



Australian Government

DIGITAL **GOVERNMENT** **STRATEGY**

Accelerating the digital future
of our Australian Public Service.



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Minister's foreword

It's never been clearer that excellence in digital government is critical to Australia's resilience and growth

We need only look back to recent times, where agencies and jurisdictions worked together to deliver an unprecedented level of support to Australians in response to the bushfires, floods and COVID-19.

We ensured essential government services remained operational and available. Our investments across our digital capabilities are what made this possible.

The private sector also responded to the pandemic by pivoting even more rapidly to digital delivery. We've seen vastly more personalised services from business, as well as more participation and trust in digital services, with people expecting those advances and experiences to be incorporated into the services they get from government.



Hon Stuart Robert MP
· Minister for Employment, Workforce,
Skills, Small and Family Business

As we enter this new period of economic recovery, agile and flexible digital capability will play an even greater role in helping Australia get back to pre-COVID economic growth.

We cannot take it for granted, the use of digital services is here to stay and we must continue to enable greater access to digital services for all Australians.

It will be anchored through better investment, stronger security, robust policy and a greater use of data. Improvements in technology mean that we already have more power in our mobile phone than was used to get the first man on the moon, and this trend is increasing.

Success in this rapidly evolving world will require uplifting digital capabilities across the whole of government, at a depth and scale that has never been seen before.

We need to nurture our digital future to unlock the full potential of digital transformation to deliver simple, helpful, respectful and transparent services for all Australians.

The Digital Government Strategy builds upon the solid foundations we put in place in the 2018 Digital Transformation Strategy.

It is not just a refresh, it is a significant shift in our focus to accelerate our digital transformation within government to become one of the top three digital governments in the world by 2025.

The refreshed Strategy works in cohesion with our other strategies including the Digital Economy Strategy and the Australian Data Strategy to chart a course for the Australian

“The Digital Government Strategy reflects the urgency of driving the digitisation of government services”

Public Service (APS) to be digitalised, connected, skilled and adaptable.

The Strategy is underpinned by a set of measurable outcomes that we will use to track our progress in providing streamlined access for people and business to our online services, and making sure everything we do is people and business centric.

Through the Strategy, we will ensure that our critical enablers of security, privacy, data and governance work together with an ongoing focus on building the digital capabilities we need to achieve our policy outcomes, effectively and efficiently.

The Digital Government Strategy presents the APS with a clear and actionable approach for digital transformation.

As the scale and pace of change continues to accelerate, maintaining our vision, to be a world leading digital government will ensure we can quickly respond and adapt to any challenges the future may present.

CEO's foreword



**Chris Fechner • Chief Executive Officer
Digital Transformation Agency**

In 2018, the Australian Government laid out a bold vision for Australia with the launch of the Digital Transformation Strategy.

Since then, the Strategy has delivered significant, tangible benefits. It is underpinning the public service response to the COVID-19 pandemic and the drive to deliver digital-first government.

The Digital Government Strategy presents the opportunity to continue driving the digitisation of government services and sets our vision to become one of the top three digital governments in the world by 2025.

The Strategy anchors the direction and priorities of the public service and will be critical to rebuilding our economy and securing Australia's future.

The pandemic has presented unprecedented changes in our communities and how we use technology. The impact on government was great and accelerated the digitalisation of government services for the long term and Australians' expectations of Government have changed.

These changes, coupled with the exponential rate at which digital technology evolves, made it essential to reflect on our approach.

Australians will benefit from the revitalised Strategy, with a fundamental priority for the public service to deliver simple, helpful, respectful, and transparent government services.

The Strategy will drive change that impacts how people interact with government by ensuring all services are online, easy to access and designed for the user.

The Strategy builds on previous success and achievements in accelerating the transformation of government, made possible due to the hard work and commitment across the public service. We need to maintain this momentum and continue working together to achieve our goal of being one of the top three digital governments in the world by 2025.

Implementation of the Strategy will ensure the public service adopts a digital-first mindset leveraging digital technologies to rethink government processes and simplify procedures. To enhance the digital landscape we must share, reuse and integrate technologies, business systems, processes and capabilities across government. We must embrace new and emerging technologies, integrate citizen-experience principles, processes, and capabilities and foster a data-driven culture.

Success of the Strategy is a responsibility and an opportunity for all of us across the public service. Together we have set an ambitious challenge to redefine what we can achieve and deliver for all Australians.

“The Digital Government Strategy is a call to action underpinned by measures of success for the Australian Public Service”

AUSTRALIA'S DIGITAL FUTURE

Each day, digital continues to be embedded in everything that Australians do.

