

AUSTRALIAN DATA AND DIGITAL COUNCIL

State of the Data and Digital Nation

An overview of data and digital government
initiatives across the nation

September 2020



Australian Data and Digital Council

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Introduction

The impact of the COVID-19 pandemic has reminded us of the increasing reliance we have on technology in our day-to-day lives. In the first 6 months of 2020, more people than ever have turned to government digital services: be it applying for Jobseeker payments online; participating in telehealth consultations; remote work and schooling; and receiving business support payments. Technology will also be crucial to supporting Australia's recovery from the impacts of COVID-19, helping society and sectors of the economy to rebuild and grow.

Working together is now more important than ever.

The Australian Data and Digital Council (ADDC) was formed in September 2018 to drive better cross-government collaboration on data and digital transformation. Since then, the Council has worked collaboratively to align services and strategies across Australia with the goal of better, more joined up service delivery, improved data and digital policy outcomes, and sharing information, insights and capabilities across Australia.

The ADDC operates under the principles of collaboration, national reusability, trust and transparency. It is focused on understanding and meeting the needs of users of Australian government services.

The ADDC's work program over 2019 and 2020 focuses on four key areas:

1. Reforming cross-jurisdictional data and digital platforms, services and protocols
2. Enhancing government capability to build public trust and deliver digitally
3. Transforming services around life events
4. Delivering a seamless digital identity experience.

State of the Data and Digital Nation

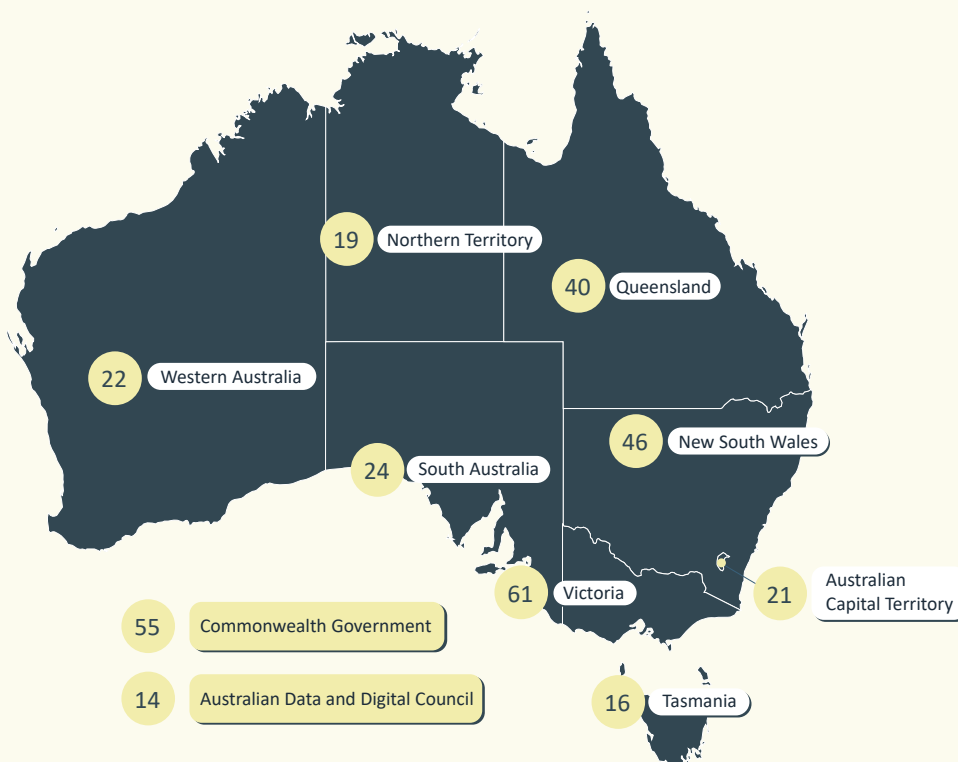
The State of the Data and Digital Nation report aims to increase visibility and transparency of data and digital initiatives across the nation and help the ADDC identify areas of alignment and potential collaboration between jurisdictions. This is the second edition of the State of the Data and Digital Nation report.

The report provides an overview of the main data and digital transformation initiatives taking place across Australia – including ADDC initiatives, as well as those from the Commonwealth and state and territory governments.

Data and digital initiatives described in this publication are grouped into six key themes consistent with the 2019 report:

1. Policy and Strategy
2. User Experience
3. Products and Services
4. Service Enablers
5. Internal Capabilities
6. Data Sharing and Linking.

Case studies are shared throughout, highlighting the achievements of the ADDC and in each jurisdiction. This publication is not intended to be exhaustive – it provides a snapshot of work being undertaken across jurisdictions.



ADDC Signature Initiatives

Policy and Strategy

ADDC

State of the Data and Digital Nation
ADDC Priority areas

Commonwealth

Digital Transformation Strategy
Platforms, Hosting, Secure Cloud Strategies
Whole of Government Architecture
Digital Continuity 2020 Policy
National Digital Health Strategy
Cyber Security Strategy
Cloud Security Guidance

NSW

Beyond Digital
Digital Restart Fund Policy
NSW Cyber Security Strategy
NSW Smart Infrastructure Policy
NSW AI Strategy
NSW Operational Communications Strategy
NSW IoT Policy & Guidance
NSW Cloud Services Policy

Vic

Vic Gov IT Strategy 2016–20 and Digital Strategy Refresh
Cyber Security Strategy
Data.Vic Access Policy and Guidelines
Victorian Protective Data Security Framework
Victorian Digital Asset Strategy

Qld

Digital Health Strategy
Our Future State Plan

WA

DigitalWA: State ICT Strategy 2016–2020 (under review)
Draft Digital Inclusion Blueprint
Information Classification Policy

Tas

Our Digital Future

ACT

Digital Strategy
Digital Health Strategy

NT

Digital Territory Strategy and 2020–21 Action Plan
Digital Government Transformation Plan
Accelerate – Education
Digital Strategy 2019–2022

User Experience

ADDC

National Life Event Priorities & Governance Framework (CTH)
Birth of a Child (ACT)
Looking for work (Qld)
End of Life (NSW)
Experiencing a natural disaster (CTH)
Digital Inclusion Snapshot (NT & WA)

Commonwealth

Life Event Communities
Life Event Journey Mapping & National governance
Life events: having a baby, looking for work, End or life, experiencing a natural disaster
Digital Squads
Digital Service Standard
Design System

NSW

End of life (NSW + CTH)
Digital Birth Certificate (incl. other life event certificates)
Australian Death Notification Services (ADNS)
Life Events Page
Online Change of Name Registration
Online Relationship Registration
Customer Journey Mapping

Vic

Life events guides
Customer Journey Mapping
Human Centred Design Framework and Playbook
Public Engagement Framework
Digital Accessibility
Regional Digitisation Roadshow
Digital Opportunities Roadshow

Qld

Concessions Finder and Seniors Concession Service
'No Card, No Start'
Looking for work life event
Parents
SmartHub

WA

Death of a loved one life event

SA

Agriculture business transformation program

Tas

Digital Ready for Daily Life
Lifelong digital skills
Tasmanian Trade Strategy 2019–2025

ACT

Birth of a Child (with QLD & CTH)
One WWVP registration process that integrates NDIS worker screening
Whole of Government Concessions
Digital Inclusion to enable remote learning

NT

Remote Telecommunications
Starting a business in retail, or hospitality
Digital payments solution
Onshore petroleum digital portal

ADDC Signature Initiatives

Products and Services

Commonwealth

COVIDSafe
Australia.gov.au
Notify
myGov
Beta.my.gov.au
myGovID
Sourcing platforms
ATO Online
My Health Record
Electronic prescribing
National Cancer Screening Register

NSW

Buy.nsw
Service NSW
Digital Driver's Licence
MyService Account
Nsw.gov.au
Tell Us Once
Government Made Easy

Vic

Service Victoria
Engage Victoria
Single Digital Presence
Police Assistance Line & Online Reporting
Service Victoria Authorised Officer App

Qld

Unify Program
Sortli App
QiHub
MyQld Digital Experience Platform
Blue Card
Email a prisoner
OSR Online
COVID-19 Relief Application (Payroll Tax Deferral)
Yellow Card Worker Screening
QCS – Virtual Prisoner Visit Solution

WA

Environment Online
WA.gov.au website
ServiceWA (Pilot)
Streamline WA

SA

Common digital forms
SA.gov.au
Digital process improvement (Education)
Service redesign (Human Services)

Tas

Startups and entrepreneurial pathways
Digital Ready for Business
IT industry – global branding
Support COVID-19 recovery and renewal

ACT

ACT Telehealth Services
ACT Health Consumer App
Jobs for Canberrans (Casual Jobs Register for people who have lost their jobs or have been significantly impacted due to COVID-19 to register and apply for work opportunities)

NT

Digital Frontline Programs (health, policing, courts, child protection and youth justice).

Service Enablers

ADDC

Trusted Digital Identity Framework adoption (CTH)
National Digital Identity Roadmap (CTH)
National API Design Standards (VIC)
e-Invoicing pilots (CTH & NSW)

Commonwealth

Digital Identity
Trusted Digital Identity Framework
Style Manual
Healthcare Identifiers Service
gov.au Observatory
Single Touch Payroll
Business Registration Service
New Payments Platform
Virtual assistants
Business.gov.au

NSW

Single view of Government
Digital Restart Fund
Digital Identity
Digital Design System
API Design Standards
Digital.nsw.gov.au

Vic

My Learners Application
Identity & Access Mgt Strategy, Policy & Standards
Single Digital Identity and Sign-on
Facial verification for Bushfire Relief claimants
Digital Legal Aid Program
Grants Transformation Program
Pick My Project
Single WOVG Payment Gateway
Invest Victoria Platform
Digital Assessment Library
Victorian Information Security Network
Coronavirus web hub
Victoria Together
Budget.vic.gov.au

Qld

Residential Tenancy Authority – Digital Forms
Digital Archiving Program
Tell Us Once (authentication)
Simplify.qld.gov.au
International Student COVID Applications Reporting – COVID Student Grants and Care Army
Accommodation Support and Respite Services Client Management System
Carer Connect App
Business Assistance Finder
Bail Reporting App

WA

Digital Identity
APIs

SA

SA.gov.au services portal
Identity & Access Mgt Strategy (Primary Industry)
Identity Mgt (Education)
Website as a service
YourSAy consultations
Better Together
Education Mgt System & Integration Data Platform
Service databases improvement (concessions)
Results reporting data dock

ACT

Digital Account
Digital Health Record
Whole of government concessions

NT

Digital Transformation Program: Health Services clinical solution
International connectivity
Enterprise commercial data centre project
Darwin to Groote Eylandt optic fibre upgrade

ADDC Signature Initiatives

Internal capabilities

Commonwealth

APS Digital Profession – Career Pathfinder
Protected Utility Blueprint
Procurement Reforms
APS Digital Profession
Cyber Uplift
Digital investment, coordination & advice
Digital & data governance
Business Research Innovation Initiative (BRII)

NSW

Infrastructure Data Management Framework (IDMF)
Data Governance Toolkit
WofG Digital Sourcing and Savings Program
Buy.nsw
Whole of Government Technology Services
NSW Critical Infrastructure
Cyber Security NSW

Vic

Whole of Vic gov API Capability program
Developer.Vic
Cyber Incident Response Service
Executive Capability Uplift Program
Data and Digital Standards
ICT State Purchasing Contracts
Common platforms
Buying for Victoria
Data & Analytics Capability Uplift

Vic (continued)

Shared Service Provider
State Resource Information Management
System upgrade
Connecting Victoria

Qld

QCN Fibre (regional telecommunications capability)
Police Service Mobility
Office of State Revenue Transformation Program
AustCyber Partnership Agreement (establishment of 3 Queensland Nodes: Brisbane, Townsville, Sunshine Coast)
Social Investment Program – Procure to Invest (P2i) ICT platform
Information Security Management System
Regional Network

WA

GovNext – ICT Procurement Reform
Regional communications network improvements
Cyber Security Controls uplift
Cyber Security Cooperative Research Centre
Work Integrated Learning Program

SA

Dept Innovation and Skills- Digital Transformation
Digital skills program
Digital Workplace Strategy (Primary)
Improved connectivity in schools
NAPLAN & SACE Online adoption
Classroom modernisation

Tas

‘Smart City’ technology
Streamlined technology services procurement
Cyber Security Program
Technology Roadmap
Cloud-first policy
Digital solutions to reduce red tape
Digital communications infrastructure

