

# DIGITAL STRATEGY PACKAGE CONSULTATION REPORT

29 November 2019

## BACKGROUND

On 2 October 2019, the Department of Premier and Cabinet's Digital Strategy and Services (DSS) division released a draft strategy package for consultation, comprising:

- *Our Digital Future: Tasmanian Government strategy for digital transformation 2019-2022* (draft)
- *Tasmanian Government Cloud Policy* (revised draft V2.D)
- *Tasmanian Government Cloud Policy Risk Assessment Guide* (draft V0.D)

Supplementary industry input was sought at the Tasmanian Government – ICT Industry Summit, which was held on 15 November 2019. The consultation period closed on 20 November 2019.

All feedback will be considered by the Tasmanian Government before final versions of the documents are released.

## ICT INDUSTRY SUMMIT REPORT

The Tasmanian Government – ICT Industry Summit formed part of TasICT's annual conference. The Summit was dedicated to seeking industry feedback on the draft strategy package and the Department of Treasury and Finance's review of Government arrangements for the procurement of technology services.

The Minister for Science and Technology, the Hon Michael Ferguson MP, delivered the Summit's opening address and headed up two facilitated subject matter panels, listening to and commenting on issues and ideas, and answering questions.

Panel membership was drawn from both government and industry sectors, with topics ranging from improving gender diversity in the ICT industry, through to the challenges of cloud-based services and the imperative for government agencies to develop new ways of working in a digital-first environment.

[Slido](#) online technology was used to encourage inclusive audience participation. Around 80 people were present in the auditorium during the panel sessions. Of these, there were 59 active Slido users, and 28 questions. A brief poll on the event success was conducted in closing, with 22 people voting, rating the event at an average of 4.1 out of 5. The list of questions registered on Slido is provided at Appendix A.

## SUMMARY OF WRITTEN SUBMISSIONS

Sixteen written submissions were received in response to the invitation to comment on the draft package. Of these, four were internal to government and another was noted as not for publication. Eleven external submissions were registered for publication on the Department of Premier and Cabinet (DPAC) website, from the following respondents (listed alphabetically):

- |                            |                        |
|----------------------------|------------------------|
| 1. Amazon Web Services     | 7. PBT Group Australia |
| 2. Customer Science        | 8. Servian             |
| 3. Eaglecrest Technologies | 9. TasCOSS             |
| 4. Medtronic               | 10. TasICT             |
| 5. Microsoft               | 11. Telstra            |
| 6. Oracle                  |                        |

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Overall, respondents were strongly supportive of the package and applauded the succinct framing of issues, lack of technical jargon, vision and objectives of the draft strategy and the revised cloud policy documents.

High-level observations included acknowledgement of the imperative for public sector organisations to 'strive to do more with less'. Most expressed strong interest in either partnering or collaborating with the Tasmanian Government to achieve the Government's strategic goals for digital transformation.

Some submissions commented on all documents in the package, while others focused either on the strategy or cloud policy. One submission dealt specifically with digital transformation in the health portfolio.

## *Tasmanian Government Cloud Policy and Risk Assessment Guide*

Submissions demonstrated strong support for the Government's contemporary approach to cloud adoption, including leveraging flexible, scalable and cyber-secure cloud technologies to realise statewide benefits and efficiencies.

Respondents commended the positivity of a cloud-first approach and noted the importance of cloud technologies in the context of: resilience, future-proofing, cost efficiency and achieving more with less. Consistency with the Australian Government's principles was also well-supported.

The importance of differentiating between lowest cost and best value when assessing options for new or replacement Government ICT services and solutions was highlighted, as was the need for agencies to fully assess the security and privacy of cloud environments when evaluating all options.

<i>Cloud Policy recommendations</i>	
1	Encourage holistic assessment of longer-term return on investment (ROI), cybersecurity and privacy issues and certifications when considering cloud-based solutions
2	Develop a Tasmanian Government Cloud Procurement Strategy
3	Provide Government agencies with guidelines and cost-benefit analysis examples and templates to assist with comparison between on-premises and cloud-based solutions
4	Provide cloud technology training for Government agencies to ensure that personnel develop/build the right technical skills and the ability to put these skills to practice
5	Conduct six-monthly cloud maturity sessions for agencies, including holistic cloud, automation and data enablement
6	Develop a central 'Cloud Services Hub' that rotates staff from different agencies to produce automation and cloud capability, fostering the cross-pollinating knowledge between agencies and ensuring the timely upskilling of relevant staff

## *Our Digital Future: Tasmanian Government strategy for digital transformation*

Submissions demonstrated strong support for the strategy, particularly commending the commitment to more options and opportunities for public access to 'anytime, anywhere' public services, and the equal emphasis given to social, economic and government domains. A key recommendation was for the Government to ensure full implementation of the strategy as a living document, including setting targets, annual reviews and public reporting against roadmap milestones, strategic objectives and outcomes.

