electronic patient care record** system
- → $27.7 million over four years to the Department for Environment and Water to improve spatial data, online mapping products and satellite imagery

Policies

Privacy

South Australia is one of just two states without dedicated privacy legislation or a privacy commissioner. The other, WA, has a comprehensive privacy Bill likely be debated in the Legislative Council in the next couple of months.

NEC aws

The collection and management of personal information is regulated by the **Information Privacy Principles (IPPS) Instructions**[197] (an administrative direction applicable to agencies). The IPPS and State privacy matters are overseen by the **Privacy Committee of South Australia**, comprised of six members.[198]

State Records of South Australia provides information privacy advice in the **Information Privacy Strategy**[199].

Data

State Records of South Australia provides guidelines to support agency management of personal information.

The **State Records Act 1997**[200], the **Disposal Standard**[201] and approved disposal determinations set out the requirements to lawfully dispose of government-owned information.

Open Data

Open Data Principles

SA agencies continue to rely on long-established open data guidance.

DPC's **Open Data Principles**[202] require government data to be:

→ 'Open by default'

→ Discoverable on **Data SA**

→ Usable (e.g. free from copyright restriction and in a format that makes it easy to use and transform)

→ Reliable

→ Free where it benefits the community

→ Released in collaboration with the community according to needs

Open Data Framework

The *Open Data Framework* includes roles, processes and recordkeeping for agencies to manage data release and includes the requirement for agencies to establish open data action plans.[203]

Cyber security

SA Protective Security Framework (SAPSF)

The **SA Protective Security Framework** (SAPSF)[204] sets out the policies and guidance for agencies to protect people, information and assets.

Under the SAPSF, agencies must apply the processes and protections in the **SA Cyber Security Framework**[205] which consists of 21 policy statements organised around governance, information, personnel and physical principles.

Governance

Minister	Treasurer, Stephen Mullighan

WofG Agency

WofG digital and ICT matters are the responsibility of two DTF divisions, the Office of the CIO and the Chief Services Officer.[206] Both report to the Under Treasurer.

Office of the CIO

→ Leads strategy, policy and operations for core WofG technology systems, digital and cyber security initiatives

→ Leads the development of WofG ICT, digital and cyber security strategies

Chief Services Officer

→ Leads the **Office for Data Analytics** and **Digital Investment Fund.**

Interagency Executive level

SA Government Senior Leadership Committee (SLC)

→ Comprises agency Chief Executives

→ Considers ICT, digital and cyber security matters referred by the CIO Steering Committee, and data matters through the Office for Data Analytics.

Interagency ICT/ digital executive

The CIO Steering Committee

→ Supports the SLC on ICT, cyber security and digital matters

→ Approves and endorses the delivery of WofG ICT, digital and cyber security strategies, policies, standards, initiatives, contracts and procurements

→ Comprises CIOs and Directors of ICT from agencies along with advisors and observers

→ Chaired by the SA Government CIO

The Committee is supported by several groups for specific areas of ICT, for example, AI Governance.

The Digital Investment Fund (DIF) Governance Board

→ Chaired by the Under Treasurer

→ Provides DIF submissions for consideration by the Treasurer

→ Advised by the DIF Advisory Group (chaired by DTF's Chief Services Officer and comprised of senior digital and ICT professionals from SA agencies).

→ The GCIO and Chief Services Officer are both observers to this Board

Architecture Review Group (ARG)

→ Chaired by the Deputy Director, Strategy and Architecture, OCIO

→ Comprised of information architects and subject matter experts from across government

→ Undertakes technical evaluations and endorses solution designs to ensure that new systems and enhancements align with WofG strategy, cyber security and architecture principles and standards

External advice

Over the last 24 months, OCIO has worked with external consultants on the WofG enterprise architecture.

Key Service Delivery Agency

WofG Agency

SA does not have a WofG service delivery agency akin to Service NSW or Service Victoria but the ***Serving South Australia – One Stop Shop*** initiative has established SA.GOV.AU as the single location for all user interactions with the SA Government.

Single front door

SA.GOV.AU

→ The expanding central hub for Government information and services with approximately 380 services available, organised around 15 groupings (e.g. boating and marine, education and learning, housing and property) as of July 2024

→ This includes an additional 43 services added as part of the One Stop Shop initiative

→ Hosts the ***SA.GOV.AU Dashboard*** (see 'Citizen account')

Service SA

→ Provides face-to-face and phone services for licensing and vehicle registration. Service SA's website forwards users to SA.GOV.AU for online services.

→ Operated by the Department for Infrastructure and Transport

Citizen account

SA.GOV.AU Dashboard

'SA.GOV.AU Dashboard' allows citizens to view and track digital transactions across various agencies.

SA has one of Australia's most mature digital license offerings. The mySAGOV app has digital licence options for drivers, proof of age, real estate registrations, occupational, recreational boats, and firearms.

Digital identity

SA Government Identity Exchange

Connected to Federal's Digital Identity System in early 2023, the SA Govt Identity Exchange enables SA Govt agencies to use either the mySAGov Account or the myGovID digital identities. South Australians can already use myGovID to access the Housing Authority's Housing Connect Portal.

Procurement Reform

Procurement guidance

DTF's **Procurement Services SA** (PSSA) is the lead agency for WofG procurement advice, strategy, capability development and training.

Procurement requirements are set by **Treasurer's Instructions 18 – Procurement, and the Procurement Governance Policy, Procurement Planning Policy, Sourcing Policy and Contract Management Policy**.[207]

Marketplaces and panels

DTF continues to offer agencies a **WofG eProjects portal** which provides access to pre-qualified suppliers for ICT projects up to $4.4 million.

The portal contains three panels for general ICT services and one for cyber security services.

Agencies can select the relevant panel based on contract thresholds (<$100,000, <$700,000 and $700,000-$4.4 million). All four panels are non-mandatory.

Agencies also have several arrangements to access often-procured goods and services (e.g. Telecommunication Services, Microsoft and Google).

Social and economic outcomes

Industry Participation Policy

Allows agencies to procure directly from Aboriginal-owned businesses for goods and services up to $550,000 (provided they can demonstrate value for money).

Other Policy requirements include seeking at least one quote from an SA business for procurements above $55,000 and ensuring that a minimum weighting of 15 per cent is given to industry participation considerations during a value for money assessment where the procurement is valued above $550,000 (and 20 per cent above $10 million).[208]

Collaboration

Forums

DDMM

The Minister has attended three of the four DDMM meetings held since June 2023.

See also Appendix 1 'National Forums'.

The **Office of Data Analytics** (ODA) chairs two national working groups, the Open Data Working Group and the Data Quality Working Group. It is also SA's lead on the NDDA initiative.

Sharing solutions

myGovID is integrated into in the South Australian Housing Authority's **Housing Connect Portal**. In the second half of 2024, myGovID will be integrated into the SA.GOV.AU Dashboard.

Digital Government Maturity

7.2
out of 10

Digital by Default

Support and oversight (general)

DIF oversight

The **DIF Advisory Group** reviews initiatives submitted for funding to determine whether submissions align with the WofG digital strategy and technology standards, and have the best chance of successful implementation should they be approved.

Successful submissions can be subject to several conditions, including:

➜ Ongoing reporting and funding gates to ensure that objectives are being met

➜ Requiring experts from the DIF Advisory Group to oversee progress

➜ Requiring larger agencies to partner with smaller agencies to support delivery

DTF has a DIF team to support agencies in accessing necessary specialist skills in procurement, commercial negotiation, business case development and project assurance.

Agencies also embed digital best practices into projects and processes by using (for example):

➜ Procurement policies, including the **Contract Management Policy**[209]

➜ Governance arrangements, including the **Architecture Review Group**, which ensures procurements align with WofG strategy, architecture principles and standards

- The **Digital Service Standard policy**[210] (adopting the DTA's **Digital Service Standard**) to ensure digital solutions are consistent and user-centric
- The **Digital Transformation Toolkit**[211], consisting of a **Digital Maturity Assessment Tool, Digital Transformation Prioritisation Tool, Digital Strategy Template** and **Digital Strategy Implementation Plan Template**
- **API Management Technical Standards**[212]

Architecture and systems interoperability

Premier and Cabinet Circular: ICT, Digital and Cyber Security Requirements[213]

- Sets the requirement for agencies to first consider common services provided by OCIO (discoverable in the **OCIO Service Catalogue**).
- The services contained in the Service Catalogue "have been assessed for use in the government's ICT environment", are interoperable, and comply with maintenance schedules and processes.

Architecture Review Group

- Ensures procurements and digital designs align with WofG strategy, architecture principles and standards. (See 'Governance' for details)

Support and oversight (AI)

AI Governance working group

A working group of representatives from 15 agencies supports the CIO Steering Committee on AI governance. They draw on expertise from SA Government and external experts such as the NSW Chief Data Officer, CSIRO and Women's and Children's Health Network.

The **Guideline for the use of Large Language Model Artificial Intelligence Tools and Utilities**[214] provides generative AI guidance.

An **AI and Data Community of Practice** was launched in May 2024.

Skills

Policies/ frameworks

The Office of the Commissioner for Public Sector Employment provides guidance material to help agencies develop leadership and build competency, but there is no overarching digital/ICT skills framework.

Skills intake/ recruitment

SA Government Cyber Security Graduate Pool

- Hires TAFE and university graduates in cyber roles

Employee professional development/ skilling

The OCIO supports agencies in building digital capability, offering:

➔ Product-specific training to ensure employees get the most from the offerings available (e.g. M365)

➔ Communities of Practice covering AI and Data, Microsoft products (e.g. Power Platform, SharePoint, M365, Azure), Cyber Security, Enterprise Architecture, and Secure Collaboration.