ACT

Growing our digital capabilities
Responsive procurement Geospatial Ecosystem
Whole of government Digital Records Strategy

NT

Terabit Territory
Digital Partnerships Program
Cyber security training and awareness programs
Cyber Security Governance

Data Sharing and Linking

ADDC

Trust Principles
National Disability Data Asset

Commonwealth

Data sharing initiatives
Data Availability & Transparency legislation
Foundational Four
Data Sharing Principles
Data Sharing Agreement template
3rd Open Govt National Action Plan 2020-22
Data.gov.au, NationalMap

NSW

NSW Data Analytics Centre (DAC)
Major Data Assets
Outcomes Based Budgeting
Digital Twin
4D FPDF
NSW Mobility
NSW Consumer Spend & Financial Hardship
NSW Customer Sentiment
NSW Data Sharing Act (2015)
GovLink
Data.NSW Open Data

Vic

Data Sharing Act 2017
Centre for Data Insights
GovMap
Centre for Data Linkage
Single Digital Reporting Platform
Data.vic.gov.au
Victorian Data Directory
Family Safety Vic Central Information Point
Child Link register
Victorian Social Investment Integrated Data Resource
Know your Council website
My Victoria Platform
Victorian Economic and Revenue Analytics
Service Victoria Act 2018
Digital Cadastre Modernisation Program
DataShare Platform
Web Analytics
MyVictoria

Qld

Total Harm Ranking and Evaluation Tool
Sector procurement data analysis
Destination Information eDRMS
Suspected Child Abuse and Neglect (SCAN) interagency data sharing
Mandatory reporting of child safety concerns by identified professions
Our Child expansion for youth justice
Connect for Safety interjurisdictional child protection information sharing solution

WA

Data linkage system
Index of Biodiversity Surveys for Assessments
Privacy & Responsible Information Sharing Leg
data.wa.gov.au
Open Data Policy
Birth Defects Data Sharing
Data Sharing Analytics Hub

SA

Vulnerable Children
Emergency Mgt
SA-Commonwealth DHS data sharing
Situational Awareness for Emergencies (SAFE)

Tas

Information management and data analytics

ACT

Wellbeing Indicators
COVID-19 Vulnerability
LIDAR – Emergency Services
Live Traffic Data
ACT Data Analytics Centre
ACT Open Data Program

NT

Data exchange for child protection
Integration of master data
Open data portal enhancement

Australian Data and Digital Council Initiatives



Case studies:

Commonwealth

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Australian Capital Territory

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Case study Australian Data and Digital Council

National approach to life events

Lead jurisdiction: Commonwealth

Understanding life events allows governments to orient services around people's needs, rather than how government is organised. Across Australia and globally, governments are starting to adopt life events-based design approaches to delivery better, user-centred services.

The Australian Data and Digital Council (ADDC) has agreed a set of principles which provide a shared framework to prioritise, govern, fund and manage life event initiatives.

The principles include the need to reduce duplication, ensuring the efficient use of collective resources and maximising the benefits of cross-jurisdictional

learning, sharing and integration. In order to focus collaborative efforts between jurisdictions, the ADDC has also endorsed four priority life events with a different jurisdiction leading each one:

- Having a baby (Australian Capital Territory)
- Looking for work (Queensland)
- End of life (New South Wales)
- Experiencing a natural disaster (Commonwealth).

A dedicated working group supports implementation and evaluation of the principles and assists the ADDC to prioritise and support life event journey initiatives.

Case study Australian Data and Digital Council

Birth of a Child

Lead jurisdiction: ACT

The ACT and Queensland Governments, working with Services Australia, are collaborating to design and test the feasibility of a seamless, digital end-to-end customer pathway for new parents to register a newborn child with minimal customer interaction.

The birth of a child triggers a range of required activities, from registering the birth with Births, Deaths and Marriages (BDM), obtaining a birth certificate, enrolling in Medicare and relevant social welfare services. In many cases, this requires new parents providing the same information to multiple agencies at both state and federal government levels. This pilot aims to simplify the process as much as possible through data collection and information exchanges with trusted sources to create a much easier and better experience for people at a big moment in their lives.

The outcomes sought are to:

- Make it easier for parents by reducing the burden of form-filling, leveraging information that the Government already holds by using systems already in place and the data that flows through them naturally
- Establish an identity of integrity we can all rely on
- Represent efficient government administration with a solution that is extensible to all jurisdictions.

Work to date has included the creation of a multi-disciplinary team, design workshops covering exceptions, barriers, data requirements, and the creation of journey maps highlighting what happens, pain points and administrative touch points throughout the birth of a child process.

The Pilot builds upon the Services Australia Medicare Newborn Enrolment Hospital Trial, with over 18,000 enrolments created so far.

Case study Australian Data and Digital Council

National Application Programming Interface Design Standards (NAPIDS)

Lead jurisdiction: Victoria

Victoria and the Commonwealth have co-led the development of national design standards for Application Programming Interfaces (APIs). National API Design Standards support all levels of government to harness the power of APIs to securely share, re-use and enhance data in real-time. This leads to improved service delivery outcomes for people and businesses.

The NAPIDS create a common method of API development and address many of the questions that developers may encounter in designing and developing APIs for government purposes. The NAPIDS create consistency between jurisdictions and promote better interoperability. They support the development of consistent, intuitive, and sustainable APIs and increase the potential for API adoption and sharing between IT systems.

Since the ADDC endorsed the NAPIDS in December 2019, a cross-jurisdictional working group of API experts has continued to develop the standards in collaboration with the API developer community.

It has also supported the implementation of the standards within jurisdictions' API programs. For example, Victoria's Whole of Victorian Government API capability program is leveraging the NAPIDS to support the creation of APIs that are fit for purpose and meet a range of government needs. See the WOVG API program case study for further details.

The working group also supports cross-jurisdictional projects to leverage the NAPIDS, such as the current early-stage project for Electronic Lodgement Network Operators (ELNO). This project seeks to develop a competitive ELNO market for property and land titles—providing subscribers with an efficient, secure and integrated solution that allows them to transact with their ELNO of choice. This project is one example of the many potential cross-jurisdictional applications of the NAPIDS that are currently being explored or implemented.

The NAPIDS are available at the [API.gov.au website](https://api.gov.au).

Case study Australian Data and Digital Council

Building trust – ADDC Trust Principles

Lead jurisdiction: Commonwealth

The Australian Data and Digital Council has committed to using data and digital technologies to improve the lives of Australians, now and into the future. This includes projects to drive smarter service delivery and improved outcomes for citizens.

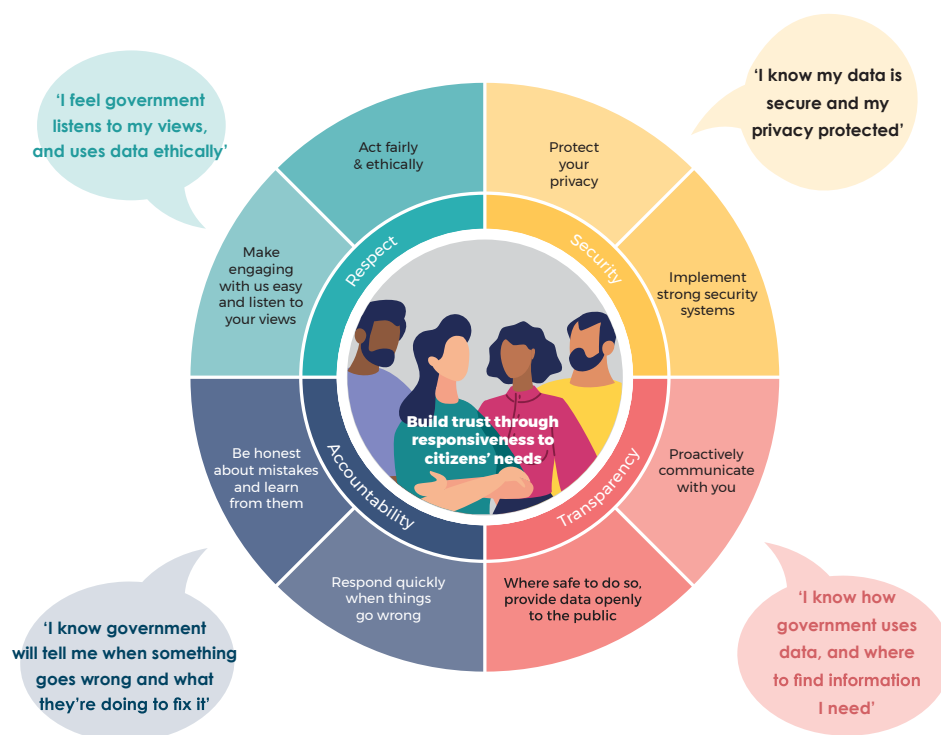
The Council understands building public trust is critical for the successful delivery of data and digital activities. In an increasingly complex world of data collection enabled by new technologies, building public trust requires meaningful engagement and honest dialogue with the public about their expectations, needs and concerns.

To provide assurance that citizens' needs are front of mind when digital services are developed, the Council has developed citizen-focused, public-facing Trust Principles. Following publication in June 2020,

all projects on the Council's work plan are tested against the Principles at regular intervals to ensure they meet public expectations on how data is used and protected.

This approach is resulting in better outcomes for everyday Australians. One of the key projects on the Council's work plan, the National Disability Data Asset, is applying the Trust Principles to ensure accountability, transparency and respect while co-designing the Asset with people with a disability, their carers and family members, and government decision-makers.

The ADDC Trust principles are available from the [Department of Prime Minister and Cabinet website](#).



Case study Australian Data and Digital Council

National Disability Data Asset

The National Disability Data Asset is a landmark initiative of Commonwealth-state data sharing and linking that represents an opportunity to deliver ground-breaking public policy outcomes by better harnessing the potential of data insights.

It is envisaged that the asset will link de-identified services and outcomes data from across the Commonwealth, states and territories, including data from the National Disability Insurance Scheme (NDIS), other disability programs and general government services accessed by people with disability.

The vision is to deliver an enduring, national de-identified data asset that will enable a person-centred picture of services and outcomes for the one in five Australians living with a disability to improve their outcomes.

The NDDA project is an opportunity to build an Australian model of linking data nationally across health, education and human services to create a permanent data asset that can be used for multiple purposes.

The NDDA is anticipated to be a valuable investment which will contribute to better services and better understanding of the outcomes and experience of people with disability by enabling data-informed insights to be made available to people with disability and the sector, to governments and to researchers.

The 18-month NDDA pilot is seeking to design a data asset that builds on lessons learnt from Australian linkage projects to date as well as international best practice to enhance services.

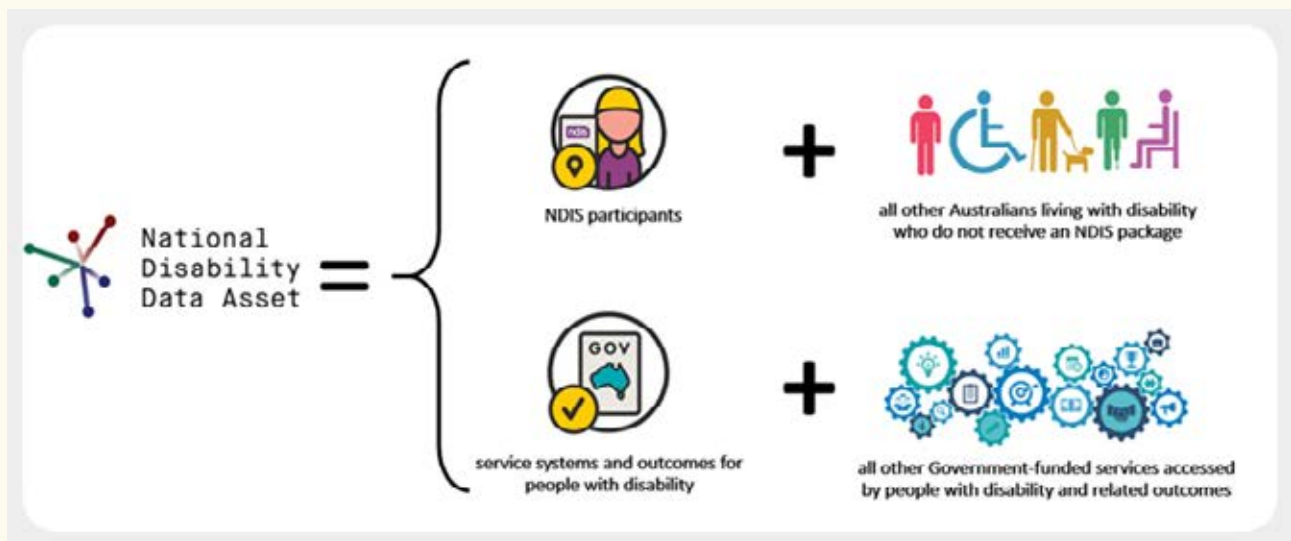
Nine key partners, including the Commonwealth (PM&C, DSS, NDIA), New South Wales, Victoria, Queensland, South Australia, a National Project Team and a Technical Project Team, are driving the pilot's delivery to:

- **Trial how to link data** through five government test cases that focus on key social outcome domains comprising early childhood, justice, education to employment, mental health, and how linked administrative data can support an outcomes framework under the new National Disability Strategy
- **Leverage data to enable digital experiences and data insights** for people with disability and for service improvement and public policy uses
- **Explore analysis frameworks and access controls** to enable safe, timely and simple access to data while protecting privacy
- **Engage and collaborate** with people with disability, their carers and family members, the broader disability community, policy decision makers, advisors and administrators and the research community in order to map opportunities, share insights and develop the asset.

