DIGITAL STRATEGY PACKAGE – GOVERNMENT RESPONSE TO CONSULTATION

Our Digital Future: Tasmanian Government strategy for digital transformation	
Digital Community - recommendations	Response
I	*Introduce free, online digital literacy training to support community-based digital inclusion initiatives across digitally disadvantaged groups*	The Digital Ready for Daily Life (DRFDL) program will focus on increasing the digital inclusion of low income households, older Tasmanians and people not in paid employment. The Department of State Growth (State Growth) is working closely with Libraries Tasmania and other providers (such as Neighbourhood Houses) to market and promote the extensive range of digital inclusion programs currently on offer around the State. State Growth is also liaising with a wide variety of non-government organisations to identify additional and specific requirements for the community and, where appropriate, will work to develop and deliver events or resources that meet the needs of these groups if they are not being met by other providers. A web portal, social media channels and traditional advertising methods will be used to promote information to the community, such as where free assistance and/or internet access can be sourced. State Growth welcomes opportunities to explore additional mechanisms to build the digital capability of the identified target 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)*	Libraries Tasmania provides free assistance and/or internet access in every region of the State. Building community competence and confidence is being undertaken via Libraries Tasmania's *Strategic directions 2018-21*, Aim 3: To champion lifelong learning (*"We will do this by: empowering individuals to develop new skills and knowledge and value lifelong learning; supporting Tasmanians to develop skills to use digital technologies and information effectively…"*).
3	*Develop assisted access to technologies that empower Tasmanians to seize digital opportunities*	Libraries Tasmania provides free assistance and/or internet access in every region of the State. Building community competence and confidence is being undertaken via Libraries Tasmania's *Strategic directions 2018-21*, Aim 3: To champion lifelong learning (*"We will do this by: empowering individuals to develop new skills and knowledge and value lifelong learning; supporting Tasmanians to develop skills to use digital technologies and information effectively…"*). In the 2018-19 State Budget, the Tasmanian Government committed $400,000 in funding over four years for the DRFDL program, which is working closely with Libraries Tasmania and other providers (such as Neighbourhood Houses) to market and promote the extensive range of digital inclusion programs currently on offer around the State.

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Our Digital Future: Tasmanian Government strategy for digital transformation		
4	Introduce early years school programs that embed familiarity with and appreciation of new technologies	Research evidence clearly suggests that early experiences in play-based environments enable and support early learners to engage and build capability with digital technologies. Tasmanian schools and early childhood centres use technologies to support learning and build familiarity with a range of technologies suited to young children, including wide use of learning technologies to support early literacy and numeracy development. All schools in Tasmania teach the Australian Curriculum Digital Technologies and are supported through a number of Australian Government initiatives, including the Digital Technologies In Focus Portal, Digital Technologies Hub and CSER MOOC. Professional learning is also offered by the Department of Education through the Professional Learning Institute and a dedicated Curriculum Officer for Technologies K-10. Teachers in primary schools are encouraged to help students use learning technologies to support learning across the curriculum as a support resource/tool to enable and enhance learning, rather than viewing technologies as a separate part of the learning program. Libraries Tasmania also participates in free programs that engage and build digital technology capabilities for early learners.
5	Recognise fixed internet access as an essential household service, alongside electricity and water	Classifying internet access as an essential service would be the responsibility of the Australian Government under the proposed Universal Service Guarantee, which will ensure that all Australians have access to voice and broadband services via the National Broadband Network (NBN). The Tasmanian Government will monitor relevant Australian Government policy developments.
6	Encourage NBN Co to provide a low-cost, fixed broadband service offering for low-income households	Internet affordability is a national issue and the Tasmanian Government continues to monitor developments guiding the Universal Service Guarantee and related Australian Government policy developments.
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	The DRFDL program will provide information that clarifies tenant and property owner responsibilities in relation to NBN connections and internet access.
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	The DRFDL program will provide information that clarifies tenant and property owner responsibilities in relation to NBN connections and internet access.