The Office of the Commissioner for Public Sector Employment provides access to short courses via the **South Australian Leadership Academy**, including for Artificial Intelligence and VR and AR.[215]

Workforce skills/review

ICT Workforce working group

➔ Chaired by the GCIO

➔ Examines workforce planning for the sector's ICT, digital, data and cyber security professions, and what the government needs to do to ensure it has the right skills and capabilities in place.

User Driven Government

User Experience Design

SA.GOV.AU provides a life events lens where useful, for example, getting a driver's licence, renting in the private sector, moving to retirement housing or when someone dies.

Individual agencies have also incorporated life event-driven service delivery into online services. For example, the Department of Education's **Early Years SA App** offers a resource for parents on child health, learning, development, and wellbeing. The app notifies parents and carers about the availability of child development checks and provides relevant resources about parenting.

User-centred design toolkit
Agencies also have access to a user-centred design toolkit adapted from the DTA's Service Handbook.[216]

Digital Inclusion Initiatives

Disability Access and Inclusion Plan 2020-2024[217]

➔ Includes initiatives to support people living with disability to digitally access government services and programs. For example, the Plan includes promoting the **Online Accessibility Policy and Toolkit** across the government.

➔ The One Stop Shop Service Design Team (the team behind the SA.GOV.AU platform) increased the number of users in testing who identified with a disability from 10 per cent in 2023 to 17 per cent in 2024.

→ A consultative process for a **Statewide Connectivity Investment Strategy** to guide funding decisions and improve connectivity access is underway. The Government already participates in co-investment programs, including the Australian Government's **Mobile Black Spot Program**[218].

Digital Inclusion Standards

The **Online Accessibility Policy** requires websites to comply with WCAG 2.0 level AA.

Data Driven Government

Support and Oversight

Office for Data Analytics (ODA) (within DTF)

Leads the state's approach to making better decisions by sharing and analysing data.

ODA is running eight active projects as of May 2024.

ODA administers three committees to support agencies manage data as a strategic asset:

State Social Data Asset Committee

→ Provides oversight of initiatives and proposals that involve social data sharing

State Economic Data Asset Committee

→ Oversees economic data assets to support economic policy and measure programs' economic impact

Environment and Emergency Management Data Asset Committee

→ Ensures that emergency organisations have access to systems and processes to share information and intelligence for better decision-making. This includes the **Situational Awareness for Emergencies platform**, a common operating picture integrating emergency management information to provide real-time situational awareness.

ODA is SA's lead on the NDDA initiative which will share and link disability-related data from across South Australia into ANDII.

Infrastructure

Agencies use a central Microsoft 365 tenancy which is managed by OCIO and enables collaboration and data sharing in common business applications like PowerPlatform.

OCIO operates AWS and Azure **Landing Zones** giving agencies access to cloud products and services for their data needs and is implementing a centrally managed WofG Integration Platform service to provide agencies with a solution for sharing data and information between applications.

ODA is currently being assessed to become an Accredited Data Services Provider under the Commonwealth's DATA Scheme enabling it to more easily share data with the Commonwealth and perform services such as data linkage on agency datasets.

Government as a Platform

Digital Architecture	The **Architecture Review Group** evaluates solution designs from agencies to ensure a consistent WofG approach, and agencies can access previously approved blueprints and architectural designs.
ERP - Financial	The Government is finalising the procurement of an integration partner to replace its **FMS Masterpiece.** The program will be completed in 2027 and relies on Oracle for the FMS and Mulesoft for the integration solution.
ERP - HRM	No WofG solution for managing recruitment and employee processes. **CHRIS 21 Human Resource Management System** is used to pay employees.
ERP - Assets	No WofG solution
Engagement	DPC manages **YourSAy**[219], a consultation hub for agencies to invite citizens to contribute to decision-making. There were 15,000 contributions to YourSAy consultations in 2023. DPC also provides the **Better Together engagement framework**[220], a set of principles and best practices for engagement.
Grants management	**Weare.sa.gov.au** shares news on grants from a range of agencies.
CRM	No WofG solution
Open Government	
Open data	**Data.SA** (1,863 data sets as of June 2024[221]). Citizens can request the release of a data set.
Procurement transparency	**SA Tenders and Contracts**[222]

Western Australia

Digital Government Readiness

9.2 out of 10

Government:
Labor

Responsible Minister:
Minister for Innovation and the Digital Economy, Stephen Dawson

Strategy

Vision and goals

Digital Strategy for the Western Australian Government 2021-2025

Includes five priorities:

→ Better services

- Make transactions available online; Integrate services to make interactions simpler; Design services around life events; Be digital first, not digital only.

→ Informed decisions

- Provide better ways to engage with government; Use data more effectively; Enable data sharing.

→ Safety and security

- Improve cyber resilience; Enable secure online services; Be transparent about managing citizen data.

→ Digital inclusion

- Connect more citizens to internet services; Enable access; Promote digital skills and confidence; Promote inclusive design.

→ Supporting digital foundations (added in the 2022 ***Digital Strategy Roadmap***)

- Modernise legacy systems

Tracking mechanism

Each priority has supporting initiatives with progress updated annually in the *Digital Strategy Roadmap*.[223]

The 2024 Roadmap comprises 77 active initiatives, 28 more than 2023 and 54 more than 2022.

NEC **aws**

Outcome measurement

The Roadmap includes a *Digital Strategy Outcomes Framework* detailing measures for success.

Funding

Dedicated ICT / digital Budget mechanism

Digital Capability Fund (DCF)

Has allocated $1.3 billion to around 100 digital initiatives across the government since it was established in 2021.

Budget priorities

2024-25 Budget initiatives include:

→ $7.2 million to extend the hours of operation for the **WofG security operations centre**

→ $6.5 million for improved vulnerability management, threat intelligence and data analytics tools.

→ $9.4 million to deliver a digital wallet in the **ServiceWA App**.

→ $11 million for **WofG digital platforms**

→ $7.7 million for the Service WA App

→ $2 million for **AI policy implementation**

→ $140 million over 10 years for a **digital twin**

Policies

Privacy

Privacy and Responsible Information Sharing (PRIS) legislation

The PRIS Bill has been passed by the Legislative Assembly and is likely be debated in the Legislative Council in the next couple of months.

The PRIS legislation is intended to modernise and strengthen privacy protections for personal information held by WA government by:

→ Including a scheme for mandatory reporting of notifiable information breaches involving personal information

→ Providing protections for sensitive Aboriginal family history information and sensitive Aboriginal traditional information and a mechanism to support Aboriginal data governance

→ Enabling the safe and secure sharing of information across Government and with trusted external entities for permitted purposes in the public interest

→ Establishing a new Information Commissioner, Privacy Deputy Commissioner and an Information Access Deputy Commissioner for a coordinated approach to privacy and Freedom of Information matters.

NEC aws

PRIS is Australian-first legislation which combines privacy protections and an information sharing framework to balance privacy-by-design and the safe flow of government information to deliver community benefits.

PRIS also provides protections for personal information in the use of automated decision-making and artificial intelligence systems.

Data

Standards for the Management of Records

The State Records Commission sets **Standards for the Management of Records**. Standard Eight deals with managing digital information.[224]

State Records has also issued the **Information Management Framework**[225], made up of principles, capabilities and enablers to help State and local agencies navigate information management.

The **WA Information Classification Policy**[226] and toolkit of guidance and templates supports agencies to identify risks and apply security controls to protect, store and share their information assets.

WA is an active participant in several inter-jurisdictional data related initiatives (see 'collaboration' below).

A **Data and Linkage Advisory Committee** is part of WA's governance approach (see below).

Open Data

Open Data Policy[227]

States that government data should be 'open by default.'

Landgate, the land titles registry agency, is the lead agency for open data implementation. See also "Open Government" below.

Cyber security

WA Government Cyber Security Policy 2024[228]

The Policy directs agencies to manage cyber security risks in accordance with ACSC and US National Institute of Standards and Technology (NIST) guidance.

The *Policy* covers:

➜ Prevention measures

➜ Key controls

➜ Capability development

➜ Exemptions

➜ Reporting requirements

Governance

Minister

Minister for Innovation and the Digital Economy, Stephen Dawson

WofG Agency

Office of Digital Government (DGov)

→ Unit of the Department of the Premier and Cabinet (DPC)

→ Responsible for leading, supporting and coordinating WofG digital transformation

→ Administers the DCF

→ Led by the **Government Chief Information Officer (GCIO)**

Interagency Executive level

Digital Capability Fund Steering Committee

→ Makes recommendations to the Minister on DCF allocations and oversees initiatives

→ Comprises external ICT expertise and the Directors General (or equivalent) of DPC, Treasury, Finance and the Small Business Development Corporation

Directors General Technology, Innovation, Science Council (the Council)

→ Previously the Directors-General ICT Council but the remit expanded to include Innovation and Science in March 2024

→ Comprises the Directors General (or equivalent) from 15 agencies

Interagency sub-executive

The Business and Technology Advisory Committee

→ Advises the *Council* on digital policy and standards and opportunities for collaboration

→ Comprises business and technical representatives from several agencies

→ The Technical Stream primarily consists of agency CIOs

Data and Linkage Advisory Committee

→ Advises the *Council* on e.g.:

  • WofG data linkage reforms

  • Participation in inter-governmental data sharing agreements

→ Comprises representatives from 14 agencies

Privacy and Responsible Information Sharing (PRIS) Implementation Steering Committee

→ Advises the *Council* on e.g.:

- Sector readiness to implement the PRIS reforms
- Building culture and capability for the management and responsible use of data by public entities.