More information on the NDDA is available at the [Department of Social Services website](#).

If the pilot is a success, it will be a step-change in the way governments share and link data, and use

data to improve services, enable digital solutions and empower people living with disability to enhance their lives.



Case study Australian Data and Digital Council

National alignment to the Trusted Digital Identity Framework

The Trusted Digital Identity Framework (TDIF) has been developed as a whole-of-economy framework, providing confidence that privacy and security is safeguarded when using Digital Identity.

In the Commonwealth, the Digital Transformation Agency (DTA) is responsible for the TDIF. The DTA works closely with partner agencies and across jurisdictions to build a digital identity system in accordance with the TDIF.

A key requirement for making personalised government services digital is the ability for a user to prove who they are online. The TDIF provides a

common framework to allow this to occur and to enable interoperability across all levels of government systems.

At its June 2020 meeting, the Australian Data and Digital Council agreed to take steps to align to the TDIF across all jurisdictions. Alignment to the TDIF will make adoption, interoperability, integration and accreditation easier for jurisdictions in the future.

The TDIF is available at the [DTA website](#).

Theme 1

Policy and strategy



Case studies:

Commonwealth

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New South Wales

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Victoria

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Queensland

Digital Health Strategy 21

Tasmania

Our Digital Future 22

Northern Territory

Digital Territory Strategy and 2020-21 action plan 23

Case study Commonwealth

Digital Transformation Strategy

The Commonwealth Government's Digital Transformation Strategy sets a vision of world-leading digital government that delivers services that are simple, respectful, personalised and available wherever you need.

The Strategy sets a bold vision to be among the top three digital governments in the world by 2025. This vision will come into sharp focus as we grapple with the challenges of 2020.

The Digital Transformation Strategy sets out three key priorities:

Government that's easy to deal with: creating simple and intuitive services that are design around the needs of Australian people and businesses. This includes building our Digital Identity program for easy and secure access to services.

Government that's informed by you: using data analysis so that services are responsive to individual needs. Government policies and programs based on evidence will build trust in government as a strong custodian of Australians' data.

Government that's fit for the digital age: looking closely at how the public service works and building the skills and underlying technology needed to deliver on the opportunities digital transformation presents.

The Strategy is supported by a Roadmap, updated annually, that shows the following key digital initiatives underway over the next two years:

- A government that uses digital-first policies and services to help Australians find and keep jobs as we recover from the impacts of COVID-19.
- A government that uses digital approaches to help all sectors of the economy grow.
- A government that reaps the cost benefits of digital transformation to invest better public services.

The Digital Transformation Strategy is available from the [DTA website](#).

Case study Commonwealth

Whole-of-government architecture

‘From siloed capabilities to a landscape of connected platforms and services’

The Australian Government is developing a whole of government architecture to drive design and investment decisions.

The vision is to take us from siloed capabilities to a landscape of connected platforms and services. The initiative is being led by the Digital Transformation Agency. The focus is on providing tools and capabilities to support agencies and the government to build integrated capabilities.

The whole-of-government architecture vision is to provide better design and investment for connected government, services, and capabilities for Australia. It will achieve this by:

- **Championing Users:** promote user-centric design of service and capability planning, design, and development
- **Connecting Services:** develop and promote guidelines, standards, and practices to support the development of connected services and capabilities
- **Building Communities:** create architecture communities to collaborate, innovate, and design government services and capabilities
- **Enabling Assurance:** provide advocacy, insight, and tools to visualize and assure investment and design decisions.

The program is supported by a taskforce with representatives from the ATO, Services Australia, Home Affairs, and Defence. It is governed by the Government Architecture Design Authority, with membership including the taskforce departments and agencies, plus the Department of Finance.

In the 2020-21 financial year the program will be progressing to deliver foundation capabilities to provide an initial Government Architecture Operating Model, Government Business (Reference) Architecture, Platform and Services Enablement, and Assurance capabilities.

It is expected the initiative will generate significant benefits for the Australian Government through the identification and promotion of ‘re-use opportunities’ and the ‘integrated design’ for platforms, services, and capabilities.

Case study New South Wales

Beyond Digital

'Reimagining customer service in a connected digital age'

Launched in November 2019, 'Beyond Digital' will guide NSW Government to deliver smart, simple and seamless personalised services available from anywhere, to all our customers.

Beyond Digital reflects the reality that the biggest opportunities to improve customer service do not just better utilise technology, but go beyond, such as adopting a whole-of-government view of service delivery, driving a culture of continuous improvement, or setting the strong security and privacy foundations to allow effective use of emerging technologies like Artificial intelligence.

Our Strategic Direction:

- Put Customer at the Centre
- Deliver Better Frontline Technology
- Engage and Use Data Insights
- Invest for Customer Outcomes
- Develop Capabilities for the Future.

Customers today expect more secure, transparent, accessible, and responsive services from government. And those expectations are rising with more customers transacting online every day.

The NSW Government has already taken the bold move to create the Department of Customer Service.

Our next step is to reimagine how we can go beyond digital to deliver a truly customer-driven strategy.

This strategy embeds customer commitments and outcomes into the heart of a digital strategy to truly go Beyond Digital.

Regardless of what service is being delivered, whether it's face-to-face, online or behind the scenes, customers consistently tell us they expect certain behaviours from NSW Government.

These behaviours now form our Customer Service Commitments. These commitments outline our promise to customers on what they can expect when receiving all NSW Government services:

- Easy to engage
- Act with empathy
- Respect my time
- Explain what to expect
- Resolve the situation
- Engage the community.

More information on Beyond Digital is available from [Digital.NSW](https://www.digital.nsw.gov.au).

Case study Victoria

Victorian Government Information Technology Strategy 2016-2020

The Victorian Government Information Technology Strategy 2016–2020 charts the Victorian Government’s direction over the period 2016–2020 for open information, digital services, strong modern systems and increased capability.

Its goal is to give guidance to decision makers in the public service and provide insight into government’s approach in the Information and Communication Technology sector.

With the publication of annual action plans and a digital presence highlighting and tracking progress, this strategy positions information technology as supporting the design and delivery of good policy.

Victoria is currently considering a strategy refresh to launch the Victorian Government Digital Strategy 2020+.

Case study Queensland

Digital Health Strategy

Queensland Health has embarked on an ambitious program of healthcare transformation, harnessing the power of data and digital technology for improved quality of care, patient safety, system efficiency and productivity

The 10-year vision for advancing digital healthcare in Queensland adheres to the Queensland Digital Clinical Charter transformation principles and is being implemented across 3 horizons, namely:

- building the digital foundations
- optimising digital and workforce capabilities, and
- transforming the health system by scaling digital solutions.

Digital Hospitals Program

The digital hospital program has successfully transformed 13 Queensland hospitals and one community health centre into fully digital healthcare facilities, covering 50 per cent of all public hospital activity. Clinicians now have access to the single patient medical record offered by the advanced integrated electronic Medical Record (ieMR) solution.

Data and Analytics

Queensland Health has developed an Information Management Strategy which opens the way for innovation and adoption of new and emerging technologies across digital health, underpinned and enabled by robust information management.

Virtual Care

Kilcoy Hospital is the first in the world to implement the new wireless continuous patient monitoring system throughout the whole hospital that means instead of checking vitals every four hours nurses can dedicate more time to caring for complex clinical activities while still receiving real-time updates of patients.

West Moreton Hospital and Health Service is currently piloting the MeCare remote patient monitoring platform to help over 300 chronically ill patients take control of their own health. Using in home mobile technology, they can measure and record daily health targets such as blood pressure and weight, and speak each day with a nurse without having to leave the comfort of their home.

Integrated Care

Queensland Health is supporting the uptake of the My Health Record and are uploading the following health information into patients' record. General Practitioners, and nurses in aged-care facilities can now access key patient health information from Queensland's public acute healthcare facilities (via The Viewer) ensuring continuity of care for patients across multiple providers.

Digital Foundations

Key foundations required for the successful digital transformation of healthcare facilities and to support new or enhanced models of care include fast, reliable and secure connectivity, digitally empowered facilities, contemporary workplaces, mobility and frameworks to assess and support digital readiness and digital continuity.

Case study Tasmania

Our Digital Future

Tasmania's first digital transformation Strategy: Our Digital Future, was launched in June 2020.

Released against the backdrop of the COVID-19 pandemic, Tasmania's digital strategy identifies major actions across three priority areas: to support a vibrant digital economy and workforce; community wellbeing and digital inclusion; and a range of government services that are easy to access and use.

The Strategy overarches several of Tasmania's signature digital initiatives, including:

- The [Digital Ready for Business](#) program provides free targeted assistance and advice to support Tasmanian small businesses and improve their participation in the digital economy. The program is delivered through three core elements: seminars, coaching sessions and a content-rich website.
- The [Digital Ready for Daily Life](#) program aims to increase digital literacy in specific target groups: low income households; older Tasmanians; and people not in paid employment by raising awareness of existing digital assistance sessions and free internet access, and working with partner community organisations to provide targeted digital assistance sessions and workshops around the state.
- The [Tasmanian Start-up Accelerator Program's](#) Energy-Internet of Things (IoT) hardware start-up accelerator is led by EnergyLab to support and mentor local tech start-ups while partnering and collaborating with local entrepreneurs.
- The [Enterprize](#) innovation hubs network provide co-working spaces and a range of activities to support entrepreneurs, startups and innovation within the Tasmanian community.

Case study Northern Territory

Digital Territory Strategy and 2020–21 action plan

The Digital Territory Strategy was released by the Northern Territory Government in October 2018. This strategy provides a framework for digital initiatives across Northern Territory sectors, setting out a vision and digital directions.

The Digital Territory Strategy brings together the Northern Territory Government, industry and the community to harness digital technology and data to drive economic growth and a more digitally inclusive society.

The annual Action Plan refresh ensures the Digital Territory Strategy is responsive to new priorities, market developments and technology changes. It also supports transparency by reporting to government

and the community on the achievements over the previous year, showing progress of ongoing and multi-year programs and providing new actions.

The 2020–21 Digital Territory Action Plan is the third action plan supporting the Digital Territory Strategy. The Action Plan presents a consolidated snapshot of key digital initiatives across the five strategic directions in the Digital Territory Strategy and highlights digital achievements. Significant progress continues to be made with most initiatives well advanced or completed.

More information on the Digital Territory Strategy is available from the [Digital Territory website](#).

Theme 2

User experience



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Commonwealth

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Australian Death Notification Service (ADNS) 27

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Seniors Concessions Service 28

No Card, No Start 29

Northern Territory

Remote Telecommunications 30

Case study Commonwealth

Life Event Communities

The Digital Transformation Agency, working in partnership with APS and state and territory agencies, runs the Life Event Communities initiative. The purpose of Life Event Communities is to break down siloes to influence and transform the way government delivers services to people. Based on similar initiatives in other countries, the hope was that this approach would promote a more holistic understanding of the users experience and encourage collaboration on common problems.

The Communities provide a space to share research, insights, and other findings, while connecting members from all layers of Government. This aim is to reduce duplication of effort and understand and improve upon whole of Government service delivery using a life event journey led approach.

