

## **Barton Deakin Brief: New South Wales Government’s Digital Strategy**

### **Designing Our Digital Future**

**16 June 2017**

The Minister for Finance, Services and Property, the Hon Victor Dominello MP has released the Government’s 2017 Digital Strategy, *Designing Our Digital Future* on Tuesday, May 23 at the 2017 [CeBIT](#) Exhibition.

This Barton Deakin Brief outlines the NSW Government’s Digital Strategy, *Designing Our Digital Future*.

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## Introduction

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The NSW Digital Government Strategy has been announced as part of the broader NSW Government strategy for ICT reform and push for change in attitudes toward technology within the NSW Government. The former [ICT Strategy](#) series have provided the foundation upon which the NSW government have built this new Digital Strategy in consultation with industry partners and across Government.

This Digital Strategy requires Departmental Secretaries to report performance against the strategy's priority areas, on a six monthly basis to the Government Chief Information and Digital Officer (**GCIDO**), Mr Damon Rees. This information will inform the GCIDO's biannual report to Cabinet.

## Governance: The ICT and Digital Strategy Group (IDLG)

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The ICT and Digital Leadership Group (**IDLG**) is the primary governance forum for ICT decisions and work programs in the NSW Government. It is responsible for driving the development and implementation of the ICT Strategy on behalf of the NSW government. It is comprised of members from all cluster agencies.

### *Key Members*



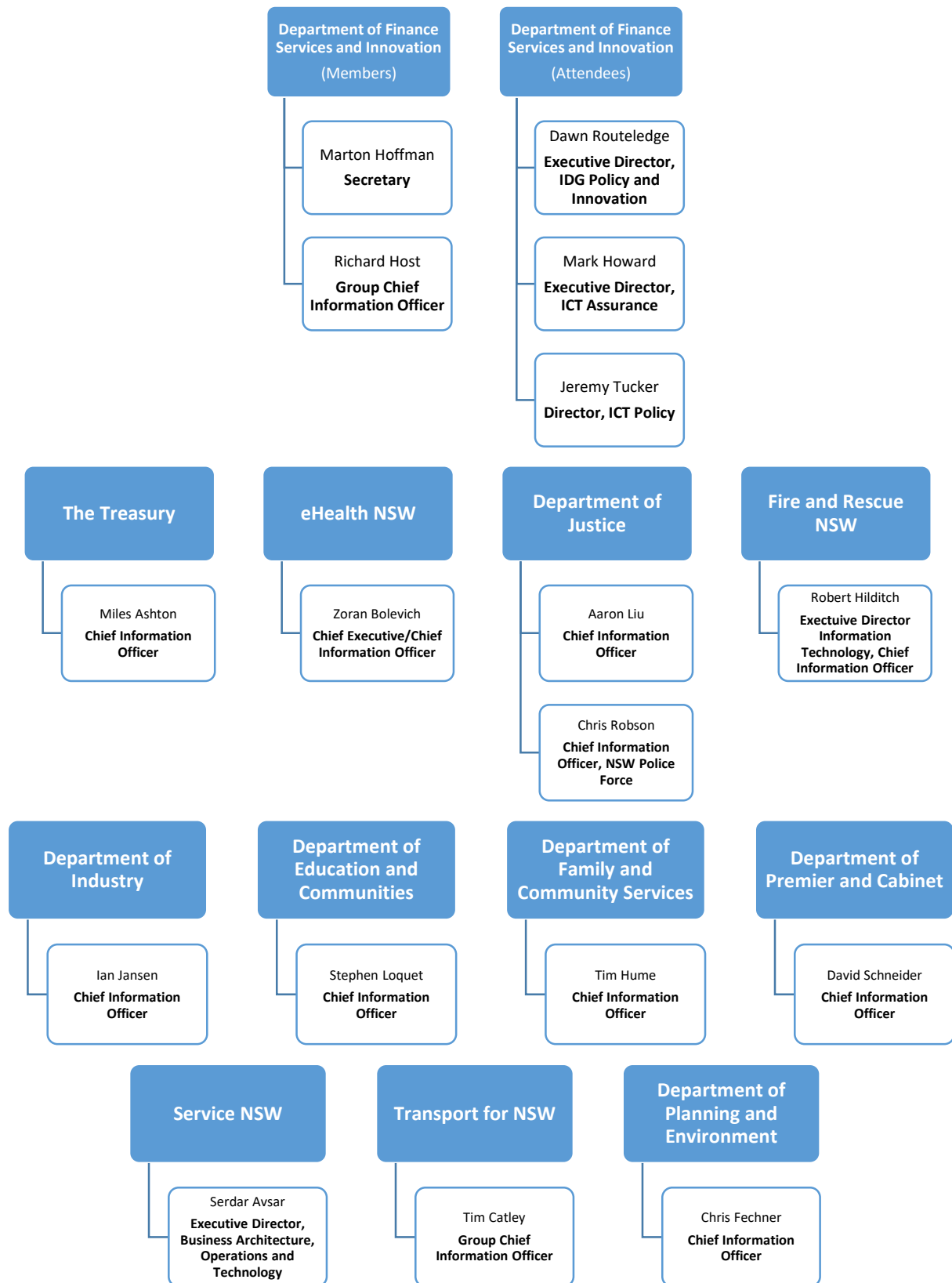
**Martin Hoffman**  
Chair  
**ICT and Digital Leadership Group**  
Secretary  
**Department of Finance, Services and Innovation**