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9	*Digital Ready for Daily Life (DRFDL)*	
	– *Focus the DRFDL program on areas and population groups with low levels of ability and access*	The DRFDL program will focus on increasing the digital inclusion of low income households, older Tasmanians and people not in paid employment. State Growth is working closely with Libraries Tasmania and other providers (such as Neighbourhood Houses) to market and promote the extensive range of digital inclusion programs currently on offer around the State. State Growth is also liaising with a wide variety of non-government organisations to identify additional and specific requirements for the community and, where appropriate, will work to develop and deliver events or resources that meet the needs of these groups if they are not being met by other providers. A web portal, social media channels and traditional advertising methods will be used to promote information to the community, such as where free assistance and/or internet access can be sourced.
	– *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*	The DRFDL program portal will provide links to a range of free services available around the State. State Growth is working with non-government organisations to maximise available opportunities.
	– *Incorporate advisory function/s to help people navigate complex contract and plan options, as well as assisting with consumer protection issues* – *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*	The DRFDL program portal will include resources on NBN connection costs, telecommunications concessions, and information on comparing and managing mobile phone plans. Details on where people can get online for free will also feature. This information will be promoted to service providers and community organisations to share with their stakeholders and clients.
10	*Increase the roll-out and number of access points for free public WiFi, for use by digitally-disadvantaged communities and community groups*	There are currently over 120 locations across Tasmania that offer free Wi-Fi, including Libraries Tasmania locations and the Government's Free Wi-Fi network. The DRFDL web portal and our partnership with Telstra will promote these locations to Tasmanians.
11	*Increase resources for community organisations to run and promote locally-delivered, evidence-based digital learning programs*	In the 2018-19 State Budget, the Tasmanian Government committed $400,000 in funding over four years for the DRFDL program, which is working closely with Libraries Tasmania and other providers (such as Neighbourhood Houses) to market and promote the extensive range of digital inclusion programs currently on offer around the State.

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		State Growth is also liaising with a wide variety of non-government organisations to identify additional and specific requirements for the community and, where appropriate, will work to develop and deliver events or resources that meet the needs of these groups if they are not being met by other providers. A web portal, social media channels and traditional advertising methods will be used to promote information to the community, such as where free assistance and/or internet access can be sourced.	
12	*General literacy*		
	– *Expand adult literacy as well as digital literacy programs including through 26TEN and libraries*	26TEN continues to expand the reach of adult literacy services and programs through supporting Libraries Tasmania's adult literacy service and the broader 26TEN Network of organisations. 26TEN Community and Employer grants help businesses and organisations to lift literacy skills, often combined with digital skills development. Libraries Tasmania's adult literacy service provides one-on-one support to adults wishing to build their literacy, numeracy and digital literacy skills. Libraries Tasmania also provides a wide range of lifelong digital skills programs for the community through its statewide library network.	
	– *Consider offering foundational literacy alongside digital literacy for people lacking more fundamental skills*	26TEN continues to expand the reach of adult literacy services and programs through supporting Libraries Tasmania's adult literacy service and the broader 26TEN Network of organisations. 26TEN Community and Employer grants help businesses and organisations to lift literacy skills, often combined with digital skills development. Libraries Tasmania's adult literacy service provides one-on-one support to adults wishing to build their literacy, numeracy and digital literacy skills. Libraries Tasmania also provides a wide range of lifelong digital skills programs for the community through its statewide library network.	
13	*Introduce telecommunications concessions for people on low incomes*	The Tasmanian Government has no current plans to provide subsidised connections. However, the DRFDL program will include tips and suggestions to help people maximise their available phone/internet credit.	
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*	A range of low-cost prepaid mobile plans is currently available and carriers are increasingly offering plans that allow data carry-over and maximised access. The DRFDL program portal will also include resources on NBN connection costs, telecommunications concessions, and information on comparing and managing mobile phone plans. Details on where people can get online for free will also feature. This information will be promoted to service providers and community organisations.	
	Un-meter data charges for users when accessing government websites	State Growth will monitor relevant Australian Government policy developments. It is likely this issue will be considered by the Australian Government under the proposed Universal Service Guarantee, which will ensure all Australians have access to voice and broadband services via the NBN.	