The Life Event Communities also provide ongoing support Australian Data and Digital Council led life event initiatives.

In addition to the online communities the team have hosted several large meet-ups looking at designing the future experience of government, smaller targeted events such as Retirement Years showcase and ideation, as well as networking sessions with key influencers. The intention of these events and meet ups are to showcase research, foster collaboration and build capability in the life events approach across agencies and jurisdictions.

The online community has grown significantly since the first meet-up in November 2018 with membership tripling. As of August 2020, the online communities have an online membership of 660 people represented by over 90 Commonwealth, state, local and international government departments.

Case studies New South Wales

Life Events page

[NSW Government Life Events](#) provides information, advice and support so that people can make the right decisions for various life events in one central location online, including about:

- COVID-19
- Starting and growing a family
- Schooling
- Jobs and career
- Serious injury and illness
- Living in NSW
- Retirement
- End of life

Digital Birth Certificate (including other life event certificates)

NSW is developing a digital solution to complement our paper birth certificates as well as other life event certificates. This may take the form of a digital artefact or a transfer or verification for data, or a combination

of both. The project is currently in discovery phase. The aim is to achieve a national solution adopted by all state and territory Births, Deaths and Marriages registries, led from NSW.

Case studies New South Wales

End of life

This project explores and develops a better experience for the end of life journey experienced by NSW citizens and those close to them. It clusters together all the events that occur during the end of life journey and brings together the agencies and service providers that provide services to citizens during the life journey

to identify and implement service reform. It includes various initiatives to assist citizens in the end of life journey space such as digital transfer of death data between Birth, Deaths and Marriages and the NSW Supreme Court.

Australian Death Notification Service (ADNS)

The [Australian Death Notification Service](#) (ADNS) is a cross-jurisdictional project being delivered across Australia by Births, Deaths and Marriages NSW and NSW Department of Customer Service. The ADNS allows people to proactively start death administration earlier, by providing an efficient way to notify multiple organisations at once in a single, secure online location that someone has died.

The service validates details about the person who has died against the Australian Death Check (ADC), a system that holds the death registration data recorded by Birth, Deaths and Marriages registries across Australia. Once matched, users can choose which organisations they wish to notify, and provide their own contact details for any next steps.

The Australian Death Notification Service will allow people to proactively start death administration earlier, by providing an efficient way to notify multiple organisations at once that someone has died in a single, online location.



Users enter the details of a deceased person into a secure Government digital environment



Details are verified by the **Australian Death Check**



Users choose institutions and services to notify and leave their contact details for any next steps.



Institutions receive an email outlining details of the deceased and contact information of the notifier

Case study Queensland

Seniors Concessions Service

The Queensland Government is using the latest online technology to deliver new and improved services to seniors. The Seniors Concessions Service makes it easier for Queenslanders aged 60 and over to apply for a Seniors Card and access a range of cost-of-living concessions in one place. These include vehicle registration concessions as well as rates, water and energy concessions.

Since the service was introduced, feedback from both seniors and concession providers has been overwhelmingly positive.

Compared to traditional manual application processes, the online Seniors Concessions Service:

- is designed to be easy to use, even for those new to using computers or mobile devices
- provides information about a range of concessions in the one place

- makes it faster for concessions to be activated. For example, it now takes only three working days between applying for a Seniors Card and having your vehicle registration concession activated, compared to 20 days previously
- saves time and effort as there is no need to make telephone calls, visit a customer service centre, fill out numerous application forms, or prove your identity multiple times
- is more convenient – applications can be completed outside of business hours.

In addition to the many customer benefits, the Seniors Concessions Service also saves time for concession providers who can now dedicate more time to addressing the priority needs of other customers.

Case study Queensland

No Card, No Start

Queensland has rolled out new working with children checks laws to further strengthen safeguards for children. From 31 August 2020 onwards, all people working with children must hold a valid working with children check clearance before they can start work.

To complement the new laws, the previous paper-based system was modernised to enable people to apply for or renew their working with children checks online, reducing processing timeframes for most people.

A stronger identity check, which can be completed online, has also been introduced and new cards issued will contain a photograph of the card holder.

In the first week since the new online services commenced, more than 3,100 applications have been made. An online portal for organisations is also in place. The portal helps organisations manage their obligations more effectively. The portal has been in use since 15 April 2020 and at 6 September 2020, 2,445 organisations are registered to use the portal. Collectively, these organisations engage approximately 50 percent of all working with children check clearance holders and applicants.

Case study Northern Territory

Remote Telecommunications

The NT Government is continuing to invest in high speed connectivity to remote areas of the Territory in partnership with providers, connecting optical fibre and upgrading fibre pathways to remote regions including the Gulf of Carpentaria and the Tiwi Islands. This investment is providing remote Territory communities with the ability to digitally connect to the world.

Expanding optic fibre infrastructure to provide high bandwidth connectivity will enable the emerging space industry to develop in Australia's top end, and will better support the Territory's significant mining and tourism industries.

The sub-sea optic fibre connection to the Tiwi Islands was activated in 2020, which is future-proofing connectivity for communities and businesses on the islands.

Multiple co-investment programs are being delivered to improve remote telecommunications across the Northern Territory, from the top end to the red centre. Programs include:

- Groote Eylandt fibre upgrade project – underway and will deliver contemporary services to remote communities and mining operations
- Mobile remote hotspots which use innovative low-complexity technology to boost mobile signals in very remote locations. 49 hotspots are installed across the Territory.
- Local Wi-Fi connectivity in town camps and remote communities, leveraging telecommunications in-frastructure to connect our citizens in a cost-effective way.
- NTG/Telstra Remote Telecommunications Co-investment Programs with 16 communities now connected, works in progress and design underway for 14 more communities.

These initiatives provide data and communications connections to many remote sites for the first time, improving digital inclusion for all Territorians.

More information on NT Remote Telecommunications is available from the [Digital Territory website](#).

Theme 3

Products and services



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Case study Commonwealth

COVIDSafe

COVIDSafe, launched on 26 April 2020, is the Australian Government's coronavirus (COVID-19) contact tracing app that forms part of Australia's digital COVID-19 response. COVIDSafe complements the meticulous manual contact tracing of state and territory health officials to help keep the community safe.

COVIDSafe uses Bluetooth on a user's mobile phone to record contact with other users. If a user tests positive for COVID-19 they can consent to upload their data to the secure COVIDSafe National Data Store. State and territory health officials use this data through a Health Portal to quickly contact people who may have been exposed to COVID-19.

In its first 4 months since launch, COVIDSafe has been downloaded by over 7 million people and it has

been used to identify over 560 close contacts that would not have been found through manual contact tracing alone. It continues to be iteratively improved since launch. The app has been updated 10 times, and it is being continuously improved with a focus on performance, accessibility, privacy and security.

COVIDSafe is a truly national effort. An ongoing partnership between state and territory health officials, the DTA and the Department of Health have led to continuous, iterative improvements to both the app and the Health Portal.

More information on COVIDSafe is available at covidsafe.gov.au.

Case study New South Wales

Buy.nsw

Our new gateway to NSW procurement resources and services.

Doing business with government made easy: enables suppliers to register, apply and sell to government, manage and update their information, and find and apply for government supply opportunities.

Simplifying government buying:

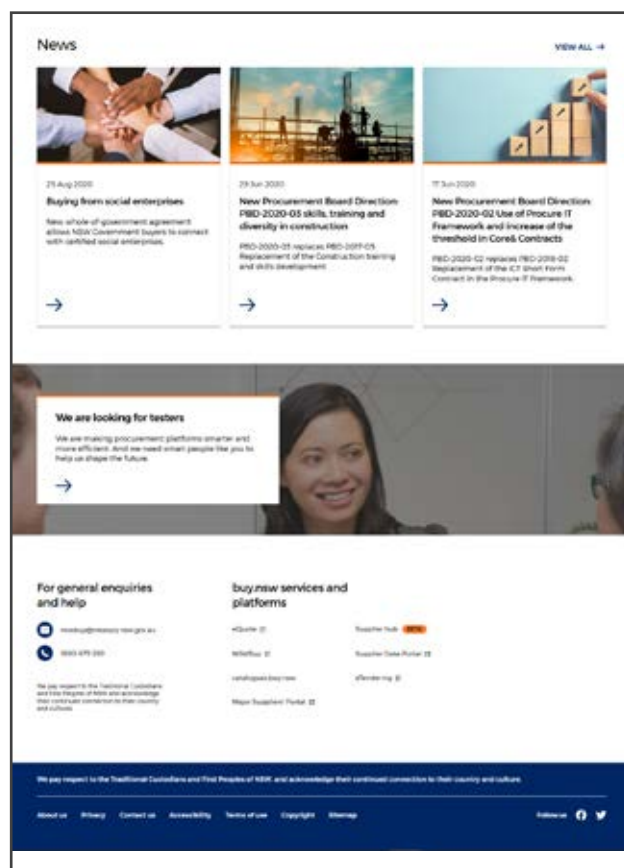
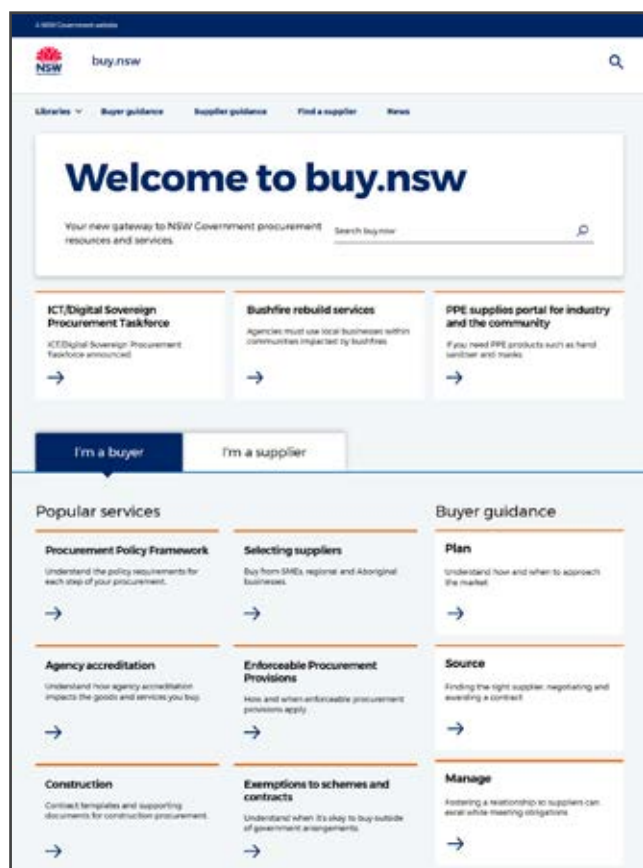
A single place where buyers find guidance, resources and support, and access platforms to purchase

goods and services. Intelligent search will guide them through the buying process.

Diverse partnership ecosystem and spend:

Enable increased number of government supply opportunities targeting and the potential for increased spend on small and medium enterprises (SMEs), indigenous organisations and start-ups.

Visit [Buy.NSW](https://buy.nsw.gov.au) for more information.



Case study Victoria

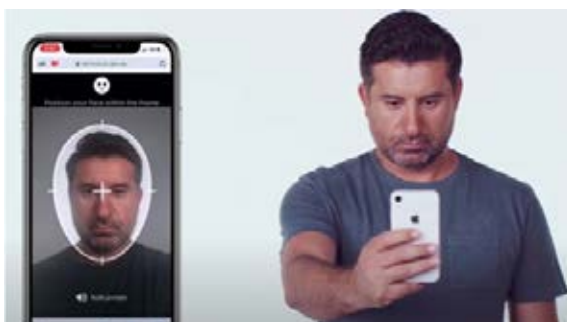
Service Victoria

[Service Victoria](#) is the Victorian Government's dedicated customer service agency created to make it easier, simpler and faster to access government services online.

Through Service Victoria, more and more services are becoming available fully digital end-to-end, giving citizens the choice to transact with the government from the comfort and safety of their home.

Service Victoria has removed the roadblocks to fully-digital services, creating the opportunity for Victorians to do some of the most complex transactions with government without visiting a shopfront. This includes:

- digital identity verification at the highest online level, reusable for 10 years
- national criminal history checks
- online loan applications and repayments
- digital licences with touchless technology.



Service Victoria has cut the time it takes to do common tasks by around one-quarter, meaning Victorians are spending less time on-hold or standing in queues.