**Damon Rees**  
Government Chief Information and Digital  
Officer  
**Department of Finance, Services and  
Innovation**



Members and attendees of the ICT and Digital Strategy Group (IDLG) representing cluster agencies below:





## The Digital Strategy

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### Priorities

**Customer experience**

**Data**

**Digital on the inside**

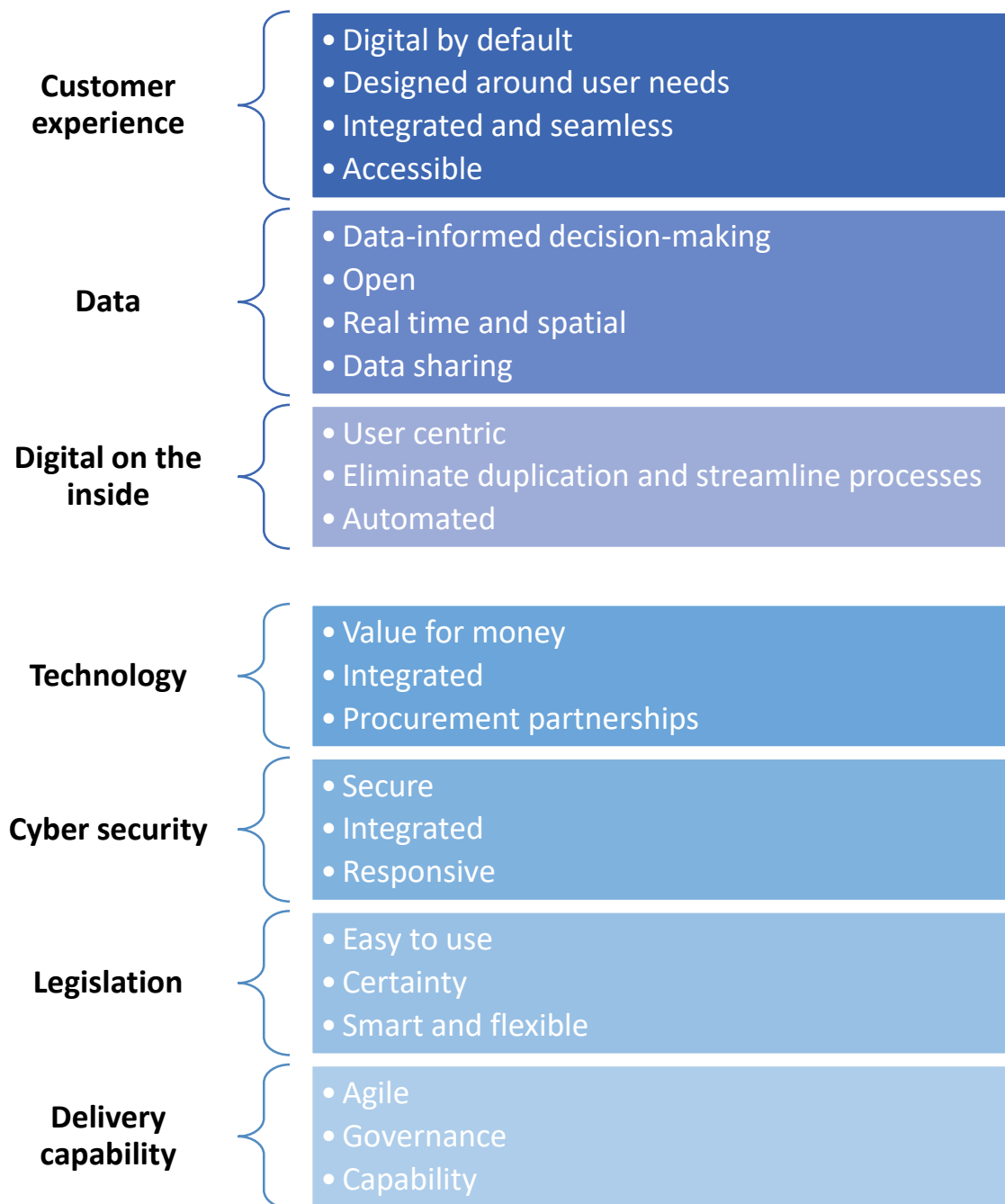
### Enablers

**Technology**

**Cyber security**

**Legislation**

**Delivery capability**





## Priority 1: Customer Experience

