

DIGITAL SERVICES BOARD



TERMS OF REFERENCE VI.2

Approved: 30 October 2018

Preamble	<p>The Tasmanian Government requires a strategic approach to developing and investing in digital policies and services. A high-level collaborative approach facilitates enhanced operational efficiencies and supports the delivery of contemporary, cost-effective public services.</p>												
Role of the Board	<p>The role of the Digital Services Board is to consider, champion and support investment in the implementation of digital strategies, policies and initiatives with whole-of-government benefits.</p> <p>The Board is established within the context of agencies retaining flexibility for their respective intra-agency management of digital services, information management, cybersecurity and Information Communications Technology (ICT) resources, particularly in relation to the specialised technologies necessary to meet specific agency requirements.</p> <p>The Board considers whole-of-government policies in cases that demonstrate:</p> <ul style="list-style-type: none"> – broader legislative or policy requirements that need to be supported – reduced risks and costs associated with the management of digital services, information management, cybersecurity and ICT that can be realised at a whole-of-government level – net benefits across Government that can be achieved through collaboration and a shared approach (for example, commodity services such as telephone, Wide Area Network (WAN) links, 'as a Service' models, information management and enterprise solutions). <p>The Board works within the framework of a strategy for digital transformation, including general and essential advice on the use of ICT within the Tasmanian Government:</p> <table border="1" data-bbox="310 1073 1520 1640"> <thead> <tr> <th>Category</th> <th>Rationale</th> <th>Authorisation</th> <th>Agency responsibility</th> </tr> </thead> <tbody> <tr> <td>General policy advice</td> <td>To assist departments and TasTAFE with managing digital services, information management, cybersecurity and agency-based ICT resources more effectively and efficiently</td> <td>Board approval</td> <td>Departments and TasTAFE are expected to seriously consider the applicability/ implementation of advice provided, according to specific circumstances</td> </tr> <tr> <td>Essential policy advice</td> <td>Only issued in situations that demonstrate compelling reasons for departments and TasTAFE to apply/implement consistent policy</td> <td>Board approval, with formal notification provided by the Chair to Heads of Departments and TasTAFE CEO</td> <td>Departments and TasTAFE are required to consider the advice and notify the Chair within two calendar months, either: <ul style="list-style-type: none"> – agreement to apply/implement the advice, and the expected timeframe; or – notification that the advice will not be applied/implemented, including the rationale for that decision </td> </tr> </tbody> </table>	Category	Rationale	Authorisation	Agency responsibility	General policy advice	To assist departments and TasTAFE with managing digital services, information management, cybersecurity and agency-based ICT resources more effectively and efficiently	Board approval	Departments and TasTAFE are expected to seriously consider the applicability/ implementation of advice provided, according to specific circumstances	Essential policy advice	Only issued in situations that demonstrate compelling reasons for departments and TasTAFE to apply/implement consistent policy	Board approval, with formal notification provided by the Chair to Heads of Departments and TasTAFE CEO	Departments and TasTAFE are required to consider the advice and notify the Chair within two calendar months, either: <ul style="list-style-type: none"> – agreement to apply/implement the advice, and the expected timeframe; or – notification that the advice will not be applied/implemented, including the rationale for that decision
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Membership	<p>Chaired by the Secretary, Department of Premier and Cabinet, the Board comprises the appointed or acting Tasmanian Government Heads of Departments and TasTAFE Chief Executive Officer.</p> <p>The Board may seek external advice when required.</p>												