The way Australia develops digital in the coming years will determine the opportunities for the APS and what we can deliver. Ultimately, the way we transform digital today will impact how much public value we deliver tomorrow, and how efficiently and effectively we do this.

The Australian Government is clear on its ambitions for Australia's digital future including:

- the **Digital Government Strategy** – that accelerates digital transformation for Australia to become one of the top three digital governments in the world by 2025.
- the **Digital Economy Strategy** – which focuses on the broader Australian Economy and the delivery of secure and trusted digital government services.
- the **Australian Data Strategy** – which sets out a clear vision for Australia's data capability.
- the **Secure Cloud Strategy** and the **Hosting Strategy**.

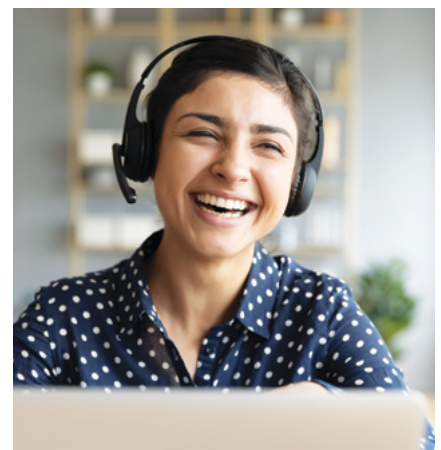
The Digital Government Strategy works to align other whole of government strategies to create an enabling environment to drive digital transformation.

- The Digital Government Strategy's six key outcomes directly support delivery of the Digital Economy Strategy and its key measures of success including ensuring all Australian Government services are available securely and easily online.
- The Australian Data Strategy supports the Digital Government Strategy by setting the foundations for Government to maximise value from data to grow the economy and deliver public benefit to all Australians.

The original Digital Transformation Strategy was first launched in November 2018 with updates published in 2019 and 2020.

This latest iteration of the Strategy sharpens our focus on building capabilities that will support success for government, people and business, and demonstrates our significant progress we have made over the last few years.

The Strategy brings together diverse perspectives and insights gained through research and consultation with citizens, industry, academia, and you, the APS.



The Strategy is intended to reorient our thinking to drive a constant focus on delivering for Australians so they can access our services when and how they wish.

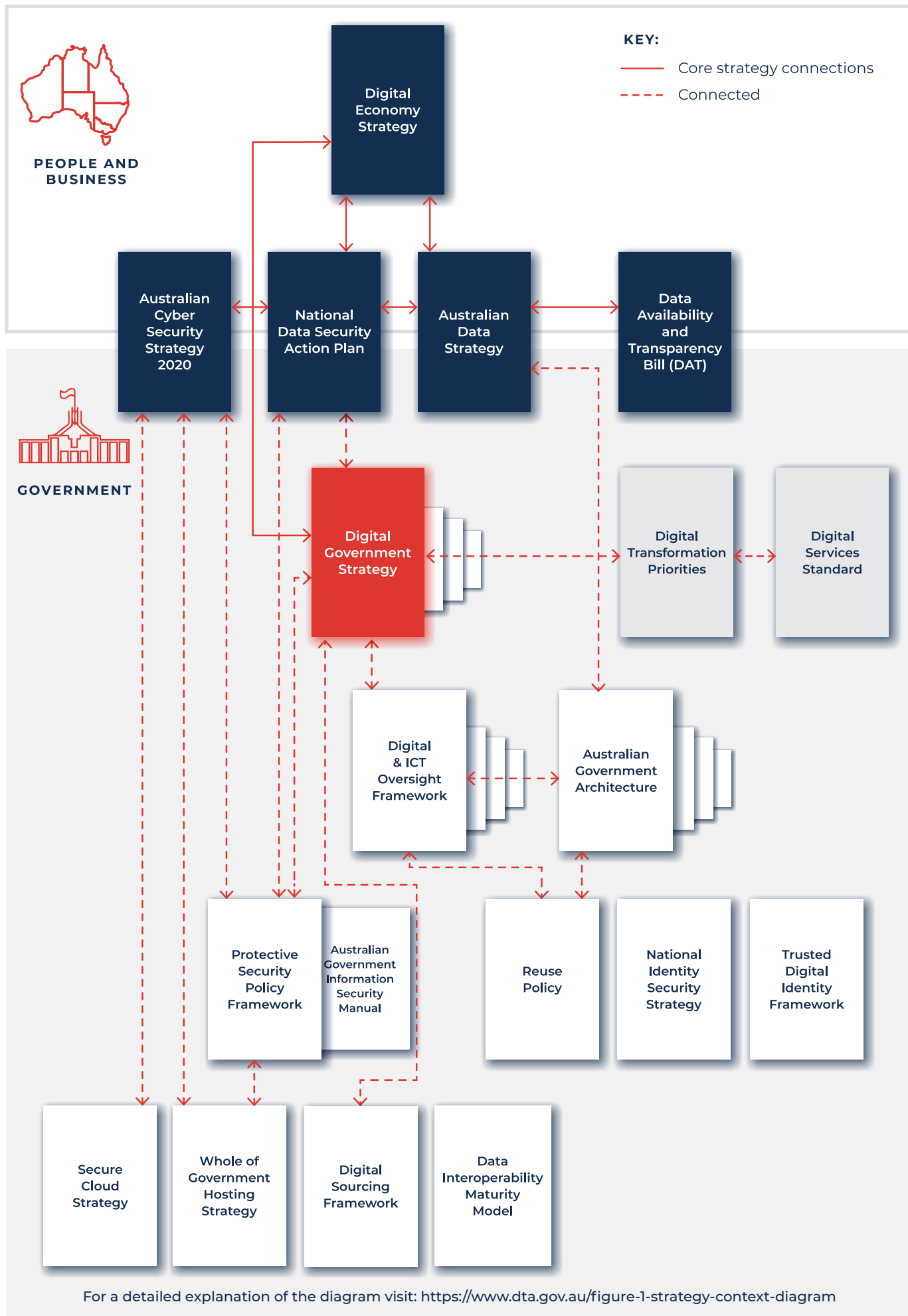
The Strategy will be realised through the implementation of agency-based projects, initiatives and programs. We will continually track our progress against the measurement framework and benchmark to other nations using the OECD Digital Government Index.