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Our Digital Future: Tasmanian Government strategy for digital transformation	
Digital Economy - recommendations	Response
1	*Introduce flexible learning programs for students and young adults to obtain qualifications and competencies in digital skills (secondary and tertiary education)*	The Tasmanian Government offers a range of flexible digital skills learning programs for students and young adults: Secondary education – The Years 9-12 Curriculum Framework provides opportunities to introduce new flexible learning programs that may lead to qualifications and competencies in digital skills in Work Based Learning, Professional Studies, Personal Futures and Disciplinary and Transdisciplinary courses. – Throughout 2020 and 2021, the Technologies Learning area will be investigating development opportunities for new courses involving digital skills, including the possibility for industry to sponsor the development of new courses. – General ICT capability will be incorporated into course design, and learning areas will be investigating the possibilities of micro-credentials and digital portfolios. – In 2019, the Department of Education also launched a new digital service – Virtual Learning Tasmania – providing flexible, online offerings to Tasmanian learners across a wide range of accredited Tasmanian Assessment, Standards and Certification (TASC) and Vocational Education and Training (VET) courses. Class-based TasTAFE courses – ICT Certificate III, IV, Diploma and Advance Diploma Traineeships – Statewide school-based traineeships for ICT Certificate II and III – Statewide work-based traineeships for ICT Certificate III and IV Women in ICT Pathways Program – TasTAFE and the Australian Computer Society (ACS) Tasmania have partnered to pilot an education and employment pathway program that aims to lift the participation of females in ICT roles in Tasmania. – Based in southern Tasmania and funded through the Tasmanian Government's Training and Work Pathways Program, the Women in ICT Pathways Program is a 24-month pilot supporting 36 students. – The Program covers two 12-month student cohorts and includes ICT30118 – Certificate III in Information, Digital Media and Technology, mentoring, work placement, professional development and access to industry events. – The Program aims to: promote gender diversity in education and the workplace; showcase the diversity of careers in ICT; and strengthen linkages between education and employers. – The flexible program has been designed to accommodate the early to mid-career learning needs of females, including those looking to upskill or re-skill and those that are managing families. – Evaluation of the pilot Program will inform the development of future learning programs at TasTAFE and collaborative industry linkages.

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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*	In December 2019, the Tasmanian Government launched the *Tasmanian ICT Workforce Action Plan 2020-2023*, developed in collaboration with stakeholders including ACS Tasmania, TasICT, the University of Tasmania (UTAS) and TasTAFE. The Government has partnered with key ICT sector stakeholders to implement a range of actions intended to address these issues.
3	*Establish a Data Analytics Hub in Tasmania*	The Tasmanian Government, through the involvement of the Department of Premier and Cabinet (DPAC), is working with the Australian Government, Australia's National Data Commissioner and the governments of other Australian jurisdictions to strengthen State capabilities in digital information management and data analytics. The establishment of a Data Analytics Hub may be considered in the future. In delivering the Greater Launceston Transformation Project, the Tasmanian Government has partnered with Telstra, UTAS, the Australian Government and the relevant local government authorities to implement tools and trials that leverage digital communications network infrastructure to connect everyday and specialist devices for uses including managing urban development and decision-making.
4	*Reference the benefits of digitally-enabling businesses and economies in more remote areas*	Additional reference to the benefits of digitally-enabling businesses and economies in regional and more remote areas of the State will be incorporated into Digital Strategy. The Tasmanian Government also provides a range of support measures to help small businesses undertake digital business development, including the Digital Ready for Business program and the Enterprise Centres Tasmania service. The Digital Ready for Business program ensures that small businesses have ready access to innovative, informative and relevant information to help seize the opportunities presented by the digital economy.
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*	The Tasmanian Government has provided more than $1.1 million over four years for community-led Enterprize innovation hubs in Hobart and Launceston. These hubs provide an engagement space for start-ups, events, workshops and community outreach programs. The *Tasmanian ICT Workforce Action Plan 2020-2023*, developed in collaboration with stakeholders including ACS Tasmania, TasICT, UTAS and TasTAFE, includes a number of actions designed to foster collaboration, inspire local students, encourage technology entrepreneurs, and attract new business, investment and talent to the State.
6	*Ensure initiatives create both competence and confidence in digital capability and innovation*	The Digital Ready for Business program ensures that small businesses have ready access to innovative, informative and relevant information to help seize the opportunities presented by the digital economy. For individuals, the DRFDL program will focus on increasing the digital inclusion of low income households, older Tasmanians and people not in paid employment. State Growth is working closely with Libraries Tasmania and other providers (such as Neighbourhood Houses) to market and promote the extensive range of digital inclusion programs on offer around the State. State Growth is also liaising with a wide variety of non-government organisations to identify additional and specific requirements for the community and, where appropriate, will work to develop and deliver events and/or resources that meet the needs of these groups if they are not being met by other providers.