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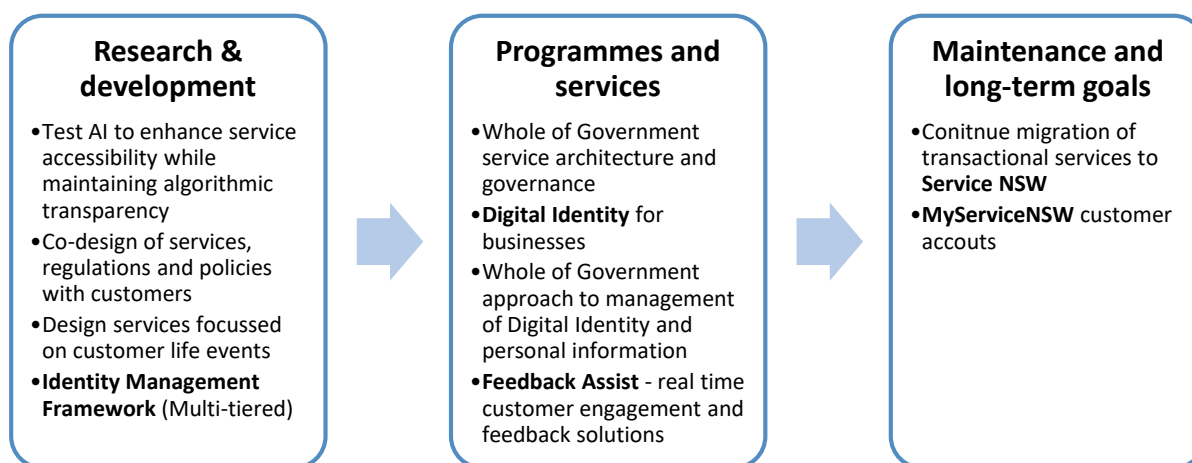
As of May 2017, over 1.5 million customers have registered for a [MyServiceNSW](#) account, and over 19 million website visits and 850,000 app downloads have been recorded. There is a significant opportunity to redesign Government services, from a customer perspective focussed on digital. An omni-channel approach to service delivery aims to provide more simple and seamless access, removing the need to understand how government is structured or how it works internally.