The Strategy is a call to action for the APS and the vision will only be realised through your commitment to its outcomes and objectives.

As government implements further strategies the Digital Government Strategy will work in concert with these to maximise digital opportunities for all Australians.

The *Strategy Context Diagram* (Figure 1, page 7) demonstrates the connectivity between each of the strategies which advance Australia's economy and digital capability.

FIGURE 1: Strategy Context diagram



THE VISION

- By 2025, Australia will be one of the top three digital governments in the world, for the benefit of all Australians and will have the foundations to retain this position into the future.

The Strategy sets out government direction and guidance for the APS to benefit people, business, and itself using government services.

All government agencies contribute to the creation of public value, through several functions including:

- **Service delivery** – these agencies offer defined products and services. They provide their users with discrete interactions.
- **Innovation and education** – these agencies provide guidance and support in driving innovation and promoting government policies.
- **Regulation and enforcement** – these agencies mandate the behaviours of others. They maintain and enforce policies, regulation and/or laws to influence users.

Delivering benefits for all Australians

Digital government goes beyond simply having online services, it puts the needs of people and business first. It uses cutting-edge technology to provide a personalised experience that is stable, secure, and reliable and ultimately anticipates the needs of every user.



People will be informed, listened to, and have access to simpler, faster, connected, secure and transparent services tailored to their needs.



Businesses will enjoy improved interactions with government. This will better position them to maximise opportunities and grow their operations.



Industry, not-for-profit organisations and academia will have the opportunity to collaborate on policy, practices and innovation for their mutual benefit.



The APS will be better placed to deliver as a digital government through establishing itself as a leading digital workplace that offers greater flexibility, empowerment, career growth and a modern digital environment supported by the latest technology. It will orientate services around the life events and journeys of people and business, and not around the structure of government, its departments and agencies.

World leading digital government

In becoming a recognised top three digital government in the world, Australia will achieve greater economic prosperity, benefit from reputational influence in the global digital government field, and Australian's will experience an improved quality of life.

This ongoing digital capability will:

- drive job creation and growth
- produce higher efficiency and reduced costs for government
- provide a stimulus for innovation and investment
- establish Australia's leadership on the global digital agenda
- drive confidence and investment in Australia's digital capabilities and products
- deliver better digital services with greater personalisation
- increase public participation and trust.

The benefits of being a globally recognised leader in digital government are well illustrated. Estonia, despite having a population of less than 1.5 million and ranking 97th in terms of GDP, has established itself as a global leader in digital government.



It is the host nation for the NATO Cooperative Cyber Defence Centre of Excellence and the home of the European Union IT Agency (EU-LISA). This brings the citizens and businesses of Estonia greater global influence, digital tourism, international investment, and growth in local jobs. Meanwhile, international technology players IBM and SAP have established innovation hubs in Denmark thanks to its use of emerging technologies in digitising government services.

Denmark has developed systems powered by Artificial Intelligence to process digital welfare payments, with most administrative services now completed online.

