

# DEPUTY SECRETARIES DIGITAL SERVICES COMMITTEE



## TERMS OF REFERENCE VI.1

Approved: 30 October 2018

### Preamble

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.

The Deputy Secretaries Digital Services Committee supports the work of the Digital Services Board. The role of the Board is to consider, champion and support investment in the implementation of digital strategies, policies and initiatives with whole-of-government benefits.

### Role of the Committee

The role of the Committee is to support, execute delegated responsibilities and provide collective agency advice and recommendations to the Board in relation to digital strategies, policies, performance and investment.

The Committee operates within the context of agencies retaining flexibility for their respective intra-agency management of digital services, information management, cybersecurity and information and communications technology (ICT) resources, particularly in relation to the specialised technologies necessary to meet specific agency requirements.

The Committee considers and leads whole-of-government policies and projects in cases that demonstrate:

- 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).

The Committee works within the framework of a strategy for digital transformation, including recommendations for the Board's consideration on the use of ICT within the Tasmanian Government:

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 the advice provided, according to their 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's CEO	Departments and TasTAFE are required to consider the advice and notify the Board within two calendar months, either: <ul style="list-style-type: none"> <li>– of agreement to apply/implement the advice, and the expected timeframe; or</li> <li>– that the advice will not be applied/implemented, including the rationale for that decision</li> </ul>

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<p><b>Membership</b></p>	<p>Chaired by the Deputy Secretary, Department of Premier and Cabinet, the Committee comprises the relevant deputy secretary or equivalent senior executive from Tasmanian Government departments and TasTAFE. Membership is reviewed at least annually and as and when vacancies occur.</p> <p>The Committee may establish and oversee temporary/ongoing steering or consultative committees, including the endorsement of terms of reference and the appointment of members and chairs.</p>
<p><b>Responsibility</b></p>	<p>Key responsibilities of the Committee are:</p> <ol style="list-style-type: none"> <li>1. <b>Digital strategy and policy</b> <ul style="list-style-type: none"> <li>– <b>consider and advise</b> on strategy, policies, performance and digital investment priorities to support and deliver efficient and effective government services that meet the needs and expectations of the Government and the Tasmanian community</li> <li>– <b>consider, endorse and recommend</b> policies for digital services, information management, cybersecurity, and the use of digital and ICT across the Tasmanian Government</li> <li>– <b>approve</b> standards for whole-of-government digital services</li> </ul> </li> <li>2. <b>Whole-of-government project portfolio</b> <ul style="list-style-type: none"> <li>– <b>provide high-level governance</b> for selected programs and projects, including output and outcome approval, steering committee establishment and risk management oversight</li> <li>– <b>identify issues and opportunities and recommend</b> projects and programs that demonstrate whole-of-government benefits</li> <li>– <b>monitor, advise and recommend</b> strategies and solutions for the management of inter-project dependencies in the portfolio of digital transformation projects</li> <li>– <b>provide business owner functions</b> for whole-of-government managed services, including oversight of the roadmap, risk and governance, approval of price changes for whole-of-government digital services and responsibility for agency acceptance of cost implications</li> </ul> </li> <li>3. <b>Cybersecurity</b> <ul style="list-style-type: none"> <li>– <b>consider the advice provided and recommend</b> whole-of-government approaches for identifying and mitigating cybersecurity risks, including cost-benefit analyses, with the objectives of protecting Government services and information and building community confidence in providing Government with information and using digital services</li> </ul> </li> <li>4. <b>Information management and data analytics</b> <ul style="list-style-type: none"> <li>– <b>develop collective agency advice and recommend</b> strategic information management and data analysis policies and practices to support and transform government services</li> <li>– <b>support</b> a collaborative culture that facilitates the inter-agency sharing of information, technology services and resources</li> </ul> </li> <li>5. <b>Digital capability development</b> <ul style="list-style-type: none"> <li>– <b>develop collective agency advice and recommend</b> strategies 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</li> </ul> </li> </ol>

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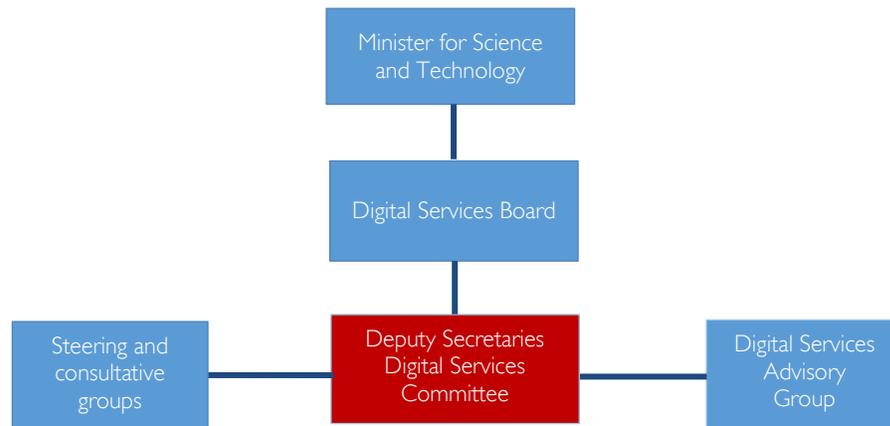


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Responsibility matrix	Governance level	Whole-of-government issues, solutions and initiatives				
		Digital strategies	Digital policies	Digital standards	Digital projects	Digital services
Digital Services Board	Approve and Responsible	Approve and Responsible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

### Governance and reporting relationships



Stakeholder	Relationship
Minister for Science and Technology	The Minister and the 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"> <li>– an agreed statement of direction for digital services, information management, cybersecurity and ICT across Government</li> <li>– endorsement of Government policies for digital services, information management, cybersecurity and ICT.</li> </ul>
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.

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<p><i>Role of members</i></p>	<p>Committee members possess a broad understanding of the strategic and business issues of their respective agencies and the Tasmanian Government. Members represent the holistic interests of their agencies, while supporting and being committed to whole-of-government strategic direction for delivering efficient and effective government services.</p> <p>Members are empowered through Heads of Agencies' authority to make decisions and develop advice and recommendations on relevant issues on behalf of their agencies. Members consult internally with the relevant senior ICT executives, including DSAG members, regarding the introduction of services that provide significant whole-of-government benefits, notwithstanding the value proposition for specific agencies.</p> <p>Member/s unable to attend meeting/s from time to time must appoint proxy attendee/s with the appropriate level of responsibility and delegation to represent their agency.</p>
<p><i>Role of the Chair</i></p>	<p>The Chair convenes and chairs meetings, and represents the interests of the Committee to the Board.</p> <p>The Chair may nominate another Committee 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.</p> <p>The Chair (or member acting in the position of Chair) ensures the efficient and orderly conduct of meetings and the business of the Committee.</p>
<p><i>Observers</i></p>	<p>The Chair may invite observers to attend meetings as appropriate. Observers may not take part in decisions made by the Committee.</p>
<p><i>Meetings</i></p>	<p>Committee meetings are scheduled quarterly in advance, unless agreed otherwise by the Board.</p> <p>The Secretariat is provided by Digital Strategy and Services, Department of Premier and Cabinet.</p> <p>Meeting papers are issued no less than three business days prior to each scheduled meeting.</p> <p>Priority matters may be considered out of session, or as agreed by the Committee from time to time.</p>
<p><i>Review</i></p>	<p>These Terms of Reference are to be reviewed and updated by the Board every two years, or at the Board's discretion.</p>