One proposed measure of success is the degree to which the strategy improves social and economic outcomes for Tasmanians experiencing disadvantage, particularly in key areas involving access to health, education, employment and community participation. Another proposed setting targets to support achievement of a digital-by-default approach to the delivery of Government services. It was also recommended that the Government should establish a consumer reference group to provide advice and feedback on implementation of the strategy.

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A collation of key observations and a summary of recommendations under each of the three domains – digital community, digital economy and digital government – is provided below.

**Note** that some recommendations have been paraphrased, combined or edited for the purposes of this report. Full recommendations are available in the publicly-available submissions.

## DIGITAL COMMUNITY

Submissions recognised that while digital technology is a social and economic enabler that is increasingly integrated into aspects of essential daily life, some cohorts of the Tasmanian community are digitally disadvantaged and/or excluded.

Submissions noted Service Tasmania's pivotal role in balancing community demand for omni-channel services with well-designed digital solutions, including the need to ensure that people who remain 'offline', either by choice or necessity, can still access government services.

Community recommendations	
1	Introduce free, online digital literacy training to support community-based digital inclusion initiatives across digitally disadvantaged groups
2	Ensure initiatives create both competence and confidence in digital capability, and support ongoing training to master emerging changes, features and trends in digital technologies (for example, virtual reality)
3	Develop assisted access to technologies that empower Tasmanians to seize digital opportunities
4	Introduce early years school programs that embed familiarity with and appreciation of new technologies
5	Recognise fixed internet access as an essential household service, alongside electricity and water
6	Encourage NBN Co to provide a low-cost, fixed broadband service offering for low-income households
7	Encourage owners of rental properties, whether private, social or community housing, to view NBN connection as an essential household service and therefore accept responsibility for funding the cost of NBN connection and ensuring all rental properties are NBN-connected
8	Develop clear communications on digital inclusion, in relation to tenants' rights, that attribute responsibility for NBN connection in rental properties to property owners, and responsibility to connect and pay for internet access via a service provider to tenants
9	<p>Digital Ready for Daily Life (DRFDL):</p> <ul style="list-style-type: none"> <li>Focus the DRFDL program on areas and population groups with low levels of ability and access</li> <li>Ensure all DRFDL frontline staff are trained to recognise and respond appropriately to people experiencing anxiety, trauma or stress in ways that impede their ability to learn</li> <li>Incorporate advisory function/s to help people navigate complex contract and plan options, as well as assisting with consumer protection issues</li> <li>Expand the DRFDL website to include resources and helpful information about being and getting online, for example: computer basics, safety, training and coaching; digital language and other support</li> </ul>
10	Increase the roll-out and number of access points for free public WiFi, for use by digitally-disadvantaged communities and community groups
11	Increase resources for community organisations to run and promote locally-delivered, evidence-based digital learning programs
12	<p>General literacy:</p> <ul style="list-style-type: none"> <li>Expand adult literacy as well as digital literacy programs including through 26TEN and libraries</li> </ul>

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<i>Community recommendations</i>	
	Consider offering foundational literacy alongside digital literacy for people lacking more fundamental skills
13	Introduce telecommunications concessions for people on low incomes
14	Work collaboratively with all Australian governments to encourage telecommunications providers to: Develop and offer low-cost mobile plans designed for people on low incomes Un-meter data charges for users when accessing government websites

## DIGITAL ECONOMY

In general, respondents' recommendations focused on developing educational, business and employment pathways and opportunities featuring local technology innovation, a community of enthusiastic technologists with a passion for data, and attractive career options.

One submission noted a common complaint was the lack of available jobs in desirable areas and technologies that could be addressed by the creation of a 'tech gravity' that would attract smart technologists, curious graduates and people focused on making a positive difference to Tasmania.