The Digital Government Strategy On A Page (Figure 2, page 10) describes principles, outcomes, and critical enablers required to achieve the vision of becoming a top three digital government in the world by 2025

FIGURE 2: Strategy On A Page

VISION

By 2025, Australia will be one of the **top three** digital governments in the world, for the benefit of all Australians and will have the foundations to retain this position into the future.

PEOPLE AND BUSINESS

PRINCIPLES

Simple

Helpful

Respectful

Transparent

1

ALL GOVERNMENT
SERVICES
AVAILABLE
DIGITALLY

OUTCOMES

Australians will be able to deal with government anywhere, anytime, on any device, for every service.

2

EASY TO
ACCESS

OUTCOMES

Services will be easy to use, accessible and connected so Australians can do their government business from a single entry point.

3

PEOPLE &
BUSINESS
CENTRIC

OUTCOMES

Digital services will be designed for the user with a consistent look and feel and be centered around life events.

GOVERNMENT

PRINCIPLES

Digitalised

Connected

Skilled

Adaptable

4

ARCHITECTURE
ALIGNMENT

APS ACTIONS

Uplift the digital ecosystem to one of connected platforms and services within the architecture.

5

REUSE AND
INVEST

APS ACTIONS

A culture of reuse is backed by modern digital capabilities delivering value for money through robust investment processes.

6

DIGITAL
WORKFORCE

APS ACTIONS

Build a government fit for the digital age, empowered by digital skills, capabilities and tools.

CRITICAL ENABLERS

SECURITY – Services and technology are secure across government

PRIVACY – Promote privacy principles to achieve greater transparency and security of data

DATA – Decisions and services are driven by data and insights

GOVERNANCE – Effective governance will generate alignment, accountability and delivery of the Digital Government Strategy

For a detailed explanation of the diagram visit: <https://www.dta.gov.au/figure-2-strategy-page>



PEOPLE AND BUSINESS

We will deliver simple, helpful, respectful, and transparent services to all users. People and businesses will have the ability to deal with government digitally anywhere and anytime. We will design and build government services that are user-driven and connected, allowing Australians to complete all interactions from a common point of access.

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PRINCIPLES

SIMPLE

We will simplify user interactions with government by delivering easy to use, connected services that deliver timely outcomes.

HELPFUL

We will be helpful and make the users life easier through personalised services based on individual needs and eligibility.

RESPECTFUL

We will be respectful of the users time and personal circumstances by offering efficient services that meet their specific requirements.

TRANSPARENT

We will be open and transparent in our interactions by clearly communicating our processes including the way we use data and make decisions.



All government services are available digitally by 2025

Australians have embraced a digital world that caters for their needs and requirements through timely, efficient and personalised experiences.

They have high expectations from their interactions within the private sector and expect the same from us and the digital services we provide.

Australians rightly expect to complete their interaction with government the same way they do with banks, telecommunications and e-commerce corporations. This expectation drives the requirement for all government services to be available online.

We must ensure our services are easily understood, discoverable and accessible to all users. Our services must deliver to a standard that exceeds the expectations of users.

Our services will be underpinned by modern technology, enabling legislation and operating processes.

We will embed a cycle of review and continuous improvement into each online service and adapt to evolving user needs and behaviours.

Australians in regional and remote areas will benefit from government delivering digital services and Government will continue to make services available to those who do not have access to digital technology.



MEASURES OF SUCCESS

By 2025 all government services are available digitally.



HOW TO TAKE ACTION:

The APS will:

- adopt a digital-first mindset to government service delivery
- leverage digital technologies to re-imagine government processes through smarter use of technology.

2

Easy to access

To improve our digital maturity, we must have the capability to meet user expectations by delivering a consistent and predictable experience. An experience that aligns with the digital world beyond that of government and its operations.

Through consistent design and operation of government digital services, we will simplify its function, enhance information and improve understanding and comprehension of the content.

It will allow Australians to complete their interaction with government with minimal effort, and in a timely and efficient manner.

A consistent approach to digital service design and delivery will allow us to easily collaborate across government, share and process data, and deliver connected services.

We will adopt flexible, scalable, and resilient technology, through a common operational backbone,

positioning ourselves to deliver adaptable services that meet the future needs of all Australians. Services will be aligned to people's needs, life events and journeys, not the structure of government.

We will continuously seek opportunities for the consolidation, integration and automation of processes to make the experience simple for users on the principles of **Simple, Helpful, Respectful, and Transparent**.



MEASURES OF SUCCESS

By 2025, Australian's will have the ability to complete all government interactions from consistent points of access including a dedicated access point for people and business.



HOW TO TAKE ACTION:

The APS will:

- increase engagement and collaboration across government, people and business when developing services to enable an integrated approach through a single entry point.