The establishment of the [Customer Service Commissioner](#) has brought customers into formulating policy to meet the needs of customers and businesses. Engagement with the Customer Service Commissioner will continue to inform the work priorities as part of this Strategy.

### Customer experience standard:

1. Government services to be digital by default
2. Agencies to design policies and services based on identified customer needs and digital capability
3. Agencies to collaborate across the sector to design seamless and integrated services, using common standards and platforms where appropriate
4. Services are to be accessible and easy to use for all customers and provide for differing levels of digital literacy.

### Roadmap:



## Priority 2: Data

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The NSW Government aims to drive data-informed change in legislation, policies and processes. Recognition has been made for the need to strengthen protections relating to privacy and security of customer data.

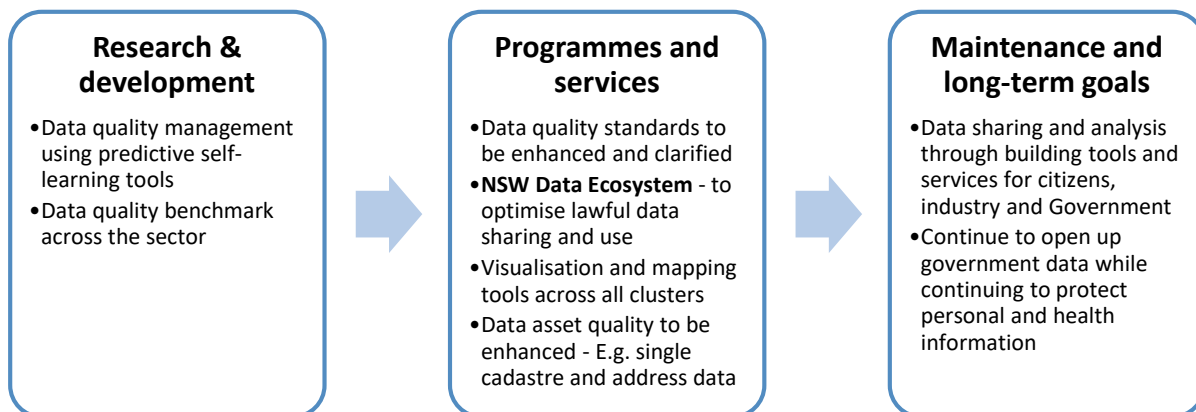
The Government will aim to open up the data it holds for use and application by industry, the community and research sector in line with exclusionary and de-identification guidelines.

Tools and services for the sharing and analysis of data will be made available to enable innovation by customers, industry and government. A data ecosystem will be established to optimise the sharing and use of data across government.

1. Decisions are to be informed by data insights – these include investment decisions, policies or service delivery models
2. Data is to be open, collected and shared in a digital format wherever possible. Agencies are to open their data in a format that can be readily used



3. Data is to be published in real time where possible. Visualization and mapping tools ensure accessible and actionable insights from data
4. Legislative provisions for data sharing will be observed, as will protections around personal and health information.