→ Comprises representatives from 20 public entities.

Interagency ICT/ digital executive

Digital Transformation Community of Practice

→ Fosters collaboration, shared insights, and drives strategic alignment among key leaders in the sector with members primarily agency CIO's.

→ Hosted by the Office of Digital Government

External advice

The DCF Steering Committee includes an independent ICT expert.

The **AI Advisory Board** to support the new **AI Policy and Assurance Framework** will comprise a mix of external and internal personnel once its established by the end of 2024.

The PRIS legislation will establish a **PRIS Advisory Committee** to advise the Chief Data Officer (CDO) in relation to community expectations, technical best practices and developments in other sectors or jurisdictions for privacy management and data sharing for public benefit.

Key Service Delivery Agency

WofG Agency

WA does not have a WofG service delivery agency akin to Service NSW, Service Victoria or Services Australia.

Single front door

WA.gov.au

Provides citizens with information and links to online transactions. For example, licencing and registration transactions are directed to the Department of Transport's **DoTDirect** site.

Citizen account

ServiceWA App

Provides notifications to citizens, including government offers. The App's capabilities will continue to be expanded (see 'funding' above).

FuelWatch, unclaimed money checks, and emergency bushfire notifications are provided through the App.

Digital identity

WA uses Federal's myGovID for the ServiceWA App.

Procurement Reform

Procurement guidance

ICT Procurement Framework [229]

Assists agencies from project definition to management and review during ICT procurement.

It includes:

→ Principles

→ Policies

→ Templates

→ Guidelines

Marketplaces and panels

WA expects new Common Use Agreements (CUAs) to be operational by late 2024 or early 2025. [230]

Current WofG CUAs include:

→ ICT Services[231]

→ Temporary professional services[232]

→ Ones with suppliers including AWS, Oracle and Microsoft

WA is transitioning from its GovNext CUAs, established in 2015.

Social and economic outcomes

WA Social Procurement Framework [233]

Has policies for improving social outcomes including the **Aboriginal Procurement Policy and Buy Local Policy 2022** [234]

Agencies must assess prospective suppliers' commitments to Western Australians during a value for money assessment using a participation plan. The weighting given ranges from 10 to 20 per cent based on the agency's judgement. [235]

Aboriginal Procurement Policy [236]

→ Sets a target of four per cent of contracts to be with registered Aboriginal businesses in 2023-24.

→ Agencies can procure from eligible Aboriginal businesses directly without a competitive process.

Collaboration

DDMM participation

DDMM

The Minister has attended all four of the DDMM meetings held since June 2023.

See also Appendix 1 'National Forums'.

Sharing solutions

The Department of the Premier and Cabinet, and the Department of Health, are accredited 'data users' under the **Data Availability and Transparency Act 2022 (DATA) Scheme** and can therefore access Federal data. The Department of the Premier and Cabinet, and the Department of Health are also accredited data 'providers' so can provide data integration, de-identification and access services. This enables the provision of approved Commonwealth data to other agencies with Accredited User status through **PeopleWA**.

WA's digital identity exchange shares foundational components with both Queensland and South Australian Governments.

WA leverages Federal's **myGovID** for its digital ID.

Digital Government Maturity

7.1
out of 10

Digital by Default

Support and oversight (general)

DCF

The primary funding mechanism driving public sector digital transformation is the DCF.

DGov works with the Treasury during the Budget process to ensure that proposals for DCF funding comply with WofG priorities and architectural principles.

Successful agencies report their progress to DGov monthly.

The process requires Gateway Reviews for projects over $10 million.

In 2024, DGov established an **ICT Project Delivery Team** to support agencies' access skills on individual projects and with co-delivery and assurance as needed.

DGov creates a priority list for the **DCF Steering Committee** after assessing each proposal against four criteria:

➔ Alignment with digital transformation priorities and WofG principles

➔ Impact

➔ Achievability

➔ Risk mitigation

From the priority list, the Committee makes recommendations to the Minister for Innovation and the Digital Economy before Cabinet makes the final decision.

Other measures to support project delivery include the:

➔ **ICT Benefits Realisation Framework**

➔ **ICT Project Delivery Framework**

Architecture and systems interoperability

WA Enterprise Architecture Framework

Published in 2017, providing the basis for a common, interoperable and WofG approach to leveraging digital and ICT.[237]

The Government has since established several WofG platforms, policies and standards to support consistency in digital development.

Support and oversight (AI)

AI Policy and Assurance Framework

Requires AI projects that receive DCF funding or are valued over $5 million to be assessed by a new **WA AI Advisory Board**.[238] The Board will be formally established by the end of 2024 (BATAC and DGTISC have interim responsibility).

The policy requires that AI projects must comply with various principles.[239]

The Framework supports agencies to meet these principles by outlining considerations such as:

➔ Does the project and use of data align with relevant legislation?

➔ Is there potential to cause discrimination from unintended bias?

➔ Does the AI system provide a single point of failure for your service or policy?

➔ If there is enough human oversight of the AI system?

➔ Were non-AI systems considered?[240]

Agencies are given next steps based on how they answer these questions.

Skills

Policies/ frameworks

The Public Sector Commission provides resources to support agencies with talent attraction, recruitment, selection and onboarding.

Most of these are not specific to ICT and digital, except for **Digital Capability: A Guide for Agencies**[241] which uses the **Skills Framework for the Information Age** to identify skills for digital roles.

Skills intake/ recruitment

Digital Public Sector Graduate Program

Launched in 2024 to attract ICT graduates into the public sector.

The 12-month Program offers four specialised ICT streams:

➔ Cyber Security

➔ Data Science

➔ ICT Operations

➔ ICT Project Management

| **Employee professional development/ skilling** | DGov runs a ***Cyber Security Work Integrated Learning Program*** (Internship Program).

Agencies are supported in building digital capability, including:

➜ The suite of courses and workshops tailored to government employees, offered by Microsoft |

| **Workforce skills/review** | An ***ICT Workforce Review*** was conducted in 2024 to identify:

➜ Critical ICT positions that are hard to staff

➜ Barriers to attracting and retaining ICT professionals

➜ Options to address these barriers

The Government is now considering options to implement the findings. |

User Driven Government

| **User Experience Design** | ***Digital Services Policy***[242]

Requires WA agencies to develop consistent and accessible digital services using principles, standards and processes.

The ***Digital Services Policy Framework*** includes the following:

➜ ***Accessibility and Inclusivity Standard and Guidelines***

➜ ***Digital Services Content Standard*** [243]

➜ ***Digital Services Design Principles*** [244]

'Tell us once' style of service delivery centred on life events is expected to be facilitated by the PRIS legislation removing information-sharing barriers. |

| **Digital Inclusion Initiatives** | ***Digital Inclusion in WA Blueprint***

Seeks to remove various connectivity, affordability, skills and design barriers.

The blueprint comprises:

➜ A Partnership Framework and Accord of members agreeing to collaborate on digital inclusion initiatives

➜ An Implementation Program of 16 initiatives including:

  • Co-funding connectivity infrastructure to improve internet access for farmers, students and remote communities

  • Repurposing devices for charity organisations to distribute

  • Digital literacy, cyber security and online scams awareness programs |

Digital Inclusion Standards

Accessibility and Inclusivity Standard[245]

Sets the minimum standards for agencies' online services, including that all content must be accessible and comply with WCAG standards (level AA).

The Centre for Accessibility[246] regularly audits and reviews WA's digital platforms and the 2024 Digital Strategy Roadmap.

Separate ***Access and Inclusion Guidelines*** are provided with supporting material to assist agencies comply.[247]

Data Driven Government

Support and Oversight

Chief Data Officer (CDO)

Appointed in 2023, ahead of the assent of the PRIS legislation which will formalise the role.

The CDO is to champion a culture of transparency, accountability and safe use of government-held information.

The CDO will be advised by the PRIS Advisory Committee (see above)

Data and Linkage Advisory Committee

14 agencies participate in the Committee. It guides how agencies collect, use and provide access to data

Data Standards for Western Australian Government[248]

Guides agencies on data collection, e.g.:

- → Naming
- → Sex and gender
- → Date and time
- → Address and location

Infrastructure

PeopleWA

- → Implemented in 2023, PeopleWA is a linked data asset offering a tool for research, government policy and service improvement. PeopleWA links activities from a combination of the ***Western Australian Data Linkage System*** (administered by the Department of Health) with datasets from a range of other departments
- → Government agencies, researchers and non-profit organisations can apply to use the asset for their research.

Digital Twin

WA's Digital Twin funded in 2024-25 Budget will be a 4D representation of WA's built and natural environment. It will:

➔ Expedite development approvals

➔ Simulate planning decisions

➔ Streamline infrastructure projects

➔ Assist with predictive maintenance

The 2024-25 Budget allocated $140 million over 10 years. The platform will be developed by Landgate.

Government as a Platform

Digital Architecture	The DCF is key for achieving the WofG architecture as the funding criteria assess alignment with WofG principles including the development of common digital platforms.
ERP - Financial	No WofG system
ERP – HRM	No WofG system ***Recruitment Advertising Management System (RAMS)***
ERP - Assets	No WofG system
Engagement	Online consultation system '***Have your Say***' ***Resolve*** (provides a single system for registering citizen complaints about agencies).
Grants management	This platform is in the discovery phase.
CRM	***Notify*** (allows agencies to message relevant customers). Resolve

NEC aws

Open Government

Open data

data.wa.gov.au

2,749 datasets as of June 2024[249]. Includes datasets with various access levels, including some available for payment.