<i>Economy recommendations</i>	
1	Introduce flexible learning programs for students and young adults to obtain qualifications and competencies in digital skills (secondary and tertiary education)
2	Develop traineeship program that supports ICT career pathways for groups including women, Indigenous people, people with disability and those from non-English speaking backgrounds
3	Establish a Data Analytics Hub in Tasmania
4	Reference the benefits of digitally-enabling businesses and economies in more remote areas
5	Provide easy access to community centres and innovation hubs that connect with representatives across industry, academia, entrepreneurs and technologists, helping to test ideas, develop commercial concepts and gain confidence with new business models
6	Ensure initiatives create both competence and confidence in digital capability and innovation
7	Explore opportunities for outsourcing routine ICT services work, especially outside Hobart
8	Commit to the delivery of digital education programs to areas typically encountering dwindling access to physical businesses and essential business resources (such as banks), especially across the North, North-West and regional areas

## DIGITAL GOVERNMENT

Submissions referenced the benefits of introducing technologies that support predictive intelligence, artificial intelligence, machine learning, data analytics and the Internet of Things.

Higher-level considerations for the successful digital transformation of Government include:

- champion and encourage a willingness to challenge the status quo
- invest in and plan for cultural and organisational change management
- adopt the principle of speed and cadence: run multiple, smaller projects in sprints rather than one large, riskier project
- take time to pilot, test and evaluate iterations

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Government recommendations	
1	Adopt an information and security management system based on ISO/IEC 27001 across the Tasmanian Government and its agencies
2	Explore and design digital services that create a unified and flexible citizen-centric service experience, listening to and learning from communities impacted, with services that allow users to move seamlessly between channels at any point during an interaction, accompanied by their data Incorporate design principles that define what matters most and specify strategic requirements, consistent with the principles of: co-creation; citizen-centrism; standard platforms; agile innovation; capability development
3	Build client service standards, quality assurance and business rules into all solutions to ensure consistent service levels and support, and continuous improvement
4	Augment the workforce by automating digital technology to manage repetitive and/or manual tasks, allowing staff to achieve higher value, more cost effective human interaction with clients
5	Design and build contact centres that integrate multiple service channels and agencies' services, supported by automated back-office processes and systems
6	Encourage greater accessibility to services through the use of artificial intelligence and chat bots
7	Develop systems and processes to implement and monitor compliance with current Web Content Accessibility Guidance (WCAG) to support digital interaction for both staff and citizens
8	Review and change technology project approval processes to allow greater flexibility to fund projects over multiple phases and years and take into account pay-per-use subscription variability
9	Design a program to reskill the public sector workforce
10	Consolidate Government agencies' back-office human resources (HR) systems into one platform that supports identity and access management layers at a whole-of-government level, providing a consolidated view for workforce planning, roles and capabilities, machinery of government changes, reporting and budgeting (potentially use this model to adopt other platforms, for example finance, data, cloud applications, citizen engagement)
11	Acknowledge Tasmania's role, influence and participation in the Australia-wide digital transformation of government
12	Embed user researcher and service designer roles and skills into policy and program development teams
13	Take a life-events approach to simplifying and transforming service delivery for citizens and businesses
14	Identify and uphold the use of common standards and approaches (for example, the Digital Service Standard) to support a common sense of purpose across teams and agencies
15	Take positive action to break down barriers and silos between agencies, industry and academia
16	Embed robust information management into cybersecurity, based on knowing: the value of data held, who has access to that data, where the data is held, who is protecting the data and how well it is protected.
17	Develop a whole-of-government roadmap that factors in considerations including the optimization of costs and benefits, innovation, collaboration, service integration and connectivity
18	Create a team of whole-of-government cultural champions to join the conversation, share ideas, develop initiatives and feedback to senior leaders
19	Reduce red tape by providing better services that allow users to securely complete transactions online rather than download, print and sign forms