3

People and business centric



Significant life events often trigger change in circumstances that require interaction with government. These, for an individual, can be an event such as having a baby or losing a job and for a business, registering a new start up or applying for IP rights. These life events are typically major and require multiple interactions with government. Whether these events are planned or unplanned we know that during key life events, people need a higher level of interaction with us.

By taking a people-driven approach, we can focus on what people need during this life event, across multiple agencies and levels of government. Once a life event has been triggered, our systems will help guide people through the process. This approach will deliver high impact support for people when they need it the most.

Our digital services will be integrated to make them seamless. This allows a user to move from service to service in a single interaction without having to log in multiple times. This enables people to engage in ongoing support and present options for other government services that may be of use.

We know that not all interactions with government are life event based. For example, completing an individual tax return each year. Whilst this event requires limited interaction with us, we will still work to ensure they are *simple, helpful, respectful* and *transparent*.



MEASURES OF SUCCESS

By 2025 all new Australian Government Services will be created with a user driven, citizen-centric approach that is based around life journeys. We will measure our success biennially through the OECD Digital Government Index.



HOW TO TAKE ACTION:

The APS will:

- incorporate a user-driven approach in the development and operation of all services
- use an agile approach to refresh policies and services so that they remain relevant and fit for a future digital Australia.

GOVERNMENT

Government services will be connected allowing Australians to complete all interactions from a common point of access. To equip ourselves to deliver for a digital age our principles must be:

.....
PRINCIPLES

DIGITALISED

We will be a proactive, advanced government that is fit for the digital age. We will have the right technologies in place, supported by a connected environment where technologies are aligned, and where possible, shared across government. We will facilitate emerging technologies, including cloud offerings, to deliver scalability and continually improve functionality, while allowing for innovation and rapid prototyping.

CONNECTED

We will be more efficient and easier to interact with through our connected capabilities. We will be accommodating of change and collaboration with industry and academia in the exploration of new technologies, policy design and validation of use cases for government services.

We will review our digital policies to include open collaboration, data sharing and co-design as key fundamentals. This will ensure they align with a technology ecosystem that seamlessly connects across government and partners.

ICT related procurement and digital service development will include the consideration of how it benefits all of government, and its capability for reuse.

SKILLED

We will deliver services based on the needs of people and businesses, by harnessing technology and new ways of working. We will ensure the skills and processes are in place to support this. Our leadership will have the ability to forecast and adopt emerging technology, systems and processes, and the capacity to use data in their decision making.

Our skills will support a culture that enables us to learn, adapt and respond quickly. We will prioritise retention of experience, knowledge and the cross pollination of skills through staffing mobility.

ADAPTABLE

Technology, people, processes, policies and stakeholders are all part of our digital ecosystem. We must work to ensure each element is flexible enough to respond to the changing digital and social environments, as well as scalable to fit future technological demands.

We will design digital systems, and the services they support, with resilience in mind to support interoperability and sustainability. We will use consistent modular, platform-based architectures that can be easily updated, enhanced and reused in establishing a consistent operational backbone that enables agility and relevance.

4

Architecture alignment

Architecture is an important tool for achieving digital government goals as it can help improve the alignment between business goals and digital and ICT implementation. Architecture provides definitions, standards, design principles and tools for change in a common language.

With a unifying language architecture can be used by all APS staff, those that build IT systems as well as those that are responsible for government's broad business functions and services.



Architecture alignment is essential to uplifting our digital ecosystem. The Australian Government needs a unifying architecture to align government business, design and investment. The application of standard architecture approaches across government will help us move to a future ready, digital and connected government.

The Australian Government Architecture (AGA) provides the foundation to support agencies to deliver and transform government's capabilities, technologies and services. The focus is on delivering tools, new policies, principles, standards and guidance that agencies can apply universally which:

- enables consistency of language across government
- provides methods to improve cross agency collaboration
- enables a common approach to the design of government change
- maximises value for money in digital and ICT implementation
- streamlines the user experience
- provides a common and reusable approach to exchange information across government and enable the delivery of connected services.

The AGA also provides a view of the future target state for whole of government. This enables the following key outcomes for government:

- provides a clear view of digital and ICT capabilities needed to support the Australian community into the future
- informs strategic investment planning
- provides clear expectations for agencies to align future investments.

The AGA target state will assist government to prioritise proposed investments and ensure capabilities are delivered that support whole of government outcomes.



MEASURES OF SUCCESS

By 2025 all investment decisions will be assessed in accordance with the Australian Government Architecture.



HOW TO TAKE ACTION:

The APS will adopt the Australian Government Architecture to:

- inform new investments in capability across government
- design, optimise and reuse current and planned digital platforms
- identify collaboration opportunities and deliver more connected services.