The **Open by Design – The FOI Act and Information Release in WA** publication issued by the Office of the Information Commissioner assists agencies to develop appropriate Open by Design policies and processes to facilitate information release beyond the formal access procedures outlined in the **Freedom of Information Act 1992 (WA)**.

Procurement transparency

Tenders WA

Northern Territory
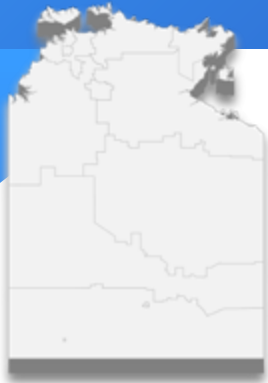
Digital Government Readiness

9.5 out of 10

Government:
Labor

Responsible Minister:
Minister for Corporate and Digital Development, Selena Uibo

Strategy

Vision and goals

***Digital Territory Strategy* (2018)**[250]

Vision:
Enabling Territorians to make the most of digital technology to build connections, reach their potential and succeed in a thriving digital economy.

Digital Directions:

→ **Grow Jobs and Business**

- Assist businesses
- Enable innovation with open datasets
- Support the local digital industry
- Promote cyber smart practices.

→ **Connect Territory Communities**

- Increase access
- Find services that meet divergent needs
- Link communities with industry and entrepreneurs.

→ **Build Digital Skills**

- Grow STEM capabilities (including for diverse groups)
- Meet in-demand cyber and data needs with education.

→ **Enable Smarter Communities**

- Encourage community-level use of digital
- Use sensors and data to improve lives
- Leverage innovation to progress transport
- Improve sustainability.

→ **Improve Government Services**
  - Deliver simple, customer-centric digital services
  - Establish efficient and sustainable platforms
  - Protect data.

Tracking mechanism

Digital Territory Action Plans [251] (yearly)

→ In 2023-24, the NT has achieved 16 actions out of 57 actions. The remaining actions are either still in progress, multi-year projects or ongoing activity. Work to identify the 2024-25 action plan is still in progress.

The Department of Corporate and Digital Development (DCDD) ***Office of Digital Government*** (ODG) provides Strategy progress reports to Cabinet.

Outcome measurement

Actions are given expected benefits and a high-level outcome:

→ Makes digital more accessible

→ Improves economic opportunities

→ Enhances customer experience

→ Harnesses new technology and services

→ Modernises government services

The Action Plans make it clear which Actions have been completed the previous year and the high-level outcome.

Funding

Dedicated ICT / digital Budget mechanism

There is no dedicated fund for digital/ICT but the ***NTG Digital Solutions Roadmap (2022-27)*** provides a planning tool for current and emerging digital solutions to assist with prioritisation and planning.

Budget priorities

2024-25 Budget initiatives include:

→ $20 million to DCDD to develop a standards-based ***digital driver's license*** (on behalf of the Department of Infrastructure, Planning and Logistics)

→ $6.5 million to DCDD for stage 1 of the ***NT student management system*** replacement (on behalf of the Department of Education)

→ $4.3 million to DCDD over two years (from 2023-24) for ***e-Conveyancing***

→ $2.3 million to DCDD for additional ***cyber security*** investment

Policies

Privacy

NT Information Act 2002[252]

➔ Includes ten **Information Privacy Principles**[253] (a modification of the Federal government's).

➔ Overseen by the **Information Commissioner**, who also handles complaints.

Data

NT Public Sector Organisations Records and Information Management Standard[254]

➔ Establishes mandatory governance, capture, discovery, security, and disposal requirements for records and information held by agencies

➔ Chief Executives have overall responsibility for meeting the standards and must state compliance in annual reports

Open Data

Open Data Statement (2019)[255]

Non-sensitive data must be open, accessible, usable and free. Includes standards for uploading data to the **Open Data Portal.**

Cyber security

Cyber Security Governance Framework

Covers governance, policy, processes for monitoring and assessing cyber security risk, and incident management

Governance

Minister

Minister for Corporate and Digital Development , Selena Uibo

WofG Agency

Office of Digital Government within DCDD

➔ Develops, maintains and monitors digital and data policy and strategy. Treasurer's Directions state that agencies must comply with WofG ICT policies and standards[256]

➔ Provides assurance services for major ICT projects that require independent oversight

➔ Provides advisory services to agencies.

Digital Services Group within DCDD

➔ Manages the WofG enterprise ICT environment

➔ Implements operational and technical policies

Interagency Executive level

ICT Governance Board (the Board)

→ Comprises Chief Executives and other senior executives across several agencies.

→ Accountable to the Minister for Corporate and Digital Development

→ Oversees major initiatives.

→ Analyses major agency proposals before funding approvals.

Interagency ICT/ digital executive

Data Sharing Governance Committee

→ Comprises Deputy Chief Executives from multiple agencies

→ Focusses on addressing cultural, legislative and procedural barriers to data sharing.

Internal DCDD governance committees and boards include the **Digital Reforms Oversight Committee, Territory Services Program Board and Digital Industry Development Committee.**

External advice

NT has external engagement mechanisms for ICT and digital but none as formal as permanent board representation.

Key Service Delivery Agency

WofG Agency

NT does not have a WofG service delivery agency such as Service NSW, Service Victoria, or Services Australia.

Single front door

NT.gov.au

→ A front door for government information organised around topic areas (e.g. arts, sport and leisure; boating, fishing and marine; driving and transport).

→ Citizens needing to conduct an online transaction are linked to Territory Services.

Territory Services [257]

→ Online 'one-stop-shopfront' for citizen and business services.

→ Launched in February 2024 to replace the **Can-Do Business** and **Digital Services Portals**.

→ Supports 70 citizen and business services (e.g. renewing a driver's license or vehicle registration, applying for a working with children clearance, registering a business.)

DCDD received $20 million in 2024-25 Budget to develop a **digital driver's license**, with implementation expected by early 2026. The licence will be standards-based and recognised and accepted across Australia.

| **Citizen account** | There is no citizen account currently |

| **Digital identity** | The **Territory citizen ID** will be implemented later in 2024 and online services will be gradually added during 2025. |

Procurement Reform

| **Procurement guidance** | **NT Government Procurement Rules** [258] (updated 2024) |

All procurements must apply the following principles:

➜ Value for Territory

➜ Ethical behaviour and fair dealing

➜ Open and effective competition

➜ Enhancing the capabilities of Territory enterprises and industries

➜ Environmental protection

Marketplaces and panels

Several arrangements managed by DCDD cover ICT and digital capabilities, including the **ICT Specialist Services panel**.[259] The panel is supported by an online portal for requests for quotations and notification of awarded work.

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

Social and economic outcomes

Aboriginal Procurement Policy [260]

➜ Five per cent target (number and value) for contracts with a value over $15,000.[261]

➜ Permitted mechanisms to achieve targets include establishing a higher weighting for local Aboriginal benefits and allocating a component of a tender for an Aboriginal business.

Buy Local Plan [262]

➜ Includes the requirement that at least 30 per cent weighting is given to local content during value-for-money assessments.

➜ A **Buy Local Industry Advocate** promotes and monitors the Plan's effectiveness. The independent role sits on the **Procurement Review Board** and can investigate complaints from industry and randomly audit contract decisions.

Collaboration

Forums

DDMM

→ NT Government leads the DDMM Digital Inclusion program and chairs the **Digital Inclusion Working Group**. The focus for 2023-24 has been on First Nations digital inclusion and remote communications connectivity gaps.

→ The Minister has attended three of the four DDMM meetings held since June 2023.

See also Appendix 1 'National Forums'.

Sharing solutions

Examples include digital identity solutions, and digital driver's licence architectures and standards.

Digital Government Maturity

6.5
out of 10

Digital by Default

Support and oversight (general)

NTG Digital Solutions Roadmap (2022-27)[263]

A planning tool for current and emerging digital solutions to assist with prioritisation and planning. The Roadmap lists 43 digital solutions as priorities over the next 5 years and indicates if the solution:

→ Requires a new system

→ Is an enhancement or upgrade of an existing system

→ Needs a review to decide on the approach

→ Has received budget approval

ICT Governance Board

Agencies must provide the Board with information about major ICT proposals, planned projects and active projects at a frequency determined by the Board.[264]

All proposed legislative changes are circulated across government agencies before being tabled with Parliament. DCDD has a leadership role in assessing and advising on changes with digital and data implications.

Architecture and systems interoperability

NT's centralised ICT service model supports a consistent architecture as most major technology capabilities are developed and managed by DCDD.

The **Architecture Review Board** provides oversight over strategic ICT investment and design decisions.

NT does not publish a WofG architecture like Federal's AGA.

Support and oversight (AI)

Artificial Intelligence Assurance Framework (2024) [265]

→ Adapted from the DDMM **National framework for the assurance of artificial intelligence in government** [266]

→ Provides practical and ethical guidance on AI and automation in government, including AI Ethics Principles

→ Agencies must submit projects that have been determined as high risk by an **AI Self-Assurance Assessment** to the **AI Advisory Board** for advice.

→ DCDD is establishing an **NT AI Community of Practice** separate from the AI Advisory Board, which has received nominations from industry, the tertiary sector, the government and the community. First meeting is scheduled for August 2024.

Skills

Policies/ frameworks

NTPS Workforce Strategy 2021-26

→ Lists 'digital' and 'data literacy' as priority workforce capabilities.