Victoria is the only jurisdiction to have legislated for digital identity (through the Service Victoria Act 2018) and has created a legal framework that enshrines privacy protections with two-year jail terms for misuse.

After two years of service, more than 1.7 million people have visited the platform. Their feedback has been overwhelmingly positive, with customer satisfaction at 96%.

Digital identity verification: Saving Victorians the time and effort of in-person ID checks



Digital licence: Touchless technology with anti-fraud measures for quick and easy licence checks.

Case study Victoria

Engage Victoria

[Engage Victoria](#) is Victoria's first whole-of-government digital engagement platform.

Engage Victoria responds to growing community expectations to be heard and considered as part of the policy making process. Engage Victoria was developed in response to a fragmented online approach across government, which saw over 40 separate consultations on different software platforms and tools.

Engage Victoria provides a consistent location for the community to engage with government in a repeatable way, and provides consultation managers across government with tools and frameworks to help them improve the way they engage with the community.

To ensure sustainability, Engage Victoria relies on a subscription from each department and agency that utilises the platform, which also supports continuous improvement.

In three years, Engage Victoria has become the leading government consultation platform in Australia. It has supported over 900 members of the Victorian Public Service to efficiently build and run over 500 consultations and enabled over 100,000 Victorians to submit 240,000 contributions to policies and plans that have an impact on their lives.

Case study Victoria

Single Digital Presence

The Victorian Government's Single Digital Presence (SDP) is a modular, open publishing platform that makes it easier for the Victorian community to find, access, understand and use Victorian Government information.

SDP has been used to deliver 72 websites across many Victorian Government departments. SDP has uplifted the writing for the web capability of over 300 Victorian government content producers to ensure that content is accessible, is written in plain English and meets user needs.

Using open source technologies has allowed other jurisdictions to access and use components of the SDP platform. This has created an environment where governments and the private sector are collaborating to continually enhance and develop the platform.

SDP relaunched vic.gov.au as the community entry point to Victorian Government information online in early 2019. Since that time, it has been used to quickly deliver crisis support and solutions for the Victorian bushfires and COVID-19 response.

[Victoria Together](#) was designed and launched within two weeks using the SDP platform and pattern design library. Victoria Together is a new online hub that is supporting Victorians through the COVID-19 response by connecting Victorians to the best digital experiences and activities.

More information is available from the [Single Digital Presence](#) website.

Case study Queensland

Unify Program

Unify is a multi-year program designed to replace the current integrated client information system (ICMS) with a contemporary case and client management system.

The Unify Program, which commenced on 1 July 2019, has a broad focus on supporting staff, continuing service reforms and enabling more streamlined processes. It will also improve information sharing and collaboration across Queensland Government, social services and justice sectors while engaging with young people, families, carers and services.

Unify better supports staff; enables more streamlined processes and engagement with young people, families, carers and services; Improves information sharing and collaboration across Queensland Government and with the social services and justice sectors.

Unify will build on the work already well underway with digital initiatives such as iDOCS, OurChild, CarerConnect, KicBox, CourtShare and CSXpress. The Unify program will free up staff to spend more time engaging with clients.

Case study Queensland

Sortli App

The Sortli App is short for 'sort out your life' and is a guide to help young people to transition into adulthood. It is a free mobile app designed in consultation with young people leaving the care system in Queensland, to help them find the information and services they need, when they need them.

Whilst designed for young people leaving care, its universally applicable for all young people transitioning into this next phase of their lives. It's fun, informative and easy-to-navigate and can be installed on Apple or Android mobile devices.

Information entered into the app is stored in the user's mobile phone, not in the app itself so no information is provided back to government. Features include a goal list, budget planner and a step-by-step guide to important areas of life such as identity, education, money, life skills, housing and looking after your health.

Sortli in Queensland has seen significant positive growth in the past 12 months (ending July 2020), including a 222% increase in users, a 115% increase in screen views and a 157% increase in user sessions.

Case study Queensland

QI Hub

In August 2020, the Queensland Government launched the Queensland Innovation Hub ([QiHub](#)) virtual platform as part of a \$755 million Advance Queensland innovation agenda.

Created by the Department of State Development, Tourism and Innovation, the QiHub is an entrepreneur-led online community that showcases and connects Queensland's vibrant innovation and start-up ecosystem.

The platform is the only one of its kind in Queensland – a place to discover all the state's entrepreneurs in one convenient location.

The need for a digital platform where people across the innovation and start-up ecosystem can engage, network, share and learn was consistently highlighted in feedback from the entrepreneur community.

QiHub was developed by Ramen Life – an Australian tech start-up that produced a platform solution which has been successfully rolled out for TechSydney, the University of Sydney and NSW Treasury.

The goal of the platform is to raise the profile of innovation in Queensland. In addition to this, the platform aims to facilitate easier connections with other start-ups, accelerators, incubators, government and investors to innovate and grow, regardless of their physical location. It features upcoming programs and events, grants and learning opportunities, a jobs board and ready access to mentors and investors. It will also continue to evolve over time to address the needs of the ever-changing environment in which we operate.

Within a week of its launch, the platform had 489 members and 119 start-ups registered, and this number continues to grow as the QiHub is promoted more widely.

During the COVID-19 pandemic, it has become more important than ever that we connect virtually and show the world that small businesses are driving change, growing and generating great ideas.

Case study Western Australia

Environment Online Program

The [Environment Online Program](#) is a digital transformation that will bring together Commonwealth and state government agencies, industry and the community, in a revolutionary approach to collaborate, co-vision and co-develop streamlined environmental regulatory processes.

The platform will allow users to apply and manage, submissions and approvals across a wide range of regulatory services, such as native vegetation clearing, industry and water licences and permits, and environmental impact assessments.

Environment Online will utilise data and knowledge sharing between WA's environment, planning,

heritage, industry regulation and work safety agencies, and Geoscience Australia, to consolidate water and environmental regulatory processes into one straightforward and simple-to-use online platform.

Features, including real-time data analysis, will allow users to track progress of submissions, generate reports, graphs and other infographics from a single source.

The platform will improve the transparency, certainty and consistency of environmental approvals and provide a quality experience for staff, industry and customers.

Case study South Australia

Common Digital Forms

The South Australian Government has implemented a cross-government initiative to provide agencies with a common digital forms platform, allowing for consistency in internal and external online forms.

More than just a forms platform, this enterprise solution has been integrated with many agencies' own systems to create fully online, end-to-end processes. The initiative provides expert staff to work with agencies to review the current forms provided to citizens and business to reduce length, remove duplication, and only seek the information required to provide the service.

So far, this initiative has implemented over 450 online forms, sending over 95 thousand emails every month with over 500,000 forms submitted last financial year.

In response to COVID-19 businesses involved in a defined public activity in South Australia require a COVID-Safe plan. These are completed online.

As restrictions change in response to the evolving COVID-19 situation, the digital forms team has automated the update process for businesses and provides them with an updated COVID-Safe plan to remain compliant with the Emergency Management directions. This removes the need for businesses to manually update their plans.

The team has successfully reissued plans for multiple stages of the COVID-19 restrictions.

Theme 4

Service enablers



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Case study Commonwealth

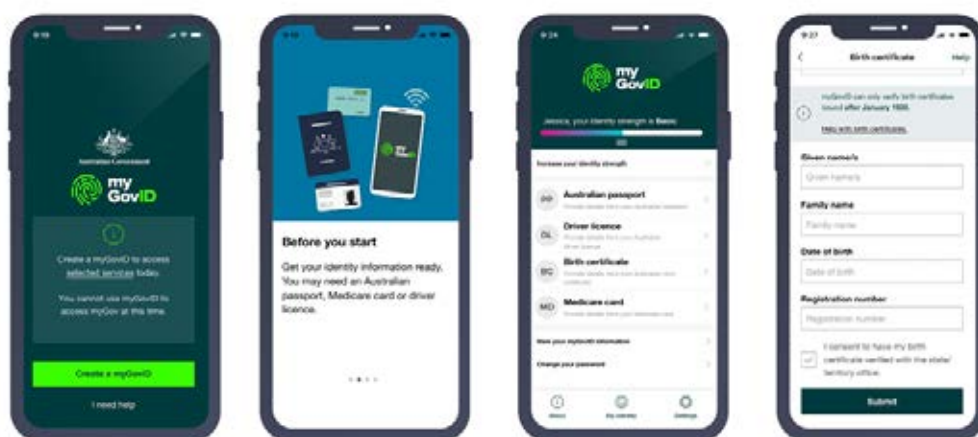
Digital Identity

The [Australian Government's Digital Identity program](#) is a whole of economy solution that provides a single, secure, trusted and consistent way for Australians to verify their identity online, and a safe, secure and reliable method to access high-volume government services. In the future, the private sector will also participate in the system, enabling a consistent and seamless approach for Digital Identity across the Australian economy.

Digital Identity is designed to complement existing identity proofing processes. People will have the choice to set up and use a Digital Identity. They will be able to manage their Digital Identity and have control over what information is shared with service providers. It will allow a range of government services to be completed end-to-end online, removing the need for people to attend service centres or shopfronts to prove who they are. The benefits of Digital Identity have become even clearer in the context of COVID-19 and the limitations and physical distancing requirements it has brought.

Recent economic analysis by KPMG included a case study on identity proofing for Australians to access government benefits during COVID-19. Potential costs savings by users being able to verify themselves online have been calculated at \$52.6m for the pandemic alone. The user journey shown on the next page shows the current complexity and how Digital Identity, including myGovID, could simplify and streamline people's interactions with government.

The Digital Identity program is being delivered in partnership with the Digital Transformation Agency, the Australian Taxation Office, Services Australia, Department of Home Affairs and the Department of Foreign Affairs and Trade. It is a genuine example of whole-of-government, delivering real value, with proof of concepts being undertaken with states and territories. Over 1.6m people have already created their Digital Identity, 1m businesses are using Digital Identity, providing safe, simple and secure access to over 70 services for federal, state and territory government.



Implementation of digital identity: A case study

Applying for a tax file number (TFN) through ATO online

Josh recently secured his first job at a local shop and needs to obtain a tax file number before he starts his new job. He has never interacted directly with the government before, so he relies on the internet to find out how to apply for a TFN. Until recently, he would have gone through a lengthy, manual process to obtain his TFN. With digital identity, Josh can prove who he is and instantly apply for a TFN online in a secure and convenient way.

Josh has the choice of using the digital identity or continuing in person or by post to apply for a TFN. However, he elects to apply for the TFN and verify his identity online because he knows it's in safe hands.

'I know it's in safe hands'

TFN Private Beta UX Playback,
January 2019

Before digital identity, Josh had to:

- Obtain a paper form from ATO or print from online
- Complete the paper form
- Attend a shopfront or Australia Post outlet
- Certify identity documents in person
- Wait for up to 28 days
- Receive a letter advising TFN via post

But with digital identity, Josh can:

- Go to ATO online to **apply online**
- Prove his identity using **digital identity online**
- Receive the TFN **instantly on screen**



Digital Identity has the potential to help people avoid the need to visit a service centre to prove their Identity.

There are more than 1.6 million myGovID users.

Digital Identity will enable Josh to efficiently apply for a TFN online in under 10 minutes, compared to the current 28-day service standard.

Case study Commonwealth

Trusted Digital Identity Framework

The Trusted Digital Identity Framework (TDIF) has been developed as a whole-of-economy framework, providing confidence that privacy and security is safeguarded when using Digital Identity.

The TDIF is a complete set of requirements that establish a nationally consistent approach to accredit, govern, and operate Digital Identity in Australia. Now in its fourth version, the Digital Transformation Agency (DTA) has received over 5,500 pieces of feedback, consulting with all tiers government, industry, private sector and international bodies.

The 2014 Financial System Inquiry found that there is a fragmented approach to identity on a national scale and recommended that a whole-of-government strategy be developed to define a consistent approach. Government tasked the DTA to deliver a secure, trusted and consistent way to verify identity online which would remove one of the biggest barriers to effective digital government service delivery and completely transforming how people access services in Australia.

TDIF is based on similar international frameworks from the United Kingdom, United States and Canada. It is a user-centric identity policy that:

- addresses the needs of government digital services and the economy
- focuses on usability, privacy and security in digital service design

- specifies the technical functionality needed from all parties
- outlines how identity service providers and services must manage user information.

The TDIF is being used to accredit participants in several roles such as the ATO's myGovID and Australia Post's Digital iDTM as Identity Service Providers and Credential Service Providers. It is also been used to accredit Services Australia as an Identity Exchange and the ATO's Relationship Authorisation Manager as an Attribute Service Provider.