5

Reuse and invest

We are committed to maximising our ‘use many times’ approach for our platforms and services.

A **Digital and ICT Reuse Policy** will help government to speed up delivery, reduce duplication and lower the ongoing cost and complexity involved in digital and ICT delivery.

Reuse will enable simple, clear, and fast government services by leveraging and developing common: technology and architecture; business capability and processes; procurement; information and data; and skills and capabilities.

The **Digital and ICT Reuse Policy** encourages agencies to reuse where possible, to design and build for reuse and to share what they have done to enable reuse.

Investment will guide government opportunities to ensure that digital projects leverage existing capabilities and align to government priorities and the Strategy’s principles.

We will coordinate the reuse of solutions across government and look at ways we can leverage existing capability before we buy or build.

We will review government investment opportunities providing advice on alignment to the Strategy including the OECD Digital Government Index Framework. This will allow government to make informed decisions on where to invest.



By taking this approach we will:

- identify opportunities for reuse of solutions and avoid duplication
- support the government to build mature digital capability
- coordinate procurement and investment priorities across multiple agencies
- allow for stronger planning, coordination and delivery of trusted and secure digital services
- reduce unnecessary complexity
- deliver value for money
- increase speed of delivery.

Common systems increase connectivity across government simplifying interactions. By connecting services, we will reduce the time users spend dealing with government.



MEASURES OF SUCCESS

Government is funding digital and ICT-enabled investments that will be reused and close capability gaps.



HOW TO TAKE ACTION:

The APS will:

- embed reuse as a fundamental investment principle
- share, reuse and integrate technologies, business systems, processes and capabilities across government
- embrace new and emerging technologies, processes, and capabilities to enhance the digital landscape.

6

Digital workforce



With more than half of our agencies identifying issues with having the appropriate mix of skills in digital delivery, it is important that we attract, grow and retain key digital talent to progress towards a digital government. We need leaders to understand digital transformation, drive its implementation and ensure the workforce is adequately equipped to deliver it.

Major initiatives are underway across the APS to embed digital skills, uplift digital capability and provide a pathway for digital professionals. The APS HR, Data and Digital Professional Streams, APS Digital Professional Stream and Cyber Security National Workforce Growth Program are a few examples.

We must keep pace with the evolving digital landscape by:

- **enhancing digital capability of the current workforce** through development of key technical and non-technical skills such as human-centred design, data engineering, analytics, and automation
- **growing digital talent** through recruitment of experienced professionals to fill short term gaps, and support emerging talent to sustain long-term needs
- **retaining key digital talent** through a modern workplace culture that embraces flexibility, innovation, strong digital leadership and career growth.



MEASURES OF SUCCESS

By 2025 the digital dexterity of the APS workforce has increased to support continuous improvement in the delivery of world-leading government services.



HOW TO TAKE ACTION:

The APS will:

- prioritise investment in its workforce and retention of digital professions in the service
- embed the Digital Profession as a core part of the Employee Value Proposition of the APS.



CRITICAL ENABLERS

The critical enablers are the building blocks essential to achieving the Strategy outcomes and driving consistency in our delivery.

Critical enablers include:



Security to protect and secure Australian interests while building trust



Privacy to ensure personal data is safe, secure and used ethically across our digital landscape



Data captured, analysed and used safely to inform service design and policy



Governance to provide accountability and ensure consistent and timely implementation of the Strategy.

Security

The public holds us to a high standard on matters of digital security, expecting their information to be protected and managed with appropriate privacy, sovereignty and security controls.

Infrastructure and systems that interact, store and process information, the personnel that access the data, and the data itself are expected to have appropriate controls to protect our services.

We need to provide confidence in our security processes by ensuring users can see how their data is protected and that the measures used are up to date.

We will embed a culture that prioritises security from the onset of any new service and throughout every stage of its development and deployment, this will increase users' trust.

We recognise the criticality of security and we are committed to improving our security capability and resilience across government services to support our future as a modern and leading digital government.

Security concerns are multi-faceted and need a continued and enhanced focus on:

- adopting a 'security by design' approach
- embedding security in all stages of the service or system lifecycle
- managing security at both a component and ecosystem level
- catering for increased digital integration, within and across agencies
- public disclosures and government agency maturity levels
- addressing issues with legacy components or isolating them from critical or sensitive infrastructure.



The Protective Security Policy Framework (PSPF) outlines a risk-based approach to security requirements, including security governance, information security, personnel security and physical security. Further guidance on cyber security can be taken from the Australian Government Information Security Manual (ISM).