→ The **NTPS Workforce Strategy-Work Plan 2024-2026** includes the action item: 'Incorporating digital and data literacy and capability in the **NTPS Learning and Development Framework**'. The ODG and Commissioner for Public Employment have joint responsibility for this action item.

Skills intake/ recruitment

There is an emerging WofG ICT / digital recruitment program known as **Tech Talent** [267], plus the Government sponsors initiatives to support recruitment, including the Charles Darwin University IT CodeFair and **NT Government Digital Futures** program supporting women to engage in digital career pathways. [268]

Further the Government has partnered with the ICT Industry Association of the NT to improve the skills and increase the take-up of ICT Traineeships with the pilot and rollout of the **Cross-Sector ICT Traineeship Program**. [269]

Employee professional development/ skilling

No WofG ICT/digital professional development program. DCDD is currently investigating future digital learning programs for government staff. [270]

Workforce skills/review

No current WofG workforce reviews for digital/ICT are underway.

User Driven Government

User Experience Design

Digital Services Policy [271]

Agencies must apply the following principles when developing digital services:

➔ People-centred

➔ One NTG

➔ Secure

➔ Accessible

➔ Tell NTG once

➔ Adaptable

➔ Digital focus

Digital Inclusion Initiatives

Includes:

Connectivity infrastructure

➔ **Remote Telecommunications Co-investment Program**

➔ Support for the not-for-profit 'Centre for Appropriate Technology's'[272] Mobile Telephone Hotspots in Central Australian Homelands. The organisation supports 49 mobile hotspots across the Territory.[273]

➔ **Schools Connectivity Uplift Program** (includes the use of low earth orbit satellites). In early 2024, every remote school in the NT had received a connectivity uplift primarily using LEO services. This opened up very remote parts of the NT that will likely never receive a terrestrial fibre optic connection due to remoteness and capital funding constraints.

Digital literacy uplift programs

➔ Free digital skills workshop for seniors and other groups in Libraries.[274]

Digital Inclusion Standards

Web content must adhere to WCAG 2.0 Level AA and be written in plain English.

Data Driven Government

Support and Oversight

Data Governance Framework

Policy and decision-making framework for inter-agency data sharing.

Data Sharing Governance Committee

A Deputy Chief Executive-level forum to address cultural, legislative and procedural barriers to data sharing.

Infrastructure

WofG data warehouse capability

Enables analytics across a diverse range of business lines, corporate data and statutory exporting obligations.

Master Data Management (MDM) solution (led by the Department of the Attorney-General and Justice)

➜ A toolset and platform initially for child protection and youth justice data analysis.

➜ Now being rolled out to other areas of government.

Government as a Platform

Digital Architecture

DCDD Architecture Review Board

Provides oversight over strategic ICT investment and design decisions. Membership from DCDD's ODG (policy, strategy), Digital Solutions (applications) and ICT Services (technology, cyber).

ERP – Financial

Government Accounting System

ERP - HRM

Personnel and Payments Management System; Personnel Information and Payroll System

ERP - Assets

Infrastructure Asset Management System (ASNEX)

Engagement

Have Your Say.

The Government is integrating stakeholder collaboration platforms but is unlikely to take a 'single system approach'.

Grants management

GrantsNT (managed by DCDD)

CRM

The Government currently has several CRM systems in use but has indicated it is an area targeted for consolidation.

Open Government

Open data

NT Government Open Data Portal – 996 data sets (46 more than 12 months ago)

Procurement transparency

NT Government Quotations and Tenders Online

New Zealand (central)

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

Government:
National

Responsible Minister:
Minister for Digitising Government, Judith Collins

Note. A National-led government took office on November 27, 2023, replacing Labour. This report primarily covers the period under the National-led government, although Labour was in power at the start of the assessment timeframe. NZ's results are largely attributed to the initiatives of the former Labour government, given the National-led government's limited time in power.

Strategy

Vision and goals

The **Strategy for a Digital Public Service** and the **Digital Strategy for Aotearoa** were delivered by the former Labour Government.

Strategy for a Digital Public Service [275] (2019)

Aims to embed "digital mindsets, skillsets, data and technology into the public service."

Comprises five priority areas supported by 38 initiatives in a Programme of Work[276].

The priority areas with examples of 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

NEC aws

→ 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

Digital Strategy for Aotearoa [277] *(2022)*

The 2022 *Digital Strategy for Aotearoa* takes a "whole of nation" approach. It has a separate Action Plan that the government states it will refresh yearly with specific initiatives.

The most recent Action Plan (2022/23) 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

→ Data for decision-making

→ Digital technologies industry transformation

Tracking mechanism

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

The *Digital Strategy for Aotearoa* includes an Action Plan for 2022/23 but a 2023/24 version has not been published.

The DIA annual report (2022-23) provides high-level updates on the Strategy by the Digital Executive Board, which was responsible for overseeing implementation until July 2023. It is now led by "a more informal grouping of relevant chief executives". [278]

Outcome measurement

The *Strategy for a Digital Public Service* includes a list of high-level outcomes, including:

→ Better results for New Zealand through a digital public service

→ New Zealanders' experience with government improves

→ A modern, agile and adaptive public service

→ A strengthened Māori–Crown relationship

The *Digital Strategy for Aotearoa* includes a list of high-level 'measures for success', including:

→ All New Zealanders can use verified digital identity should they choose to

→ All New Zealanders feel safe and supported online

→ High-speed internet is available to all New Zealanders

DIA also publishes **Digital Strategy performance metrics** in its annual report which largely align with the WofG strategies, such as 'Percentage of mandated agencies consuming at least one Common Capability'.

Funding

Dedicated ICT / digital Budget mechanism

NZ does not have a dedicated Budget mechanism for digital or ICT.

Budget priorities

2024-25 Budget initiatives include:

→ $93 million over four years to the education portfolio for various digital services, including **cyber safety training**

→ $50.5 million over two years to the Ministry for Children (formally known as Oranga Tamariki) and $6 million ongoing to upgrade existing **case and care management systems**

→ $3.8 million over three years to Parliamentary Service to replace its existing **Human Resource Management Information System**

Policies

Privacy

The Privacy Act 2020[279]

Governs how agencies can collect, store, use and share personal information. The Act includes 13 privacy principles including for disclosure, storage, access, accuracy, and correction.[280]

The **Office of the Privacy Commissioner** investigates complaints, monitors and enforces compliance with the Act, and promotes understanding of the privacy principles.[281]

A separate role of the **Government Chief Privacy Officer** (GCPO) operates within DIA's **Digital Public Service Branch** [282] to support agencies.

Data

Archives New Zealand's Information and records management standard[283]
Supports agencies in adopting effective information and records practices.

Open Data

New Zealand Data and Information Management Principles
Data should be "open for public access unless grounds for refusal or limitations exist under the Official Information Act or other government policy".[284]

Cyber security

NZ's Protective Security Requirements (PSR) framework

Outlines how agencies must manage personnel and physical and information security.

Agencies must comply with 20 mandatory requirements separated into four categories: governance, information, personnel and physical. [285]

Security practices must comply with the **New Zealand Government Security Classification System** and the **New Zealand Information Security Manual (NZISM)**[286].

Governance

Minister

Minister for Digitising Government, Judith Collins

WofG Agency

Department of Internal Affairs (DIA) Digital Public Service (DPS) branch

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 identity[287]

The Secretary of the DIA is the Government Chief Digital Officer.

Interagency Executive level	New Zealand designates six departmental secretaries as WofG 'System Leads.' Responsibility for digital governance sits with four of these who are "charged with developing and improving a designated area across government"[288].

They are:

➜ **Government Chief Digital Officer (GCDO)**
➜ **Government Chief Data Steward (GCDS)**
➜ **Government Chief Information Security Officer (GCISO)**
➜ **Government Chief Privacy Officer (GCPO)**[289]

Digital Executive Board[290]

➜ Leads and drives a WofG approach to joining up and modernising digital public services.
➜ Formerly oversaw the Digital Strategy for Aotearoa and its Action Plan until July 2023.
➜ Comprises (from July 2023) Government Chief Digital Officer, Chief Privacy Officer, Government Chief Information Security Officer, Head of Service, Government Chief Data Steward, and Inland Revenue System Lead Service Transformation |
| **Interagency ICT/ digital executive** | **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 GCDS[291] |
| **External advice** | The **Public Service Commissioner** can appoint one or more independent advisors to the Digital Executive Board.

The **Data Ethics Advisory Group** supports government test ideas, policies and proposals related to new and emerging uses of data.[292] Members include academics and consultants. |

Key Service Delivery Agency

WofG Agency	NZ does not have a WofG service delivery agency such as Service NSW, Service Victoria, or Services Australia.
Single front door	**Govt.NZ**

➜ The front door for citizens accessing government information and services[293].
➜ Guides citizens to the required service but does not offer them a unique or personalised digital account to access services (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 parenting services and financial help).[294]

➜ **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.[295]

Citizen account

No centralised account but citizens can use RealMe to access various services (see below)

Digital identity

RealMe [296]

➜ A WofG authentication and identity verification service managed by DIA

➜ 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.

Digital Identity Services Trust Framework Act 2023 [297]

Establishes a framework to support citizens using digital identities with agencies and other organisations by establishing a register of accredited providers, oversight bodies and a complaints mechanism.

Procurement Reform

Procurement guidance

Government Procurement Rules[298]

➜ Establishes agencies' responsibilities for sourcing goods and services, including for digital and ICT.