In addition, roadmaps towards establishing mutual recognition of digital identities are underway with Singapore and New Zealand. These reciprocal agreements would establish pathways for interoperable identities and trust frameworks between Australia and both countries.

The DTA is developing a Digital Identity legislative plan to bring forward primary legislation. This will provide the necessary authority to expand Digital Identity to non-Commonwealth relying parties, embed privacy protections and set up an oversight authority with enforcement powers. The DTA is undertaking a two-stage consultation process on the primary legislation to develop a consultation paper released later this year and an exposure draft of a Bill released during 2021–22 (subject to Government approval).

Case study New South Wales

Digital Restart Fund

On 18 June 2020, The NSW Government invested a record \$1.6 billion into its Digital Restart Fund to make the state the digital capital of the southern hemisphere.

The purpose of the Digital Restart Fund (DRF) is to accelerate whole of government digital transformation. It has been designed to enable iterative, multi-disciplinary approaches to digital/ICT planning, development and service provision and will complement existing investment approaches in digital/ICT.

The DRF isn't just a funding model, it is a radical rethink of our whole-of-government approach to digital. It delivers services faster, creates efficiency and provides consistent customer experience.

The DRF will fund digital initiatives that fall into the categories of:

- Life journeys, Life events: initiatives that deliver changes that improve citizen experience across End to End journeys, with faster time to market.
- State digital assets: solutions that create cost savings and consistent user experience through increasing agencies' use of core and common ICT component.
- Legacy modernisation: initiatives that support agency digital innovation, ICT modernisation, and re-uses State Digital Assets.
- Enabling capabilities: building and nurturing digital capability across the public sector.

Highlights of the first year of the Digital Restart Fund include:

Online School Enrolments

For decades parents have filled in paper forms and a school administrator then spent up to 40 minutes completing each enrolment. With the digital solution, pilot schools have been able to complete six enrolments in 30 minutes. To date, more than 1000 primary school applications have been made using the new portal, scoring a 95% 'likely to recommended' rating from parents.

Social Housing Tenants' Leasing App

Customers save at least 50% of the time it currently takes to sign up a Tenancy Agreement, pay their rent and complete Rental Subsidy Forms using this specialised app. Pilot programs in Macquarie Fields and Murrumbidgee saw more than 300 digital sign-ups completed to-date and more than 2900 documents submitted digitally.

Realtime Prescription Monitoring

Prototype for a nationwide data exchange to view all opioid-related prescription data for doctors and pharmacies, with the aim of avoiding accidental deaths due to opioid drug overdose.

Tell Us Once

Ensuring customers only have to provide their details and identify themselves once to access government services by using their MyServiceNSW Account. Rolled out across several transactions including Active Kids, Creative Kids, Seniors Energy Rebate, Energy Switch, Regional Seniors Travel Card, IVF Rebate and Water Cartage Rebate. More than 130,000 customers have used the services to complete more than 490,000 transactions.

Case study Victoria

MyLearners Application

As our lives become increasingly busy, and our time more valuable, government services need to be flexible, convenient and easier to use. VicRoads has launched an innovative digital logbook application to help young drivers to progressively organise driving sessions that match their experience.

The [myLearners app](#) replaces the paper-based logbook that learner drivers use to record the 120 hours of driving that are required before sitting for a licence. The myLearners app is available for learners and their supervisors with a myVicRoads account, using both iOS and Android devices. Learners can invite multiple supervisors via the app, which then enables supervisors to view and approve driving hours.

The myLearners app is supported by a new myLearners website that provides top tips for lifelong safe driving behaviours and prompts learners and their supervisors with road safety and safe driving information relevant to the stage of the learner driver's experience.

The myLearners application gives learners the tools they need to be able to:

- Log and track their hours on the app, no matter where they are
- Keep track of progress as they work towards solo driving
- Seek help and information to form lifelong safe driving behaviours.

Learners who already have a paper logbook have the option to transfer their hours to the myLearners app. Once the hours have been transferred, learners can continue to use just the app moving forward.

Since its launch in December 2018, the app has already been used by over 90,000 learners and 110,000 supervisors.

The app also provides an opportunity to analyse drive data that will be used as input into the development of future road safety policies.

Case study Queensland

Residential Tenancies Authority – Digital Forms

The Residential Tenancies Authority (RTA) is the Queensland Government statutory authority that administers the Residential Tenancies and Rooming Accommodation Act 2008 on behalf of Queenslanders. With more than one-third of households in Queensland currently renting – and that number on the rise – the RTA is committed to optimising its services and has a renewed focus on delivering better customer experiences for Queensland’s renting community.

The RTA has traditionally relied heavily on paper forms and manual processes to perform its primary roles and responsibilities. Bond management is a key part of this, with several paper-based forms used to manage bond processes between tenants, property owners and property managers.

With 73% of bond management forms received by post, the RTA identified a significant digitisation opportunity. Not only would a new digital solution

reduce paper and postage costs, but it would enable the automation of form processing directly into the RTA’s key business CRM system, reducing the need for manual data entry and boosting the RTA’s capacity to better support its customers on the frontline.

The Bond Lodgement Web Service was launched in mid-2019 and rapidly began to reduce the RTA’s reliance on manual, paper-based forms and processes. Customers can now lodge and pay their rental bond directly to the RTA via a secure online platform and verify their digital identity through the Queensland Government’s QGov platform. Customers can now lodge a bond with the RTA anywhere, any time and faster processing times, allowing the RTA to focus on more value-added services for their customers.

Customer experience was greatly improved with the digital refund web service achieving a reduction in bond refund waiting times from 4 days to less than 24 hours for approved submissions.

Case study Queensland

Digital Archiving Program

The Digital Archiving Program (DAP) will implement new information and communication technology (ICT) capability for the Queensland Government by:

- Managing existing physical record collections
- Providing and managing digital record collections
- Enabling modern and efficient search and discovery across both physical and digital collections.

The first stage of the project is complete with the new archival management and control system improving QSA's and agencies' ability to search for physical records they have transferred to QSA.

It has also improved the customer's experience by providing more flexible and modern searching options on-line.

Case study Australian Capital Territory

ACT Digital Account

In 2018 the ACT Government established a citizen-facing capability, ACT Digital, which includes functions such as digital identity and verification, payments, customer relationship management, sophisticated customer experience, push notifications and integration. The vision is end-to-end digital.

There are a growing number of services available on the ACT Digital Account, with more than 30,000 accounts established as at mid-2020 and an average of 30 new accounts being created each day. As more services are re-imagined using ACT Digital, the value proposition for the community continues to increase, as people find it easier to interact with the government services they need to use.

Some services currently available through ACT Digital are:

- ACT Casual Jobs Register, part of the Jobs for Canberran's initiative established in response to the economic impacts of COVID-19, is a way for people to register and apply for casual jobs in the ACT Public Service
- Domestic Animal Services', Update your Dog Registration Details provides a way for people to receive annual notifications and keep information about their dog registration updated
- Housing ACT's Rental Bond Help, which offers eligible people interest-free financial assistance to enter the private rental market
- Access Canberra's Transfer My Infringement, for people to make a declaration to transfer an infringement notice to the driver of the vehicle at the time the offence was committed

- The Office for Women's ACT Diversity Register, which supports diverse representation on government boards and committees by promoting membership, training and networking opportunities.

User journey

As a citizen: I only have to prove who I am once and be able to access all services applicable to me, based on my needs and the services I have used before.

I can choose to be notified and reminded of my bills, renewals and authorisations, and be able to pay, set for payment or make a payment arrangement anytime from the convenience of my phone.

I can update any details about me on my phone and expect that government will update their records (if I request or consent for government to share this information), for example:

- I sold the car
- I've bought a dog
- I enrolled my child at school
- I moved house.

This is much easier for me – no forms to fill in or obligations to notify.

If I hold one or more concession cards, I can choose for the details to be shared so I don't have to prove my entitlements over and over again. This saves me from burdensome red tape and saves government the administration costs and time to validate my concessions. I will sign up because this is good service, and my trust in government improves.

Case study Northern Territory

Digital Transformation Program – Health Services Clinical Solution

‘One patient, one record Territory wide’

The Core Clinical Systems Renewal Program (CCSRP) is the largest, most complex digital transformation program undertaken in the Northern Territory.

The new solution, Acacia, will replace legacy and standalone applications across the Territory’s acute, primary and community health sectors. Acacia will integrate in real time to specialist systems that support a range of clinical services including radiology, pathology, dental and cancer care.

Acacia will deliver a single digital platform for Northern Territory Government clinicians to access the same patient record regardless of whether the patient is being treated in a large urban hospital or one of the

Territory’s most remote primary health clinics. Acacia is a true whole-of-jurisdiction digital solution that encompasses all elements of clinical care delivered by the Territory’s public health system.

This is a first within Australia.

The ‘read only’ version of the Electronic Patient Record was successfully released in August 2020. Further program phases into 2021–22 will see patient administration, clinical workflows and remote primary care functionality delivered to all points of public health care across the Territory.

Theme 5

Internal capabilities



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Case study Commonwealth

Protected Utility Blueprint

The Digital Transformation Agency (DTA) released the [Protected Utility Blueprint](#) in March 2020 to support a cyber security uplift across government, streamline the transition to a cloud-based capability, and deliver a consistent approach for collaboration and business operations. The Blueprint will enable agency's teams to easily work together regardless of where they are located.

The Blueprint is a design for a secure, cloud native, modern desktop for government agencies that was developed in collaboration with Microsoft and independent security assessors.

The Blueprint is publicly available and the DTA has received positive feedback on how it has not only been invaluable for Commonwealth government agencies but has also been exceptionally helpful for

several state and territory agencies. As an example, during the recent move to 'work from home' arrangements, agencies were able to leverage the Blueprint to deliver collaboration services using the Blueprint and have those services endorsed by their security officials in a matter of days where those processes would typically take months.

To iterate the Blueprint, the DTA is now working with agencies to incorporate on premise capability (bespoke agency and legacy systems) and additional workplace elements such as training and workforce planning.

Case study Commonwealth

Procurement Policy Reforms

The Digital Transformation Agency's (DTA) procurement policies make it easier for businesses to work with the Australian Government and to deliver better outcomes for Australians.

The DTA started the journey of procurement reforms by conducting extensive user research with government buyers and industry sellers. They told us that procurement processes complex and prescriptive. Government's sourcing practices did not always align to better practice, including an aversion to engaging in innovative approaches and solutions.

The resulting four policies are:

- Digital Sourcing Consider First Policy
- Fair Criteria Policy
- Panels and Contract Limits and Reviews Policy.

They form part of the Digital Sourcing Framework for ICT Procurement, which also includes tools, platforms

and guidance for buyers and sellers. These policies apply at every stage of the buying journey, including planning business requirements, approaching the market, signing a contract, and establishing a panel.

The digital sourcing policies are an important part of the Australian Government's procurement reforms and seek to address the pain points experienced by both buyers and sellers. They promote better practice and help buyers to use a modern approach for sourcing digital solutions. The policies also help to level the playing field for sellers of all sizes, regardless of their experience with government.

The DTA is also exploring additional procurement reforms to promote reuse and increase participation of Australian businesses, including SMEs, to help promote job growth and economic recovery.

More information on the procurement policy reforms is available from the [DTA website](#).

Case study Commonwealth

APS Digital Profession

In late April 2020, the Digital Transformation Agency (DTA) in partnership with the Australian Public Service Commission launched the Australian Public Service (APS) [Digital Profession](#). The aim of the profession is to build digital capability in the APS by providing career-based tools, standards and training for digital professionals and by helping agencies uplift their organisational digital capability.

Early focus areas for the Digital Profession include building a membership base, targeted skills uplift for advanced digital skills (including cloud and design), workforce diversity, and digital career pathways.

APS Career Pathfinder

A key insight from digital practitioners working in the public service is that they feel that their skills are misunderstood, and they cannot see career progression within government. At the same time, agencies are grappling with the skills they need to effectively design, develop and transition to deliver high-quality and user-focused digital services.

With the help of hundreds of digital practitioners across dozens of Australian Public Service (APS) agencies the DTA has developed a career pathways framework that defines digital roles and skills. The framework has been designed in the open and is available publically on data.gov.au so that others can use and add to it. The Queensland Government is currently testing the use of the framework with their digital roles.