The Whole of Government Hosting Strategy and the implementation of the Hosting Certification Framework provides for Government controls over the hosting of Australian Government data and allows for certainty of security of data holdings up to and including the 'Protected' security level.

The appointment of Australia's first Ambassador for Cyber Affairs and the development of the Critical Technology and the Cyber Security Strategy 2020 are just two examples of what we are already doing to increase protection alongside our existing *Security of Critical Infrastructure Act*.

Privacy

Building trust with Australians is essential in providing an environment for effective and efficient user-friendly interactions with government.

It is imperative that we capture, secure, and use data and information for the purpose it was provided. We have established safeguards and transparent processes to reassure people and business that their rights are respected and catered for.

The **Australian Government Agencies Privacy Code** (the Code) symbolises the commitment of the APS to the protection of privacy. It requires us to move towards a best practice approach to privacy governance which will help build a consistent, high standard of personal information management across all Australian Government agencies. The Code applies to all Australian Government agencies subject to the *Privacy Act 1988*.

The Code enhances existing privacy capability within the APS, builds greater transparency in information handling practices, and fosters a culture that respects privacy and the value of personal information. It helps to build public trust and confidence in personal information handling practices and new uses of data proposed by agencies.

We must continue consistent reviews and iteration of legislation, strategies and guidelines to maintain relevance with ever evolving and more sophisticated threats. This approach provides ongoing assurance that we are committed to maintaining the public's trust, when entrusted with their personal information.

Data

As a government we create, capture and have access to large volumes of information and data every day, via individual interactions and transactions, geographic mapping, strategic intelligence and machine learning.

This information is a valuable national asset that will underpin our ability to realise economic and social objectives. Data empowers the public and all levels of government to make informed decisions at pace and collaborate on future policy directions.



Data has become a high value commodity and is recognised as strategic asset for government. That is why we are also releasing the Australian Data Strategy, which will set out the Government's vision to maximise the value of data, keeping data safe, and enabling data use.

To maximise value from data, we need to create a data system that will help Australians in their day to day lives, businesses to be successful, and governments to deliver services that citizens rely on.

For example, we are creating a Digital Atlas, a three-dimensional platform visualising Australia's geography, which will bring together government data on the economy, employment, infrastructure, health, land and the environment into a single national data asset.

The Digital Atlas will be publicly available and will, for example, allow businesses to be better informed on economic, demographic, and infrastructure settings to guide their decisions on where business activity and investment is best targeted.

The Australian Data Strategy outlines how we will use data better to develop the future economy, and set out how data can be used to drive jobs growth; competition; and tailor, target and deliver better government services, as well as better insights into social, economic and place-based challenges.

The National Data Security Action Plan will bring together new and existing measures to create a comprehensive approach to data security. The Action Plan will set out a comprehensive roadmap of measures to uplift the security of data for Government in the first instance, with consideration given to measures for businesses and individuals that will further support the development of a secure digital economy.

Governance

Existing governance mechanisms will be leveraged to align agencies in their approach to digital transformation ensuring whole of government implementation of the Strategy. Assurance and contestability arrangements will support the oversight of digital transformation.

The Strategy establishes clear authority, accountability and reporting mechanisms to ensure successful implementation including progressive updates to be published online and regular reporting to senior government committees.

The Secretaries Digital Committee (SDC)

The SDC will provide leadership and governance to ensure Digital Government Strategy outcomes are achieved and our whole of government digital capabilities are improved.

Digital Leadership Committee (DLC)

The DLC will work with the Chief Information Officer Forum to provide oversight of tactical work to ensure delivery of the Strategy outcomes, including alignment with OECD Digital Government Index.

Chief Information Officer Forum (CIO Forum)

The CIO Forum will be a key consultative group and will communicate the Strategy with digital and ICT practitioners across the APS providing insights and intelligence to support the delivery of the Strategy.

MEASUREMENTS

The government will implement a fit-for-purpose measurement framework to track progress and drive accountability

The framework will capture progress towards achieving the Strategy outcomes, through digital initiatives and projects agencies have undertaken. It will also measure agency digital maturity to be consolidated into a single government measurement and position.