➜ Specific rules for digital and ICT include requiring agencies procuring web development work to require that suppliers comply with **NZ Government web standards**.[299]

Marketplaces and panels

The Marketplace

NZ's government Marketplace[300] facilitates the procurement of both ICT and non-ICT products and services and allows suppliers to 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.[301]

Social and economic outcomes

The **Government Procurement Rules** require agencies to consider how they can create opportunities for New Zealand businesses, including Māori, Pasifika and regional businesses, as well as social enterprises.

Progressive Procurement Policy[302]

Eight per cent of total contracts should be with Māori businesses.

MBIE also publishes guidance notes on improving access for Māori, Pasifika, and regional businesses to government procurements; and for NZ firms to access government ICT contracts.

Collaboration

Forums

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 2024).

NZ is an **ASEAN Dialogue Partner** and collaborates with member states in areas such as cyber security.

Sharing solutions

No examples in the public domain.

Digital Government Maturity

6.4
out of 10

Digital by Default

Support and oversight (general)

DIA Digital Investment Office

Oversees investments across government by:

→ Advising agencies, Treasury and ministers

→ Assisting agencies in prioritising funding requests

→ Developing a WofG perspective of initiatives to identify risks and opportunities (e.g. to reuse)

The Government Chief Digital Officer (GCDO) and the Government Chief Data Steward (GCDS) have developed a set of investment principles that, if addressed, are more likely to result in a successful business case.[303] 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**[304] **and All-of-Government ICT Operations Assurance Framework**[305] comprise the government's digital transformation assurance approach.

The **DIA System Assurance Team** provides resources to agencies (e.g., lessons learned and case studies[306]) and specific guidance for agile project delivery.[307]

NZ is taking a progressive approach to the transparency of algorithms used in the public sector. An **Algorithm Charter for Aotearoa New Zealand** was released in 2020 and 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 understood[308]

Architecture and systems interoperability

Government Enterprise Architecture for New Zealand (GEA-NZ)

→ Supports a WofG approach to digital transformation,[309] comprising frameworks, taxonomies and resources developed by the **DIA Government Enterprise Architecture team**.[310]

The government is continuing to develop the **Government Design System (alpha)**, a "reusable components, patterns and base elements" catalogue to support agencies building digital products.[311]

Support and oversight (AI)

The GCDO is responsible for leading the Government's safe adoption and use of AI.

Interim Generative AI guidance for the public service

→ Guides agencies, including 'Don't use GenAI tools for data classified at SENSITIVE or above' and 'Don't input personal information to GenAI tools if they are external to your environment'.

A 2023 survey of the public service[312] found the guidance useful with participants calling for further guidance.

Algorithm impact assessment user guide: Algorithm Charter for Aotearoa New Zealand[313] **(December 2023)**

➜ Supports agencies to meet their commitments under the Algorithm Charter (see Digital by Default) with guidance on how to identify, assess and document potential risks from AI systems and algorithms

➜ Provides various options for risk mitigation with links to more information

Skills

Policies/ frameworks

The **Policy Skills Framework**[314] includes digital and ICT skills, but the Government does not have a skills framework specific to the digital / ICT workforce in the public domain.

Skills intake/ recruitment

Government Security Communications Bureau Graduate Programme (IT)

➜ A single agency one-year program for graduates with skills in software, systems, network engineering, computer science, data science, telecommunications network analysis and cyber security

GovTech Talent Graduate Programme (Department of Internal Affairs)

➜ A cross-agency 18-month program

Employee professional development/ skilling

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

Workforce skills/review

No significant public sector-focussed digital or ICT reviews can be found in the public domain.

User Driven Government

User Experience Design

Digital Service Design Standard[315]

➜ Provides twelve principles to guide the 'design thinking' for agencies developing services.

➜ 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.

NEC aws

Digital Inclusion Initiatives

Highlights:

➜ Programs to boost connectivity

  • **Rural Broadband Initiative (RBI)**

  • **Rural Capacity Upgrades**

  • **Remote Users Scheme**[316]

➜ Programs to uplift digital literacy

  • The Office for Seniors **Digital Literacy Training for Seniors**[317]

  • **Pacific Community Digital Hubs**[318]

➜ Digital inclusion research. The government has supported research on the challenges faced by (for example) former refugees, migrants with English as a second language, people with a disability, Māori and Pacific peoples.[319]

The DPS branch continues to test a **centralised web accessibility checker** to alert agencies of accessibility issues for fixing.[320]

Digital Inclusion Standards

The **Digital Service Design Standard** includes the principle '4. Be inclusive, and provide ethical and equitable services'.[321] All agencies must meet the **NZ Government Web Accessibility Standard** 1.1 (which is based on WCAG 2.1)[322]

Data Driven Government

Support and Oversight

Government Data Strategy and Roadmap

➜ Last revised in 2021[323]

➜ Accompanied by a ten-year **Data Investment Plan (2022)** to prioritise investment in the data content, capability and infrastructure needed for data-driven decision-making.[324]

The Chief Executive of Stats NZ is the Government Chief Data Steward (GCDS), and 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 data[325]

Centre for Data Ethics and Innovation

➜ Established by Stats NZ

➜ Provides a network for data ethics experts across the government.[326]

Data Ethics Advisory Group

➜ Supports government test ideas, policy and proposals related to new and emerging uses of data.

Infrastructure

The Social Investment Agency supports a **Data Exchange** (DX) to support government and social sector data sharing via a cloud-based exchange platform.[327]

The 2022 Action Plan accompanying the Digital Strategy for Aotearoa included the possibility of establishing infrastructure for a national **digital twin** in 2025,[328] but the government has not made any further commitments.[329]

Government as a Platform

Digital Architecture

Government Enterprise Architecture for New Zealand (GEA-NZ)

➜ Supports a WofG approach to digital transformation[330]

➜ Comprises frameworks, taxonomies and resources developed by the **DIA Government Enterprise Architecture team**.[331]

The government continues to develop the **Government Design System (alpha),** a "reusable components, patterns and base elements" catalogue to support agencies building digital products.[332]

ERP

The NZ Treasury operates a small Shared Support Services function[333] on behalf of other agencies (as required), offering HR, payroll, information and contract management support.

Engagement

The Govt.NZ portal has a **Consultations** landing page directing citizens to opportunities to make submissions to both active legislative and policy consultations.[334]

Grants management

DIA's Grants Management System and Community Matters support various programs[335]

CRM

No WofG system

Open Government

Open data

data.govt.nz contains over 34,000 data sets (as of July 2024).[336] The site allows citizens to request data sets.

Procurement transparency

The **NZ Government Electronic Tender Service (GETS)** website publishes tender opportunities and records of successful contracts, sometimes accompanied by a short description of why the supplier was chosen.[337]

Tasmania

Digital Government Readiness

9.4
out of 10

Government:
Liberal

Responsible Minister:
Minister for Business,
Industry and Resources, Eric Abetz

Strategy

Vision and goals

Our Digital Future (2020) [338]

The vision is to deliver "a prosperous and connected Tasmania, collaborating and thriving in a technology-enabled world".

The strategy is divided into three priorities – Community, Economy and Government. Each contains several objectives.

Community

→ A digitally engaged, confident and connected community

→ Greater access opportunities

→ More choice for people in how they interact with government

→ People and businesses can interact with the government simply, securely and in streamlined and accessible digital environments

Economy

→ A sustainable, innovative, secure and technology-enabled business community

→ A vibrant startup environment

→ A talented, diverse and inclusive technology workforce

→ Reliable, scalable, available and affordable digital communications infrastructure

Government

→ Secure IT systems able to support efficient, joined-up public services

→ Evidence-led, data-enabled policy decisions

→ Staff skilled in contemporary approaches

→ Cloud-enabled services

An accompanying Action Plan lists initiatives for each priority along with a status but it has not been updated since 2020. There are 25 initiatives in total.

Tasmanian State Service Review (TSS Review)

The TSS Review (July 2021) to find structural, legislative and administrative improvements in the Tasmanian public service contains several digital-related recommendations.

The Government agreed to all 77 recommendations of the TSS Review, which now compliments Our Digital Future in guiding WofG digital direction.

Key digital recommendations include:

➔ Funding/developing a **WofG capability for sharing, linking and analysing data**

➔ Establishing consistent business systems across agencies through a '**platform-based functional leadership model'.** This involves allocating agencies the responsibility for integrating platforms across the government.

➔ Progressively **eliminating manual business processes**.

➔ **Making DPAC's Service Tasmania the single digital service delivery agency** with all digital services either developed on, or integrated with, a single Service Tasmania platform. Service Tasmania, established in 1998, provides services over the phone, counter and online (see Key Service Delivery Agency for more details).

Tracking mechanism

The DPAC annual report contains digital strategy updates but these are not explicitly connected to the Our Digital Future Action Plan to enable easy progress monitoring.

The **Tasmanian Government Secretaries Board Data and Digital Committee** monitors Our Digital Future progress.

DPAC's People, Performance and Governance division tracks progress against the TSS Review recommendations, which it reports to the Secretaries Board and Cabinet.

Outcome measurement

DPAC uses its annual report to list digital agency performance measures and status. These measures broadly align with the Strategy's goals and include:

➔ Percentage of Tasmanian Government Departments that are adopting key digital policies

➔ Online Transactions – Customer Satisfaction

Funding

Dedicated ICT / digital budget mechanism

Digital Transformation Priority Expenditure Program

$25 million is set aside each year under the Program in the Budget for digital projects.

Budget priorities

The 2024-25 Tasmanian Budget is scheduled for 12 September 2024 due to the March 2024 re-election of the Liberal government.