Responsibilities

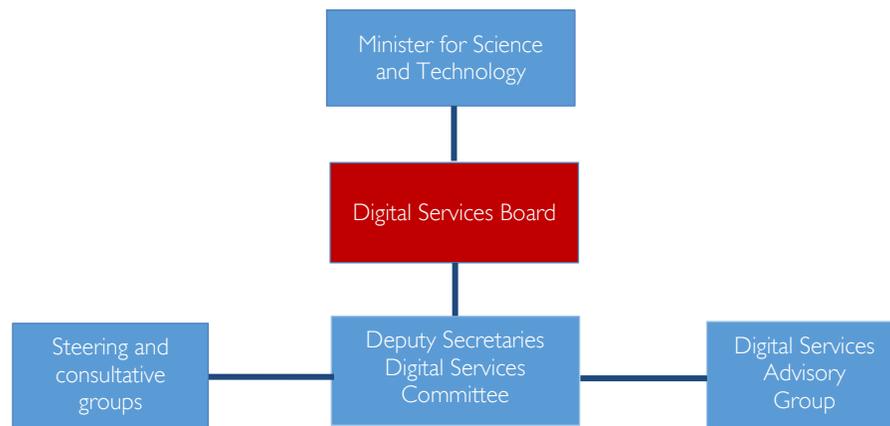
1. **Digital strategy and policy**
 - **agree** strategic and investment priorities to support and deliver efficient and effective government services that meet the needs and expectations of the Government and the Tasmanian community
 - **approve** policies for digital services, information management, cybersecurity, and the use of digital and information and communications technology (ICT) across the Tasmanian Government
2. **Whole-of-government project portfolio**
 - **consider** opportunities or issues that may benefit from a whole-of-government approach, and establish and oversee such an approach
 - **monitor** inter-project dependencies in the Government's portfolio of digital transformation projects
 - **provide** a collaborative forum for discussing and assisting with specific project issues, as and when raised by members of the Board
 - **ensure** appropriate project management arrangements are in place for whole-of-government projects
3. **Cybersecurity**
 - **oversee and ensure** that cybersecurity standards are developed and maintained, with the objectives of protecting Government services and information and building community confidence in providing Government with information and using digital Government services
4. **Information management and data analytics**
 - **consider** advice and recommendations of the Deputy Secretaries Digital Services Committee (DSDSC) in relation to strategic information management and data analysis policies and practices to support and transform government services
 - **support** a collaborative culture that facilitates the inter-agency sharing of information, technology services and resources
5. **Digital capability development**
 - **consider** DSDSC advice and recommendations to enhance the technical capacity and capability of Tasmanian State Service employees, supported by change management initiatives, to enable the effective delivery of digital strategies and Government priorities

Responsibility matrix

Governance level	Whole-of-government issues, solutions and initiatives				
	Digital strategies	Digital policies	Digital standards	Digital projects	Digital services
Digital Services Board	Approve and Responsible	Approve and Responsible	Delegated to DSDSC	Delegated to DSDSC	Delegated to DSDSC
Deputy Secretaries Digital Services Committee	Endorse	Endorse	Approve and Responsible	Approve and Responsible	Approve and Responsible
Digital Services Advisory Group	Endorse	Endorse	Endorse	Consulted	Consulted

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Governance and reporting relationships



Stakeholder	Relationship
Minister for Science and Technology	The Minister and Board agree on and regularly update a coherent strategy for digital services, information management, cybersecurity and ICT that supports delivery of the Government's strategic priorities. The Minister provides the Board with direction through: <ul style="list-style-type: none"> – an agreed statement of direction for digital services, information management, cybersecurity and ICT across Government – endorsement of Government policies for digital services, information management, cybersecurity and ICT.
Digital Services Board	The Board is responsible for the approval of strategies and policies and delegates other responsibilities for standards, projects and services to the Deputy Secretaries Digital Services Committee.
Deputy Secretaries Digital Services Committee (DSDSC)	DSDSC provides advice and recommendations to the Board on strategies, policies and performance of digital services, information management, cybersecurity, ICT and digital capability development. The Committee may establish steering or consultative groups, as required.
Digital Services Advisory Group (DSAG)	DSAG comprises Chief Information Officers or equivalents. DSAG provides advice and recommendations to the DSDSC on digital and ICT strategies and policies, cybersecurity, information management and data analytics, and digital capability development.

Role of members

Board members represent the holistic interests of their respective agencies, while supporting and being committed to whole-of-government strategic direction for delivering efficient and effective government services. Members consider and approve the introduction of services that provide significant whole-of-government benefits, notwithstanding the value proposition for specific agencies.

Role of the Chair

The Chair convenes and chairs meetings, and represents the interests of the Board to the Minister.
The Chair may nominate another Board member to preside at any meeting where the chairperson is unable to be present or has a conflict of interest in the matter being discussed.
The Chair (or member acting in the position of Chair) ensures the efficient and orderly conduct of meetings and the business of the Board.

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<i>Observers</i>	The Chair may invite observers to attend meetings as appropriate. Observers may not take part in decisions made by the Board.
<i>Meetings</i>	Board meetings are scheduled quarterly in advance, unless agreed otherwise by the Board. The Secretariat is provided by Digital Strategy and Services, Department of Premier and Cabinet. Meeting papers are issued no less than three business days prior to each scheduled meeting. Priority matters may be considered out of session, or as agreed by the Board from time to time.
<i>Proxies</i>	Meeting proxies are only permitted through prior arrangement with the Chair.
<i>Review</i>	These Terms of Reference are to be reviewed and updated by the Board every two years, or at the Board's discretion.