The DTA also co-designed and built a prototype that assists people to explore their digital career pathway options using the framework. The prototype Career Pathfinder is currently in Beta. The Pathfinder tool can be used by people working in digital roles in government to further their digital careers, reducing the pressure on external talent acquisition. HR staff are also able to use the tool to better understand their digital workforce and help with their workforce planning and learning strategies.

The APS Career Pathfinder Datasets are available from data.gov.au.

Case study New South Wales

Cyber Security

Cyber Security NSW (CSNSW) was established to achieve a 'cyber safe NSW: connected, protected and trusted'.

The mission of CSNSW is to strengthen government cyber security capabilities and standards, boosting cyber incident response coordination, and overseeing the development of strategic cyber policy positions. CSNSW provides leadership and coordination in managing risks against cyber threats. It collaborates with other government agencies, emergency management, law enforcement, the private sector and other jurisdictions to enhance whole-of-government cyber capability.

In June, the NSW Government announced \$240 million in cyber security funding, of which Cyber Security NSW will receive \$60 million over three years. This funding will assist broadening the scope of Cyber Security NSW to fully cover government, incorporating small agencies and councils, and providing additional assistance in awareness activities, incident response, intelligence, cyber security training and capability development.

In July the Cyber Security Vulnerability Management Centre, operated by CSNSW, began operations in Bathurst. It provides the NSW Government with an increased awareness of vulnerabilities in internet-facing services and assets and is critical to early identification and remediation of known vulnerabilities.

CSNSW complements the cyber security efforts of the clusters who are responsible for their own internal incident response mechanisms as well as uplift against the mandatory requirements, with a specific focus on implementing the technical controls required to uplift the 'Essential 8' mitigation strategies recommended by the ACSC.

Clusters are developing individual cyber security uplift programs to address identified vulnerabilities. This recognises the different maturity uplift priorities for individual clusters and aligns with the risk-based approach of the Policy.

Collective investment is required across both CSNSW and the clusters to achieve a Cyber Secure NSW.

The key themes driving the need for increased cyber maturity include:

- Accelerated digitisation of Government has increased cyber risk by increasing the attack surface and exposing connected legacy systems
- Cyber security maturity levels are low in all NSW Government clusters
- Highly connected systems and data requires a coordinated and proactive whole-of-government re-sponse to cyber incidents
- Increased risk both to and from smaller agencies and councils
- Cyber security is now an extreme state significant financial risk.

Case study Victoria

Whole of Victorian government API program

Victoria has built Application Programming Interface (API) capability with core infrastructure that lays the foundations for an 'API first' approach to data-sharing across the Victorian Public Service. A centralised whole-of-Victorian-government API Gateway and API Factory has been established to develop, host and manage APIs and integrations across the Victorian government and open data community.

Benefits of the whole-of-Victorian-government API capability include:

- enhancing government's ability to deliver services that meet citizen expectations by enabling joined-up service delivery based on real-time, secure and up-to-date data
- increasing the sustainability of government's information-sharing infrastructure and capability

- reducing the cost of government business through automation of manual data-handling processes, creation of new and efficient integrations between IT systems and enabling the modernisation of legacy systems
- promoting innovation by making it easier for developers within government and the community to discover, access and use government data to create useful products.

To complement this new capability, Victoria led the development of the [National API Standards](#) (NAPIDS). The NAPIDS are best-practice API design standards, which aim to ensure consistency, quality and interoperability when designing and building APIs, and will continue to evolve over time.

Case study Victoria

Developer.Vic

A key feature of the whole-of-Victorian-Government API program is the launch of the [Developer.Vic Portal](#) (available at developer.vic.gov.au), Australia's first whole-of-government shared API Portal. The Portal provides developers with tools and resources to access a library of APIs from across the Victorian Government and integrates seamlessly with Victorian Government data.

The portal provides a tailored and secure front-end experience for its users. Developers within government will have access to a growing list of

private APIs, while the broader developer community will have easier access to a growing catalogue of the Victorian Government's public APIs.

The portal is an easily accessible entry point to consume Victorian Government data and services. As more datasets become available through the portal, it will become even easier for government and its partners to deliver a wider range of innovative solutions in a repeatable way.

Case study Victoria

Cyber Incident Response Service

Significant advances in technology and a strong digital transformation agenda are creating new opportunities for cyber criminals.

The [Victorian Government Cyber Incident Response Service](#) was established under the Victorian Government Cyber Security Strategy 2016-2020 to help reduce the scope, impact and severity of cyber security incidents affecting government organisations.

The service operates 24/7 all-year-round and comprises government and private industry cyber

security experts who provide rapid incident response services across the public sector.

Since launching on 1 July 2018, the service has responded to more than 1,600 cyber incidents affecting more than 250 Victorian government organisations – including a major ransomware attack in October 2019 that disrupted digital systems across 31 healthcare sites.

Case study Queensland

Better connectivity to support regional service delivery

The Queensland Government Regional Network (QGRN) supports enhanced performance of regional data connectivity- enabling regional Queensland Government offices to have the same connectivity as those in South-East Queensland by delivering connections with increased bandwidth.

Better government telecommunications support staff productivity and performance and make it easier for Queenslanders to interact with government services. For example, there has been a 50 times improvement in network performance and video conferencing at the Maroochydore office, which is resulting in efficiencies for frontline staff.

The Network is tackling the challenge of a vast state and delivering significant benefits in regional Queensland through the delivery of cutting-edge technology at 27 Hub sites in communities such as Emerald, Roma, Cairns, Townsville, Mackay, Cloncurry

and Blackwater. The QGRN is not only transforming ordinary workplaces into modern collaborative spaces, it is also improving digital equity between rural and urban areas, and responding to the digital needs of Queenslanders.

In addition, local suppliers have supported the construction and maintenance components, encouraging investment straight back into local communities and the increased telecommunication competition with other digital service providers is delivering further benefits to customers.

There has been an average 40 times increase in network performance through QGRN. For regional offices this means that there is more reliable and faster access to agency information systems that enhances customer and digital service delivery to regional communities.

Case study Queensland

Mobility

The Queensland Police Service (QPS), in collaboration with delivery partners, designed and implemented a suite of iOS-based applications (QLiTE), which allows officers to access police databases from the field. Mobility supports the QPS commitment to community policing, ensuring officers have access to information when in the field and are not tied to an in-car computer or the station.

Current device functionality includes the ability to search Queensland and National databases to allow for quick and accurate identification of persons, vehicles and potential threats, submit over 40 occurrence types using QOccurrences, submit Street Checks to push intelligence information from the field and complete information on Roadside Drug Testing, with access to corporate email, intranet, internet, navigation tools and commercial applications.

Via the Q-Tasks application officers with a QLiTE device can book on at the station without having to use the radio. Officers can also select to attend incidents, book

off at incidents, update their status (at station, traffic stop etc) and view incidents and resources (with a QLiTE device) on a map. This has reduced demand in communications centres and provided enhanced tasking efficiencies.

For the first time officers can avoid repetitive, laborious and sometimes inaccurate searching by simply scanning a driver's licence in a second or less, using the device to find an individual's record much faster, saving QPS staff 150+ hours per month (based on the current licence search volume of 1 million per year).

Through QLiTE, mobile officers also have better access domestic violence related information and the ability to issue electronic traffic infringements.

In 2019 QPS presented QLiTE to a global law enforcement conference hosted by Apple. The QPS is showcased globally on Apple's website as a success story and are leading the way globally in law enforcement mobility innovation.

Case study Queensland

Office of State Revenue Transformation Program

In 2017, Queensland Treasury's Office of State Revenue (OSR) commenced a three-year Transformation Program, to provide capabilities that were data driven, digitally enabled and most importantly citizen centric. The objective for transformation was to create a better experience for not only taxpayers, but also staff and the Queensland community, whilst still delivering on the critical revenue management commitments to the state.

Since July 2017, OSR have implemented 46 separate digital and data initiatives that have pushed the boundaries of data and innovation to transform the way that they operate and the services they provide.

Staff now have access to a 360-degree view of all its customer interactions. Powerful analytics dashboards enable OSR to not only better manage revenue administration, but also gain new and

meaningful insights into customer service needs and behaviours. In return, taxpayers now have access to more responsive, personalised and automated digital services which makes it easier to do business with OSR.

Recognising that digital solutions alone cannot transform the customer experience, over the past three years, OSR have also invested in building a capable and change responsive workforce and driving a culture that embraces change. New ways of working were supported through agile awareness sessions for all staff, and a comprehensive change leadership program, which focussed on driving digital change leadership and accountability across the organisation. This investment in staff has ensured the new ways of working continue well beyond the life of the digital transformation program.

Case study Western Australia

Regional communications network improvements in agricultural areas

The provision of digital connectivity across regional WA is a priority for the WA government. Improvements in digital connectivity will enable significant productivity gains in industry sectors such as mining and resources, agriculture and food processing. Key initiatives include:

Digital Infrastructure Atlas: in 2017, WA undertook Australia's first audit of regional telecommunications infrastructure. This audit identified the gaps in network connectivity, particularly in remote and regional areas. Some of the data is now publicly available through the Atlas.

Digital Farm Grants Program: provides funding for last-mile solutions for clusters of farming enterprises in agricultural and pastoral regions that lie outside the current or planned NBN Fixed Wireless and Fixed Line footprint.

E-connected Grainbelt project: provides funding to create a more profitable WA grains sector through increased use of technology and information, enabling farm businesses to better manage risks.

Regional Telecommunications Project: provides funding to expand high-speed mobile voice and data coverage through the establishment of 325 new or improved mobile base stations across regional WA. Current projects include the Tjuntjuntjara Community Wi-Fi Development project that aims to pilot an accessible, affordable and sustainable solution for digital connectivity in remote areas.

Case study Western Australia

GovNext-ICT Procurement Reform

ICT procurement reform is a key strategic objective for the state, and [GovNext-ICT Procurement Reform](#) is a major component of this reform agenda. GovNext provides the foundations for a connected, modern ICT environment to support improved digital service delivery and data analytics, by moving all agencies to a service consumption model connected via a secure, central government network.

A mandatory Common Use Arrangement provides a competitive Infrastructure-as-a-Service (IaaS)

marketplace for cloud, telephony, secure network & internet services, to mitigate the risk of ageing equipment and the need for capital investment, to simplify procurement, increase competition and to drive value through economies of scale. Importantly, moving to IaaS frees up staff to build capabilities in digital service delivery and data analytics.

Case study South Australia

Department for Innovation and Skills- digital transformation

In its capacity as designated State Training Authority, the Department for Innovation and Skills acts as the central administrator for government funded vocational training and administers regulatory responsibilities for the Apprenticeship and Traineeship system in South Australia. Over time, the Department has continually evolved services delivered and existing systems have been adapted as necessary to achieve this resulting in multiple and fragmented systems with high complexity. This fragmentation and complexity negatively impact customer experience, data quality and productivity.

The digital transformation will re-platform key information systems and permit significant improvements to be realised. The proposed system changes are pivotal not only to upgrade end of life information systems and improve agency business processes but importantly support improved customer experience and service and enable data insights to support VET market analysis and growth. As part of this program, the agency is implementing data governance practices, developing a data migration strategy and initiating data training for its agency staff.

Case study Northern Territory

Terabit Territory

[‘Terabit Territory’](#) will see a dramatic uplift in data transmission links between Darwin to Adelaide and Brisbane to 20 Terabits—a huge increase from the 400 Megabits currently available. This exciting initiative is being delivered by the Vocus Group in partnership with the Northern Territory Government.

Vocus is upgrading their internet backbone connecting Darwin to these interstate capital cities, providing the Northern Territory with world class connectivity and opening up opportunities for data intensive businesses and innovations in the Territory.

Linked to Terabit Territory, Vocus is establishing the first direct fibre connection between Darwin and

Singapore as part of a major international fibre upgrade project. This will join Vocus’ subsea North-West Cable System to the Australia-Singapore Cable and Perth.

Telecommunications infrastructure and high speed data transmission capability are essential to the Territory’s future development, enabling local businesses to compete effectively and positioning the NT to leverage its advantages with NBN fibre to the premise connections in Darwin and other key Territory business centres.

Theme 6

Data sharing and linking



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Case study Commonwealth

Commonwealth data sharing initiatives

The benefits of improving access to data are immense, both for users and for the economy. By enabling greater sharing and reuse of data, the Commonwealth Government will be able to deliver better services for citizens, and develop more informed and targeted policies and services.