Policies

Privacy

Personal Information Protection Act 2004 (updated 2017)

→ Regulates how agencies deal with personal information.

→ Establishes ten ***Personal Information Protection Principles*** (PIPPS).[339]

→ The ***Tasmanian Ombudsman*** can investigate complaints that agencies have breached the PIPPS (a responsibility of an Information Commissioner in most other jurisdictions).

Data

Information Management Framework[340]

→ Developed by the ***Office of the State Archivist***

→ Comprises policies, standards and guidelines for effective information management

→ Includes the Office of the State Archivist's ***Information and Records Management Standard***[341]

→ Office of the State Archivist supports agencies with implementing the Standard but does not monitor for compliance.

Open Data

Open Data Policy[342]

→ Requires agencies to "start from a position of data openness" (expressed as 'open by default' in most other jurisdictions).

Cyber security

Tasmania's Protective Security Policy Framework[343] (maintained by DPAC)

Provides principles, responsibilities and requirements for agencies to keep information, people and assets secure.

Key cyber security requirements include:

- Adopt the **Australian Government PSPF** (requirement 8)
- Ensure security of technology and information assets to safeguard data, information and privacy (requirement 9). This includes the requirement for agencies to follow the **Cyber Security Policy** (November 2022).[344]

Governance

Minister

Minister for Business, Industry and Resources, Eric Abetz (from April 2024)

WofG Agency

DPAC's *Digital Strategy and Services (DSS)* division

- Leads and coordinates WofG digital transformation
- Advises the Premier and Minister for Business, Industry and Resources on digital and ICT policy
- Led by the **Tasmanian Government CIO** (GCIO), who reports to DPAC's Deputy Secretary of Corporate and Government Services.[345]

Interagency Executive level

Secretaries Board

- Sets overall public sector strategic direction
- Supports the development of WofG collaboration, resource-sharing and culture
- Chaired by the Secretary of DPAC

Interagency ICT/ digital executive

Data and Digital Committee

- Supports the Secretaries Board on data and digital issues
- Oversees WofG digital initiatives and priorities
- Facilitates data governance and data sharing
- Chaired by DPAC Deputy Secretary of Corporate and Government Services
- Comprises the GCIO, all agency CIOs, and a strategic information management/data representative

Key Service Delivery Agency

WofG Agency

Service Tasmania (DPAC business unit)

- Includes online, over-the-phone and over-the-counter services
- Established in 1998

Single front door

Service Tasmania website (new site launched 2022)

→ Information organised around topics (e.g. births, relationships and deaths, boating and fishing)

→ Includes a 'life events' section with information on 'moving to Tasmania' and 'what to do if someone dies'.[346]

Citizen account

myServiceTas account (launched 2024)

→ Supports 15 mainly transport-related services including licence renewals, vehicle registration and viewing demerit points

→ Allows citizens to notify changes of address to multiple agencies at once.

→ More features will be added, including the possible integration of Federal Government services.

Tasmania has not implemented digital driver's licences. In 2023 the Department of State Growth began updating its Motor Registry Systems as a step towards digital licences.

Digital identity

No WofG system. Service Tasmania is investigating a digital identity capability for myServiceTas.

Procurement Reform

Procurement guidance

Purchasing Framework

→ Includes legislation, principles, policies and procedures for all types of procurements (not just digital and ICT)

Tasmanian Technology Contract Conditions (TTCC) framework[347]

→ Establishes requirements for digital and ICT procurements at different risk levels

→ An **ICT Risk Matrix** supports agencies in determining the risk level of the specific procurement.

Marketplaces and panels

Technology Services Multi-Use List (TSL)[348]

→ Mandatory for services over $100,000; optional for smaller procurements.

→ A decision tool[349] helps agencies decide whether the procurement is in scope.
It covers:

• 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 including for:

→ Hardware *(ICT Hardware Contract Panel)*

→ Microsoft *(Microsoft Agreement)*

→ Managed data services *(Networking Tasmania Agreements)*

→ Integrated communication services

Social and economic outcomes

Tasmanian Industry Participation Plan

Suppliers must prepare a Tasmanian Industry Participation Plan (TIPP) for procurements over $5 million or for procurements over $2 million when requested by an agency. These are published on the **Purchasing Tasmania** site.[350]

Economic and social benefit criteria

While Tasmania does not have SME or Indigenous procurement targets, agencies must allocate at least 25 per cent of the evaluation criteria for procurements over $100,000 to the consideration of economic and social benefits.[351]

Collaboration

Forums

DDMM

The Minister has attended two of the four DDMM meetings held since June 2023. The Government was in a caretaker period for the February 2024 meeting and an official attended on 21 June 2024.

National Cyber Security Committee

The GCIO is the current co-chair of the **National Cyber Security Committee** (NCSC). The NCSC is the mechanism for inter-jurisdictional coordination for cyber security incident response.[352] The other co-chair is the Head of the Australian Cyber Security Centre.

Recent examples of forums supporting collaboration hosted by the State include:

→ The **2024 Public Sector Data Network** conference

→ A webinar with the APSC Digital Profession on the implementation of the Skills Framework for the Information Age (SFIA) and development of the APS Career Pathfinder Tool.

See also Appendix 1 'National Forums'.

| **Sharing solutions** | The DTA has provided guidance on the Tasmanian 'digital operating model' (the State's WofG architecture which is similar to the Federal AGA – see Government as a Platform for detail.) |

Digital Government Maturity

Digital by Default

Support and oversight (general)	Agencies are responsible for measuring the performance of ICT and digital procurements through audits and risk governance committees.
	The **Data and Digital Committee** oversees significant government digital priorities.
	A 2023 audit[353] of 30 digital and ICT initiatives across various agencies found effective planning and monitoring except for the Department of Justice's courts efficiency program. The audit recommended that agencies adopt seven principles. These include regularly monitoring and measuring intended outcomes and benefits during the delivery phase and modifying intended outcomes to reflect needs.
	In response, the Data and Digital Committee is investigating whether it should establish a Digital and ICT Investment and Assurance Framework and creating a public dashboard for significant digital initiatives.
Architecture and systems interoperability	The **Digital Standards Working Group** (DSWG) is developing a set of **Digital Standards and Principles** for government projects intended to deliver information or transactional services via the web.
Support and oversight (AI)	The Government has internal AI guidance aligning with the National AI Assurance Framework.

Skills

Policies/ frameworks	**WofG workforce capability program (from 2022)**
	➜ Establishing pathways for public sector ICT/digital skills development
	➜ Includes a four-year roadmap with three work streams:
	• *Digital Skills Profiling and Workforce Planning*

- Involves profiling public sector skills (aligned to SIFA[354]) in partnership with the Australian Computer Society and collaboration with APSC Digital Profession.
- **Digital Careers Campaign** (see 'Skills intake/recruitment')
- **Digital Talent Pipeline Development** (see 'Skills intake/recruitment')

Skills intake/*recruitment*

Digital Careers Campaign [355]

→ Commenced June 2023

→ Includes digital resources to raise awareness of public sector digital and ICT skills and roles.

→ Targets school-age students, graduates, career changers and skilled migrants.

Digital Talent Pipeline Development

→ Establishes pathways for VET, Tertiary, Schools and Colleges, and skilled migrants. Initiatives include traineeships, internships, grad programs and work experience.

Employee professional development/ skilling

While most professional development and skills uplift is performed at the agency level, WofG programs include:

→ General cyber security awareness training

→ Cyber security training for executives and practitioners

→ Coordinated training in Microsoft platforms and technologies

DPAC operates several Communities of Practice to promote WofG collaboration and skills, covering Design Thinking, Cloud adoption, and Data and information.

Workforce skills/review

One of the workforce capability roadmap streams was Digital Skills Profiling and Workforce Planning. This involved profiling workforce skills (aligned to SIFA) with the Australian Computer Society and in collaboration with the APSC Digital Profession.

User Driven Government

User Experience Design

Our Digital Future

Commits agencies to develop digital systems that are:

→ Simple: intuitive, seamless and convenient services that enhance two-way interaction

→ Secure: trusted, resilient systems that safeguard information and services

→ Strategic: connected systems and services that deliver a better public outcome

The Data and Digital Committee is responsible for monitoring strategy delivery which includes the application of these principles.

Service Tasmania has commenced work on a **Life Events Framework** that will guide future life event-driven service design, including on the Service Tasmania website.

Digital Inclusion Initiatives

Include:

→ 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** helps Tasmanians build digital confidence and access services online. The website[356] provides various video tutorials and factsheets for topics including 'Your Digital Legacy', 'How to choose a mobile phone and plan' and Building confidence with technology and devices'.

→ **'Build Your Business and Build Your Community initiative**' helps adults get literacy and numeracy skills to access digital services. It is run by 26Ten[357], a government entity that provides a helpline, grants and funding to organisations working to raise adult literacy and numeracy.

A Digital Inclusion Strategy is in development and a consultative process will start shortly.

Digital Inclusion Standards

Key Government websites comply with WCAG 2.1 AA.

The **WofG Digital Standards Working Group** (established in 2021) is currently developing Digital Standards and Principles for use in government projects.

Data Driven Government

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".

Initiatives since this recommendation include:

Administrative Data Exchange Protocol for Tasmania (ADEPT)

→ Guidelines to help agencies promote sharing and managing information across agencies openly, transparently and securely.[358]

Information and Data Management Working Group

→ Established by the Data and Digital Committee

→ Comprises principal data custodians from agencies to develop and test a WofG data and information strategy.