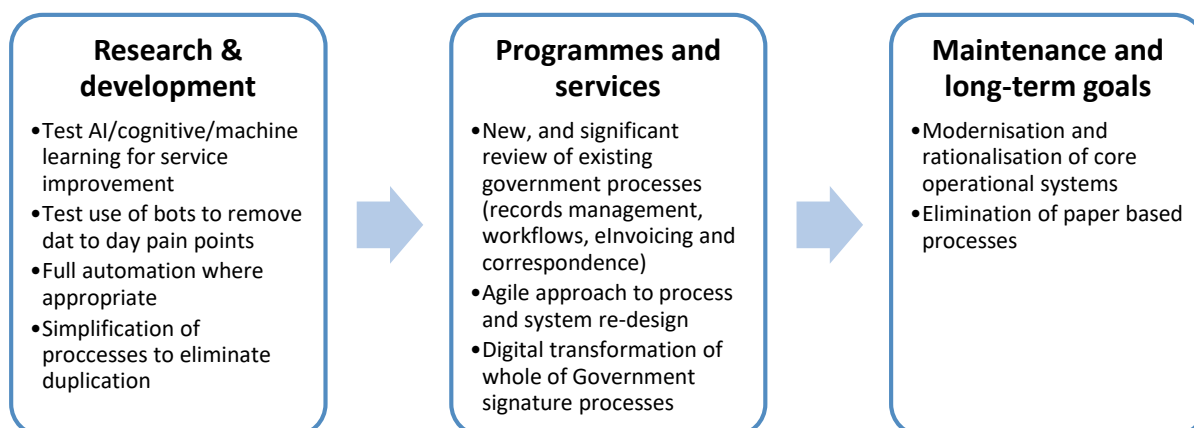
### Priority 3: Digital on the inside

The NSW Government aims to move away from paper-based and face to face processes to provide the opportunity to increase productivity and efficiencies. Digital transformation within government will require mechanisms to identify systemic business problems (that fall under the [IAF](#) threshold). The NSW Government aims to test new and emerging technologies, build prototypes, iterate, and showcase success across the sector for others to take up.

#### 'Digital on the inside' standards:

1. Government processes are to be user-centric by applying [Design Thinking](#) and similar techniques
2. Business processes are streamlined across agencies and within clusters to eliminate duplication, and whole of government platforms are used to increase efficiency
3. Job tasks which are routine, repetitive, structured and rules based are fully automated (where appropriate) to free up time for higher-value tasks.

#### Roadmap





## Enabler 1: Technology

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The NSW Government aims to provide better services to customers by attempting to make smarter technology investments; leveraging industry services and cloud platforms; facilitating sharing and integration across agency systems; and promoting a user-centric vision of technology.

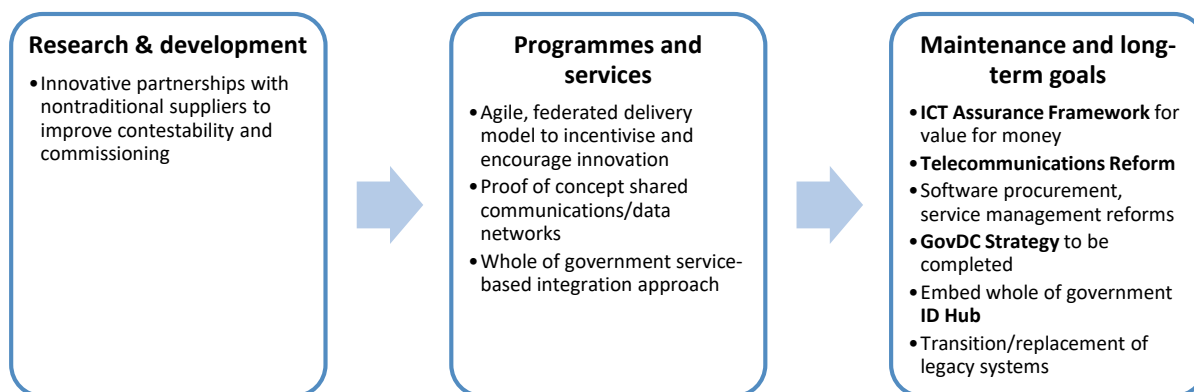
Since 2012, a number of reforms have been implemented to improve the value that the NSW government derives from its technology investments. These reforms have focussed on simplifying the procurement system and increasing contestability by encouraging a greater number of suppliers and in particular, small and medium enterprises (**SMEs**).

The next stage of transformation for the NSW Government will focus on improving collaboration across clusters to drive whole of government value. This involves working more effectively across agencies to optimise technology investments, leverage government buying capacity, and share technical solutions to common problems.