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Government recommendations	
20	Establish an Office of Digital Transformation alongside Service Tasmania, with membership drawn from across all agencies delivering public-facing services, and allocate significant funding for digital transformation projects to be managed by that Office over a number of years
21	Incorporate learnings from the successes, failures and experiences of other Australian governments
22	Prioritise roll-out of a whole-of-government digital identity and provide authentication as a service to Tasmanian Government agencies
23	Adopt a digital-by-default approach to the delivery of Government services, including defined targets, for example, to digitise 80 per cent of citizen interactions with Government by 2022
24	Train senior executives to support the uplift of staff digital capability, including comparative assessment of the risks and benefits of digital transformation
25	Invest in public sector workforce competency development at all levels, in alignment with the international benchmark: Skills Framework for the Information Age (SFIA)
26	Support public sector exposure to best practice and emerging trends by encouraging participation in industry events and interaction with other jurisdictions
27	Update project management guidelines to incorporate a best practice, agile and risk-managed approach to project management, including the iterative delivery of digital projects/services
28	Achieve implementation of the Government's <i>Open Data Policy</i> , including the goal of establishing a central portal for Government data, including quality metadata
29	Develop whole-of-government guidelines to support the development and use of APIs and promote an API-first policy for data integration
30	Follow through on implementation of the Administrative Data Exchange Protocol for Tasmania (ADEPT) to facilitate secure data sharing
31	Complete a 20-year plan for ICT infrastructure co-investment, upgrading and expansion in Tasmania, including Government's use of data centres and core-edge infrastructure investment
32	Recommend changes to the Tasmanian Government's ICT Services Panel to reflect increased wholesale and retail market competition for the supply of broadband services
33	Consider co-investment mechanisms for full fibre rollout of network infrastructure to most Tasmanian Government sites
34	Provide incentives for businesses to connect to fibre broadband, upgrade digital services and/or undertake digital business development
35	Review/amend/draft new legislation with consideration to a digital-by-default approach that overcomes statutory barriers to the digital transformation of Government, including allowing citizens to digitally transact with Government, for example, by submitting electronic (not physically signed) forms

## Appendix A: ICT Industry Summit Questions

Note: While time constraints did not allow panel members to provide answers to lower-scoring questions, some higher-scoring questions identified as archived in the table below were addressed by panel members when answering other, similar and/or related questions. These questions will be further reviewed in the context of finalising the draft strategy package and providing input to the Department of Treasury and Finance's review of Government arrangements for the procurement of technology services.

Question	Score	Status
No other states charge industry to transact with Government. When can we expect to see this in Tasmania?	13	Answered
What assistance/education will be provided to agencies to obtain real TCO of cloud solutions and move to an opex rather than a capex approach?	11	Answered
Will unlimited liability inconsistencies within agencies be addressed during this [procurement review] process?	11	Answered
In relation to the Cloud Policy, where is Government on the progression from DCaaS and IaaS through to SaaS?	10	Answered
What will the Government do to address gender diversity in the Tasmanian IT industry?	9	Answered
The strategy mentions collaborative centres of excellence to develop digital education and workforce capability. What would this mean in practice?	8	Answered
Would it be possible for the Government to issue an annual ICT forward procurement plan each year at budget time?	8	Answered
What are your observations on the ICT industry in Tasmania and its capacity to assist with this digital transformation strategy?	7	Answered
What are the key barriers for Government adopting digital services and how will this strategy overcome these barriers?	7	Answered
What are the plans to juggle the needs of local Tasmanian suppliers with the 'cloud-first' strategy that clearly favors global players?	6	Answered
Are we happy with diversity of this panel?	5	Answered
Is there an intention to facilitate new entrants to the market the ability to be procured by Government agencies? Currently this is not possible.	4	Answered
There are major challenges in the Tasmanian public hospital system. How can digital technologies play a role as part of an overall e-health strategy?	4	Answered
The [procurement] Discussion Paper makes only a brief mention of the C150 Contract. Is this part of this process?	4	Answered
As a reduction of red tape and streamlining processes, would it be possible for suppliers to sign under s126 of the Corporations Act, rather than 127?	3	Answered
Digital transformation requires agility by changing ways of working, systems and responsive portfolio management. How is this being approached?	8	Archived
In relation to the Cloud Policy, what is the Government's approach to on-island versus off-island? What parameters influence decision-making?	5	Archived
What are the timeframes for the strategy?	3	Archived

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Question	Score	Status
What are the key challenges for Government on the journey to hybrid and/or private cloud transformation? What are the key desired outcomes?	3	Archived
How does Government take action to address the employment situation in the ICT industry?	3	Archived
Tasmania is one of the few states with an ICT workforce plan. How are you advancing this plan and what outcomes are you seeing from it?	3	Archived
Is the Government open to the idea of creating a statutory body or department to lead the Tasmanian ICT sector into the future?	3	Archived
How do you see Service Tasmania adopting innovative digital technologies?	2	Archived
In Tasmania, how important is the Government in leading the adoption of digital strategies and setting a lead for the community to follow?	1	Archived
With most SaaS providers being larger global organisations, where does the Government see opportunity to engage with local IT companies?	1	Archived
Will SaaS become mandatory?	1	Archived
Why not decentralise procurement to acknowledge the unique needs of each agency?	0	Archived