Data Management Strategy

→ A draft data management strategy was delayed to incorporate the findings of the **Commission of Inquiry into the Tasmanian Government's Response to Child Sexual Abuse in Institutional Settings** (August 2023). Many of the Inquiry's recommendations involve improving data sharing and management. The strategy is now in development

Infrastructure

WofG data network and internet gateway

→ Used by all agencies for secure data communications.

Government as a Platform

Digital Architecture

The TSS Review recommended that specific agencies become responsible for WofG platforms.

In preparation, the Data and Digital Committee is developing an architecture called the **'digital operating model'** which defines the links between digital technologies and capabilities. The model is being used to provide capability roadmaps for common systems. The Government is planning to publish more information about this project later in 2024.

ERP – Financial

A WofG SaaS-based Financial Management System

ERP - HRM

A WofG HRIS platform.

The TSS Review recommended replacing the existing HRIS. In 2020, the Department of Health commenced a replacement project for a system that could become a WofG capability. In 2023, work commenced to establish a business case for WofG HR transformation.

ERP - Assets

Financial asset management is a module in the WofG SaaS-based Financial Management System

Engagement

A WofG approach is under consideration by DPAC.

Grants management	No single WofG platform. Several agencies use the Smartygrants platform (including DPAC).
CRM	*Service Tasmania CRM platform* (implemented 2024)

Open Government

Open data	**LIST (Land Information System Tasmania)**
	LIST provides location-based information, mapping tools and open data.[359]
	Agencies also publish data sets on Federal's data.gov.au.
	Government Information Gateway
	A portal for corporate information (e.g. annual reports, organisational structures).[360]
Procurement transparency	**Tasmanian Government Tenders** site

Data and Digital Ministers Meeting (DDMM)

The DDMM is comprised of ministers responsible for digital and data in all Australian states and territories. It is chaired by the Federal Minister for Finance and reports to the National Cabinet.

Priorities include:

➔ **Data sharing:** The Intergovernmental Agreement on Data Sharing (IGA) commits all jurisdictions to share public sector data as a default position, where it can be done securely, safely, lawfully, and ethically. Australian governments are establishing the National Disability Data Asset (NDDA) hosted on the Australian National Data Integrated Infrastructure (ANDII). The NDDA will provide data-driven insights about the needs of, and outcomes for, people with disability. Women's safety is a priority, with Federal and Victoria leading a program to improve information sharing across jurisdictions on perpetrators of family and domestic violence.

➔ **AI:** In June 2024, the DDMM released a national framework for government AI assurance.[361] It uses Australia's AI Ethics Principles as the basis for processes to support safe and effective AI adoption and supports agencies in establishing a context-relevant approach.

➔ **Life Journeys:** In 2023, the DDMM reviewed the National Life Event Program, identifying 110 initiatives across states and territories, and making recommendations to restructure governance. In June 2024, Ministers agreed to start a proof of concept life events-based checklist in the myGov app. See Appendix 'Life Journeys' for details.

➔ **Digital Identity:** Priorities include modernising Australia's ID system by establishing common standards for verifiable credentials. A National Strategy for Identity Resilience[362] was released in June 2024 setting out a series of principles for all jurisdictions to apply to make identities harder to steal and if needed, easier to restore.

➔ **Digital Inclusion:** Priorities include giving First Nations people options on how they identify who they are to create a Digital ID, and reviewing connectivity to ensure all Australians can access digital services.

Regional Connectivity Ministers Roundtable

The Regional Connectivity Ministers Roundtable is attended by state and territory ministers responsible for communications and connectivity. The biannual forum is chaired by the Federal Minister for Communications and has been established to ensure greater collaboration between governments to improve communications outcomes for regional and rural communities, including First Nations communities.

Priorities include:

➔ Telecommunications resilience to support public safety in a time of crisis

→ Enhancing regional communications infrastructure and data sharing, including through collaboration on the Regional Connectivity Program and publicly funding telecommunications infrastructure in regional and remote areas

→ Developing a national connectivity strategy

National Cyber Security Committee

The National Cyber Security Committee comprises the Head of the Australian Cyber Security Centre, state and territory cyber security leaders, and representatives from the Department of Home Affairs, the National Emergency Management Agency, the Australian Federal Police and the Department of Prime Minister and Cabinet. It is co-chaired by the Head of the Australian Cyber Security Centre and a cyber security lead from a state or territory.[363] Priorities include threat sharing and response coordination.

	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	Faafoi
ADDC	29 May 20	Robert	Dominello	Pearson	de Brenni	Pisoni	Kelly		Gentleman	Ferguson	Faafoi
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		*Caretaker Period*		Steel	Ferguson	Clark
DDMM	16 Apr 21	Robert	Dominello	Pearson	Enoch	Patterson	Punch	Kirby	Steel	*Caretaker Period*	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	*Post Change of Govt*	Dawson	Kirby	Steel		
DDMM	4 Nov 22	Gallagher, Shorten, O'Neil	Dominello	*Caretaker Period*	Enoch			Ah Kit	Steel	Ogilvie	
DDMM	24 Feb 23	Gallagher, Shorten, O'Neil	Dominello	Pearson	Enoch	Michaels	Dawson	Ah Kit			
DDMM	23 Jun 23	Gallagher, Shorten, O'Neil Dreyfus	Dib	Pearson	Bailey	Michaels	Dawson	Ah Kit	Steel	Ogilvie	
DDMM	29 Sep 24	Gallagher, O'Neil	Dib	Pearson	Bailey	Michaels	Dawson	Ah Kit	Steel	Ogilvie	
DDMM	23 Feb 24	Shorten, O'Neil Dreyfus	Dib	Williams	Mellish	Michaels	Dawson		Steel	*Caretaker Period*	Collins
DDMM	21 Jun 24	Gallagher, Shorten, Rowland	Dib	Williams	Mellish	Official	Dawson	Uibo	Steel	Official	Official

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

NEC aws

Life event journeys: are we there yet?

Australian jurisdictions have been working together since 2018 to replace cumbersome agency interactions with seamless digital experiences for citizens going through 'life events'. However, it has proven to be challenging with various practical, policy, and legislative obstacles to navigate.

2014

An eGovernment Ministerial Taskforce on Digital Transformation was established inside the Department of Prime Minister and Cabinet (PMC)[364] to develop a whole-of-government plan to improve the digital delivery of Commonwealth government services.

2015

In January, then Communications Minister Malcolm Turnbull announces that a Digital Transformation Office (DTO) would begin operating as an executive agency inside the Communications portfolio from 1 July.

2016

In October, the DTO undergoes a major change in direction to become the Digital Transformation Agency (DTA), taking over IT policy and procurement from the Department of Finance.

2017

The concept of Life Events emerges in the DTA's inaugural 2017-20 corporate plan[365], with a commitment to building services "that reflect real-life events, not government structures." The focus is exclusively on services provided by the Commonwealth government.

2018

The term 'life event journeys' appears for the first time in the DTA's 2017-18 annual report[366], which identifies eight 'high volume' ways people engage with the Commonwealth government to obtain services:

1 looking for work

2 becoming a carer for a family member

3 returning to work after having a child

4 coming to Australia to study

5 growing a business

6 accessing aged care

7 accessing commercial childcare

8 Australians travelling overseas

In September, the first national digital ministers forum, the Australian Digital Council (ADC) is convened with attendees agreeing[367] to improve collaboration between jurisdictions on services related to life events that involved multiple agencies, including registering births and deaths.

2019

The Council of Australian Governments (COAG) elevates the ADC to a formal COAG Council in August, with ACT assigned to run a 'Birth of a Child' pilot program to 'deliver a seamless experience' for parents. NSW, Queensland and the Commonwealth agree to work together to investigate digital birth certificates.

2020

The Covid pandemic upended government services across Australia, but attention returns to some long-term projects by the middle of the year.

The Australian Death Notification Service[368] (ADNS) is launched in June 2020, allowing people to simultaneously notify multiple organisations – such as banks, insurers, utilities and superannuation funds – that someone has died after a state or territory BDM Registry has formally recorded the death.

The ACT Birth of a Child Pilot started sharing (birth) information with Medicare in December.

2021

The DDMM convenes regularly with ministers receiving updates on the pilot programs, but the focus is largely on data sharing and establishing a digital identity system to facilitate the introduction of vaccine certificates.

2022

The DDMM agrees that its priorities for the year will include 'transforming services around life events,' and the incoming Labor government requests a review of the life events program and orders a snap review of the myGov platform.

2023

The DDMM is focused on introducing legislation for a national digital identity system, which would remove a significant source of 'friction' between Commonwealth and State services.

The myGov audit concludes[369] the platform could provide tailored information checklists for life events and prefilling data fields to help people self-navigate government services.

Commonwealth and ACT ministers send a joint letter to all Australian jurisdictions in June seeking support for a national roll out of the birth of a child program, flagging that further investment will be needed in 2025-26.

The Secretaries' Digital and Data Committee (SDDC) tasks the DTA to review the life events program in August.[370]

2024

The decision to transfer responsibility for life events to Services Australia is made in April, which receives a significant funding boost for the myGov program in the May 2024-25 budget, and plans to launch a 'life events-based checklist' in the myGov app are revealed in June.

The national digital identity legislation comes into effect on 1 December.

Methodology Notes

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.

DGRI Evaluation Criteria

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 2024-25
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

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Methodology Notes

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 2024 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 44 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
Data-driven	9	Initiatives to provide data training to public sector employees
	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
Government acts as a platform	12	Adoption of, and progress in delivering, a WofG enterprise architecture
	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
Open	16	Progress in establishing WofG core systems to support open data

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Intermedium

About Intermedium

Intermedium 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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