The Commonwealth is improving the way data is accessed, while ensuring the privacy of individuals is strengthened. There are a multitude of data sharing activities taking place to facilitate data sharing across the Commonwealth and with trusted users. Examples include:

Data Availability and Transparency legislation will remove legislative and cultural barriers which prevent government data being used to deliver better:

- services
- policies and programs
- research and development.

This new legislation will establish a data sharing framework that improves governance and streamlines how government data is shared, while modernising safeguards. The legislation establishes a National

Data Commissioner to oversee the scheme, while advocating for greater sharing and use of government data for the public benefit.

The Data Integration Partnership for Australia was a three-year \$130.8 million investment to maximise the use and value of the Government's data assets from 1 July 2017 to 30 June 2020. DIPA improved technical data infrastructure and data integration capabilities; improved data assets in important areas such as health, education and social welfare; developed analytical units of focus and excellence; improved communication and engagement between agencies concerning integrated data; and uplifted data capability of the Australian Public Service. DIPA also created new insights into important and complex policy questions through data integration and analysis. DIPA made a significant contribution to better use of existing public data with a range of benefits expected to endure beyond the life of the program.

In addition to these initiatives, many Commonwealth agencies are implementing legislative, technical or cultural reforms to improve their ability to use and share data.

Case study New South Wales

Data Analytics Centre (DAC)

The NSW Data Analytics Centre's (DAC) mission is to build world-class capabilities in whole-of-government data analytics to improve outcomes for citizens of New South Wales (NSW). The NSW DAC was the first of its kind in Australia, and a model now being replicated in other jurisdictions.

The DAC has been working on projects designed to make our streets and roads safer, our businesses more vibrant, and our environment cleaner. With a multidisciplinary team, and an organisational structure that fosters a creative work environment, NSW DAC is leading whole-of-government data analytics.

The NSW DAC collaborates with government agencies and approaches complex, stakeholder-oriented problems with services that include:

- data science and analytics approaches to realise the potential of data and improve customer outcomes
- provision of world-class capabilities for data science and analytics, safe data sharing and data search and discovery
- working to build a stronger data culture and promote the release, sharing and use of data including via the Data.NSW open data portal, to contribute to better customer outcomes.

NSW DAC working to help Government with responding to the COVID-19 pandemic

The COVID-19 crisis demanded new levels of collaboration on data acquisition, exchange and analysis across NSW Government. The DAC team provided data and insights to inform and improve coordination of the NSW Government's COVID-19 response:

Dashboard Portal

DAC provided senior executive access to consolidated cluster and external dashboards.

A consolidated secure dashboard portal was created containing all the key COVID dashboards across government including Health, Transport, Education, Communities and Customer Service, and including dashboards created by external entities (academic and commercial).

Dashboards and Heatmaps

DAC developed tailored dashboards across a range of COVID-19 related use cases.

The NSW.GOV.AU interactive heatmap shows cases and tests at postcode level across NSW. Public access to the associated data is provided as open data, published via data.nsw.gov.au.

Data modelling and insights

DAC supported enhanced modelling of the health, social and economic impacts of COVID-19, and the effects of government initiatives in response.

Modelling and insights were generated to assist Government with decisions on the best approaches to avoid a COVID-19 health crisis, adjusting current restrictions, protections for vulnerable members of the community, best ways to re-start economic sectors and recovery pathways, and embedding service innovations. External providers were also commissioned to accelerate understanding and provide unique data sets.

Data Sharing and Data Governance

The DAC facilitated data sharing and open data release as well as providing appropriate data governance and management across the COVID-19 response program.

The COVID-19 Data Program is governed under the NSW DAC Data Protection Principles. Data on case numbers and test results have been published on Data.NSW as open data, detailed at a postcode level.

The DAC also used methods it has developed for agencies to share data safely, including prototypes of tools that allow agencies to share and link data without sharing personally identifiable information. This has enabled agencies to share data to answer complex questions while maintaining privacy, across the COVID-10 response program.

Case study Victoria

Victorian Data Sharing Act 2017

The [Victorian Data Sharing Act 2017](#) (Act) commenced in December 2017 and affirms the Victorian Government's commitment to using data to drive better policies and services.

The Act provides a clear legal framework that allows for data to be shared within government for the purpose of policy making, service planning and design. Specifically, the Act creates: an additional legal pathway to share identifiable data requested by departments or the Chief Data Officer (CDO), and

a legal pathway to share data subject to a secrecy provision with the CDO only.

The Act also creates the statutory position of the CDO to promote and enable data sharing at a whole of government level. The Act includes appropriate safeguards and protections for data sharing, and activities conducted under the Act are subject to oversight by the Victorian Information Commissioner and the Victorian Health Complaints Commissioner.

Case study Victoria

Centre for Data Insights

The [Victorian Centre for Data Insights](#) (VCDI) was established in 2017 and is led by Victoria's first Chief Data Officer. VCDI was established to transform the way government uses data, including by partnering with Victorian Public Service (VPS) departments and agencies to help deliver better policies, programs, services and outcomes for Victorians through improved use of data and advanced analytics.

VCDI's key functions include:

- delivering data analytics projects that inform policy making and service design, reduce waste and deliver savings
- providing technical and strategic advice to improve health, social, economic and environmental outcomes for Victorians
- improving how data is collected and managed across the VPS
- providing a secure technical environment to receive and manage data to deliver whole-of-government initiatives
- providing a central business intelligence and reporting service
- providing ongoing operational support to business units across the VPS
- building data analytics skills and capability across the VPS.

Case study Victoria

GovMap

Land Use Victoria (LUV) is tasked with delivering greater public value from the Victorian Government's extensive land portfolio. Access to accurate land information across government agencies is a key enabler to achieve this goal. LUV led the development and delivery of [GovMap](#), an online platform which delivers user-friendly access to information about government land. GovMap enables state and local governments to identify opportunities on government land by bringing together numerous government

land datasets, making information easier and quicker to access. GovMap has also become the home for agencies and departments to list surplus government land available for transfer within government through the First Right of Refusal process, with users able to list, search and enquire about listings via the platform.

GovMap makes it faster and simpler to identify government land and avoids agencies having to access multiple complex datasets.

Case study Victoria

MyVictoria

[MyVictoria](#) is an open data visualisation platform that gathers and combines data for Victorian small businesses to help them draw meaningful location-based insights. It includes an [open-source data visualisation component library](#), which makes Victorian open data easier to access and use.

MyVictoria converts data into visual formats like maps, graphs and charts. This tells a story for users that is easy to understand, brings important context, conveys related information, and can be used to inform small business research and planning.

My Victoria currently visualises over 50 data sets, with plans to grow beyond its current small business focus to provide easy access to more Victorian datasets, and across a wider variety of users.

The open source component library makes MyVictoria visualisations easy to re-use in other web applications.

Most recently this was used for a rapid deployment of a [COVID-19 5km radius map](#), which utilises Victorian Government Basemap Services and address search products. It has been used by more than 630,000 users since release.

Case study Queensland

Total Harm Ranking and Evaluation Tool

The Queensland Police Service has implemented the Total Harm Ranking and Evaluation Tool (THReT) to assist in prioritising its operational practise in relation to assessing an offender's risk to the community. The THReT is a forensic science-based approach whereby criminogenic factors associated with an offender are overlaid against all known data.

The THReT, through a series of automated internally validated weights, ranks offenders from harmful through to least harmful whilst comparing individual criminogenic factors against the population central point using Z-score distribution.

The THReT's capability of drawing source data from numerous interfaces increases the sensitivity of results. Previously unaccounted subfactors, namely mental health index and psychopathic traits allow for unidentified high harm offenders to become

visible and improve the ability of the QPS to protect the community. The tool has assisted in the targeted approach to policing known child sex offenders with access to real time immediacy of risk, offender intent, capacity and capability.

The THReT will replace traditional static non-contextualised data methods previously utilised for assessing risk which required high resource usage to keep up with demand and is prone to human error.

The enhanced availability of real time assessments will improve timeframes for prioritising police response and reduce costs for environmental assessments, support decision-making and deliver improved community safety outcomes.

The THReT has potential transportability in the future to be applied across a variety of crime classes, including domestic violence.

Case study Western Australia

Data Linkage System

The WA Data Linkage System (WADLS) achieves secure data linkage whilst protecting individuals' privacy. This enables the creation of integrated datasets that span multiple sources, which is used for initiatives such as policy development, improving service delivery to citizens and research.

From its modest beginnings in 1995, the WADLS now ranks among the most comprehensive, high quality and enduring linkage systems worldwide. The WADLS infrastructure spans approximately 50 data collections,

representing over 115 million linked records, some dating back to as early as 1945.

Through WADLS, WA has pioneered a number of significant initiatives, including proof-of-concept linkages such as the creation of cross-jurisdictional links between Commonwealth and WA datasets, and technical innovations such as the Family Connections system of genealogical links.

Case study Western Australia

Index of biodiversity surveys for assessments

The Government of Western Australia implemented the [Index of Biodiversity Surveys for Assessments](#) (IBSA) in 2018 as the first step in a multiple-agency commitment to improving the management of the state's assessment-related biodiversity data.

IBSA captures and consolidates biodiversity data from approximately \$32 million of industry surveys that are conducted each year to support environmental impact assessments. IBSA also provides a platform to make this data publicly accessible, thanks to a partnership with the CSIRO's Atlas of Living Australia.

In 2020 IBSA was enhanced with the launch of IBSA Submissions, an online system that makes the submission of data and metadata to IBSA an entirely

digital, cloud-based experience. IBSA Submissions delivers a faster and more consistent submission process for submitters, improves the quality and quantity of IBSA data for end users and reduces IBSA-related administration for regulators.

The enhanced availability of biodiversity survey data through IBSA will improve timeframes and reduce costs for environmental assessments, support decision-making and deliver improved environmental outcomes.

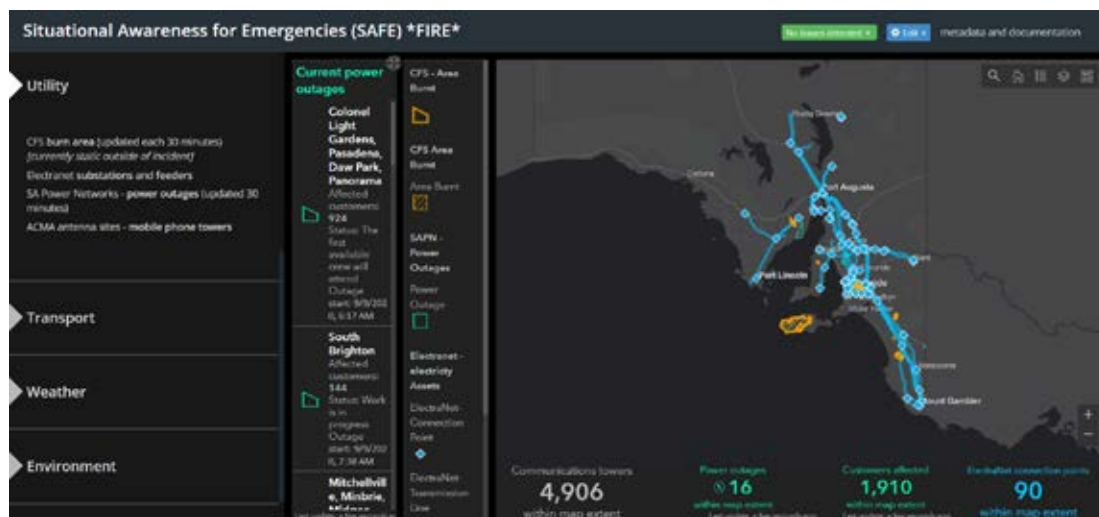
Case study South Australia

Situational Awareness for Emergencies

The Situational Awareness for Emergencies (SAFE) project to create an emergency management dashboard commenced in July 2019 with funding from the South Australian Fire and Emergency Services Commission.

The project will provide a common operating picture to support the State Emergency Centre with real time information from a range of data sources. All the datasets are date and time stamped to conduct historical analysis.

Development of the bushfire portal has been completed. The Office of Data Analytics is continuing work to enhance the product and develop the dashboard to support other types of emergencies, such as storms, flooding, earthquakes and biohazards.



For further information, please contact:
Australian Data and Digital Council Secretariat,
Department of the Prime Minister and Cabinet

Website: <https://www.pmc.gov.au/public-data/australian-data-and-digital-council>

Email: addc@pmc.gov.au