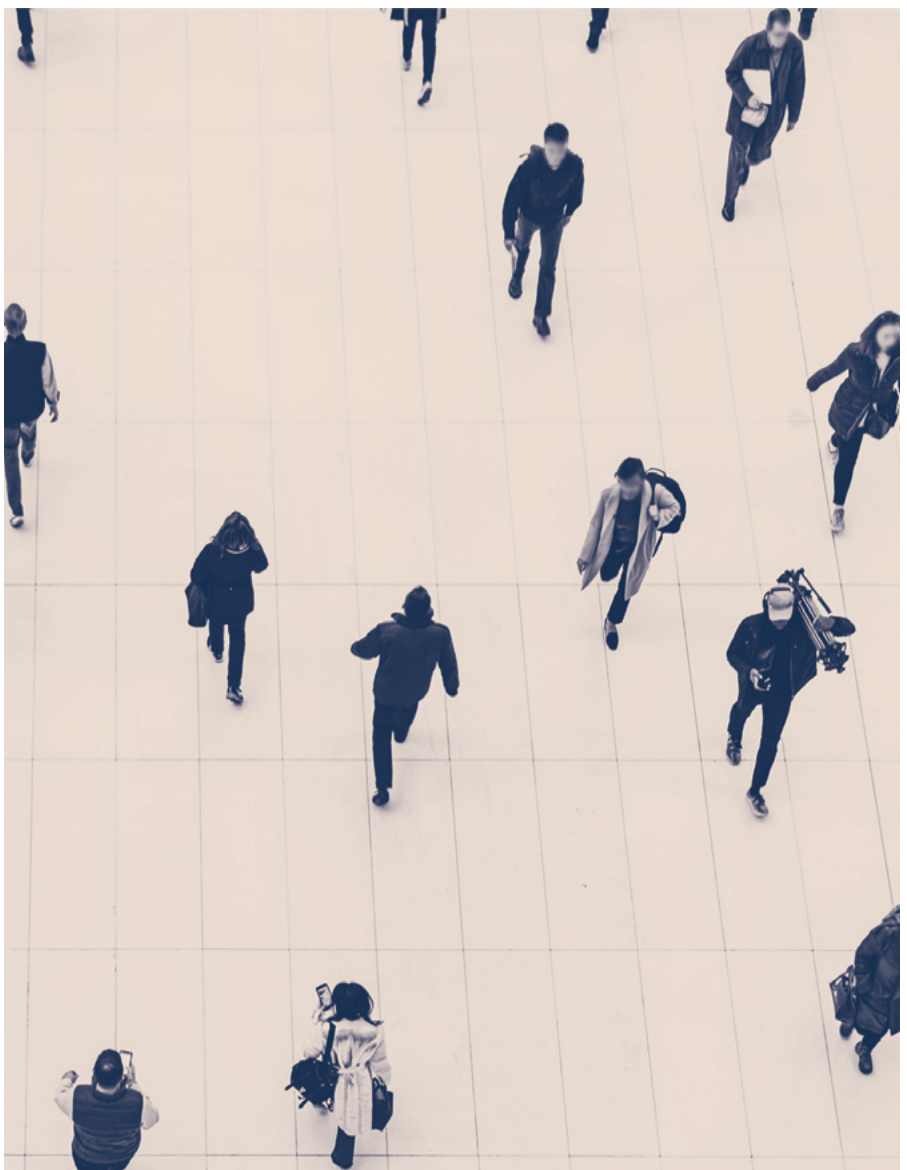
We will continue to publish a yearly progress report, demonstrating growth in our digital maturity and highlighting areas of success.

The measures and mechanisms will ensure:

- alignment on strategy, focus areas and investments in digital capability
- accountability and support for key digital initiatives
- visibility of progress and outcomes
- the ability to pursue corrective action
- tracking of progress against OECD Digital Government Index.

The DTA will coordinate whole of government reporting including:

- progress against the Strategy through the DLC
- the publication of annual updates.



STRATEGIC ACTIVITIES

Our growth in digital government will continue toward 2025 and beyond

The immediate focus is to establish a government approach to digital transformation including:

- aligning government leaders on the Strategy, its key priorities, and high-level plan for execution
- implementing governance and monitoring mechanisms to track progress against the Strategy
- embedding digital capabilities and growing our digital workforce to support it
- developing an integrated investment approach that promotes re-use of existing technologies and systems, and aligns to a single architecture
- growing strategic alliance partnerships at a whole of government level.

Into the future, the focus will remain on maturing our digital capabilities. This will involve:

- mobilising an integrated investment plan to address significant gaps or limitations in digital capabilities
- exploiting opportunities to share capabilities across all levels of government and with our partner ecosystem
- investing in expansion of the digital ecosystem while also leveraging research and expertise from academia, industry, government and not-for-profit sectors
- maintaining a proactive, forward-looking view of emerging needs and evolving the Strategy accordingly.

The **Digital Government Strategy** sets out how the Australian Government will achieve its goal of becoming one of the world's leading digital governments by 2025.

It outlines the six key outcomes we will measure our success against, the tools and foundations that will be critical to delivery, and the roadmap to achieve our vision.

Success is dependent on the entire APS. That includes you and your role in implementation of the Strategy.



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