### Technology standards:

1. Value for money for NSW as technology investments are optimised as a portfolio
2. Technology solutions are mobile and interoperable, supporting multi-channel access to a responsive NSW Government
3. Procurement partnerships to take place as agencies commit to partnering with industry to develop fit for purpose solutions, and leverage whole of government buying power.

### Roadmap



## Enabler 2: Cyber security

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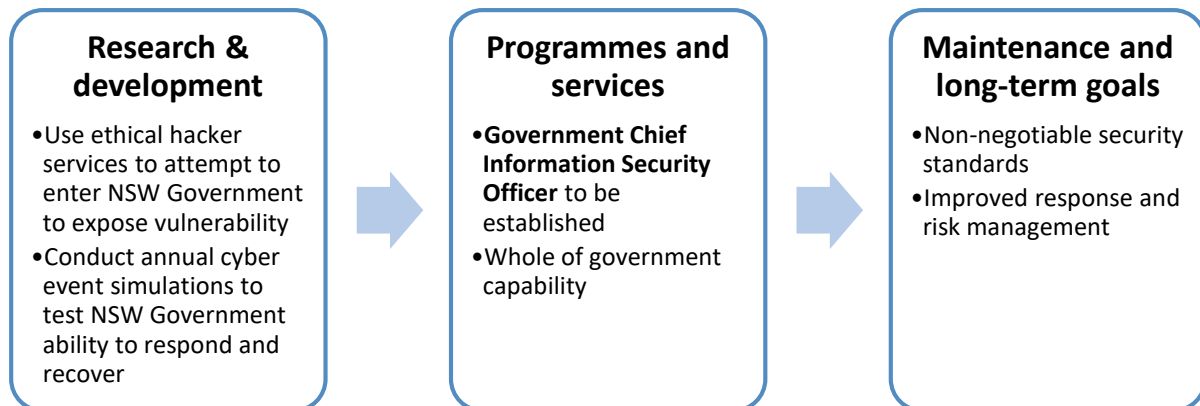
The NSW Government is working with the Commonwealth Government to further develop our cyber security capabilities through a [national cyber security centre](#). The NSW Government will work with international and state-based partners, including the private sector, to promote and grow cyber security capabilities in NSW, to ensure customers and public sector employees are aware of the risks and can take action to minimise them.

### Cyber security standards:

1. Secure Government systems that are resilient to evolving cyber threats. Non-negotiable minimum security standards are applied across the sector
2. Agencies are to coordinate and collaborate with other agencies and jurisdictions within a federated framework
3. Strong response teams are embedded across the sector to ensure timely response to cyber threats and incidents. Agency capability is lifted through training and support.



### Roadmap



### **Enabler 3: Legislation**

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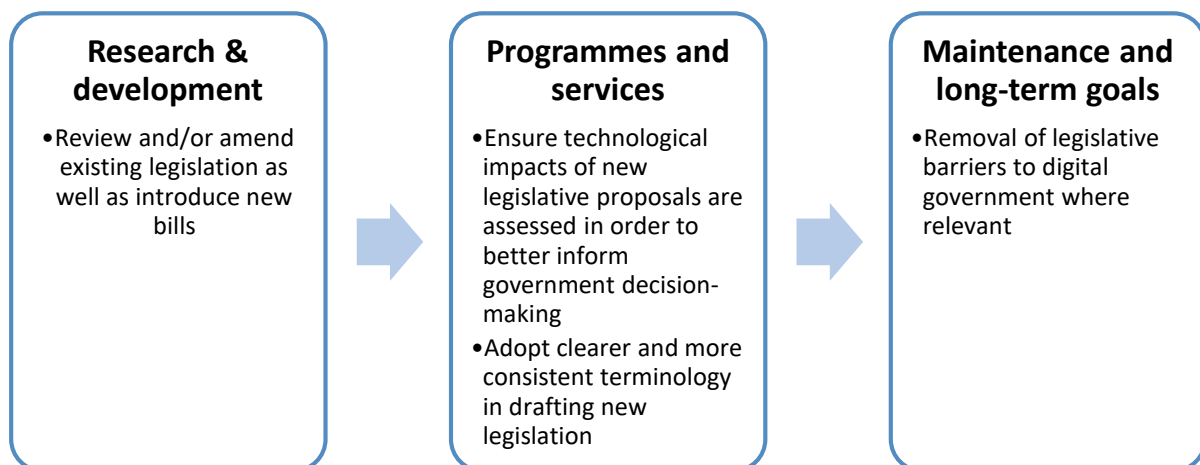
The NSW Government will focus on three areas:

1. Existing legislative barriers will be removed where appropriate and respecting privacy considerations – E.g. legislative amendment or clarification to enable the use of digital technology
2. Frameworks will be established to support new legislation that does not preclude emerging technology and new digital business models.
3. Existing legislation will be reviewed to support the release of and access to better quality data.

#### Legislative standards:

1. Easy to use and find out what obligations apply under relevant legislative or regulation
2. Legislation is simple to interpret and is accessible to the public
3. New legislation, as well as reviews of existing legislation, considers emerging technology and new digital business models, and enables digital compliance methods.

### Roadmap:







## Enabler 4: Delivery capability

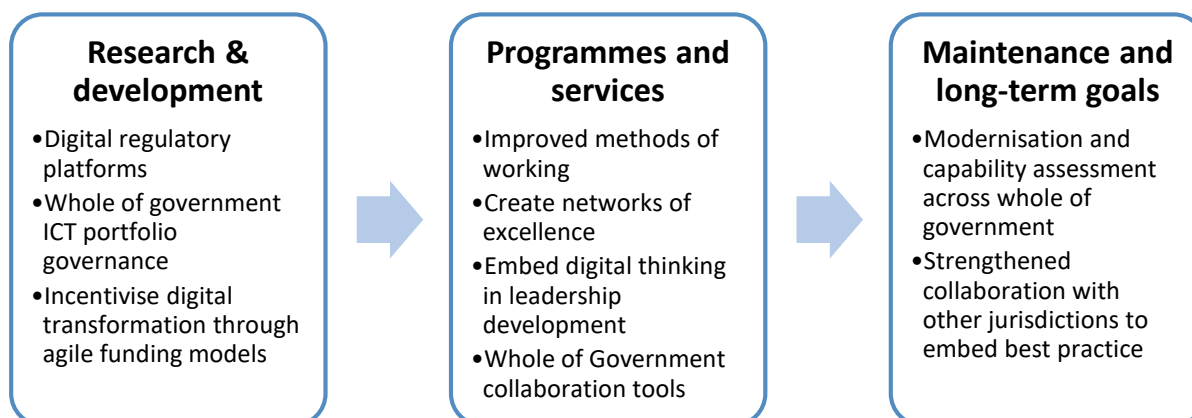
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The NSW Government aims to move toward managing investments as a portfolio to maximize the effective use of resources, and incentivizes digital transformation through better funding models focusing on modular, programme and project based funding.

### Delivery capability standards:

1. Policy is designed in a way to inform services built by product teams, using iterative and customer-centric methods
2. Digital investments optimised as a portfolio across the whole of government. Agencies provide timely reporting on initiatives to customers, improving transparency and accountability, and assuring customers of a commitment to outcomes
3. Leaders value continuous personal development of employees and support new ways of working to maximize potential; data insights inform business decisions

### Roadmap



## Further Information

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NSW Government's Digital Strategy website, [here](#).

NSW Government's ICT Strategy website, [here](#).

NSW Government's ICT Assurance Framework (IAF), [here](#).

Australian Cyber Security Centre website, [here](#).

For more information, please contact [Matthew Hingerty](#) on +61 407 220 945 or [Jessica Yu](#) on +61 2 9191 7888.

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