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		A web portal, social media channels and traditional advertising methods will be used to promote information to the community, such as where free assistance and/or internet access can be sourced.
7	*Explore opportunities for outsourcing routine ICT services work, especially outside Hobart*	Current and emerging options and opportunities for achieving the most efficient, effective and best value for money outcomes for routine ICT work and technology services procurement, including the comparative evaluation of internally and externally sourced services, are under constant and routine review within DPAC's Digital Strategy and Services (DSS) division and across all Tasmanian Government agencies.
		The Treasurer is responsible for the Tasmanian Government's overarching procurement framework, including the Government's Buy Local Policy. Any measures or strategies for the fair and transparent procurement of technology services by Tasmanian Government agencies must be undertaken within this framework.
		The Department of Treasury and Finance is working to improve procurement processes generally, including working in collaboration with Crown Law and DSS to streamline arrangements for the procurement of technology services. In November 2019, the Government sought formal input into alternatives to existing processes through the release of the *Technology Services Procurement Review Discussion Paper.*
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*	The DRFDL program will focus on increasing the digital inclusion of low income households, older Tasmanians and people not in paid employment. State Growth is working closely with Libraries Tasmania and other providers (such as Neighbourhood Houses) to market and promote the extensive range of digital inclusion programs currently on offer around the State.
		State Growth is also liaising with a wide variety of non-government organisations to identify additional and specific requirements for the community and, where appropriate, will work to develop and deliver events and/or resources that meet the needs of these groups if they are not being met by other providers.
		A web portal, social media channels and traditional advertising methods will be used to promote information to the community, such as where free assistance and/or internet access can be sourced.

DIGITAL STRATEGY PACKAGE – GOVERNMENT RESPONSE TO CONSULTATION

Our Digital Future: Tasmanian Government strategy for digital transformation	
Digital Government - recommendations	Response
1	*Adopt an information and security management system based on ISO/IEC 27001 across the Tasmanian Government and its agencies*	The Tasmanian Government Cybersecurity Policy (2018) is the one of the principal documents of the Tasmanian Government Information Management Framework. The Framework is intended to be a coherent set of information management policies standards and implementation guidance for Tasmanian public sector bodies. Relevant government standards (including ISO/IEC 27001) will support this Policy, including common approaches to identity, access to systems and information security classification.
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*	As the Tasmanian Government's first strategy for digital transformation, the immediate goal and primary objective of *Our Digital Future* is to focus on developing stronger foundations across core technologies, collaborative partnerships, greater digital maturity and new opportunities to create a more unified, citizen-centric service for all Tasmanians and Tasmanian communities. The Government supports this recommendation in-principle and continues to research national and international developments and work closely with stakeholders across local, state and federal government organisations, as well as industry and business groups, to consider all options for the design of seamless multi-channel experiences, consistent service levels and support for all Tasmanians, consistent with stakeholder recommendations. Further developments to support implementation of this recommendation will be considered as part of the Government's medium-longer term strategy for digital transformation, once the foundational work identified in the current strategy has been undertaken. See also the response to Recommendation 5 (below).
3	*Build client service standards, quality assurance and business rules into all solutions to ensure consistent service levels and support, and continuous improvement*	As the Tasmanian Government's first strategy for digital transformation, the immediate goal and primary objective of *Our Digital Future* is to focus on developing stronger foundations across core technologies, collaborative partnerships, greater digital maturity and new opportunities to create a more unified, citizen-centric service for all Tasmanians and Tasmanian communities. The Government supports this recommendation in-principle and continues to research national and international developments and work closely with stakeholders across local, state and federal government organisations, as well as industry and business groups, to consider all options for the design of seamless multi-channel experiences, consistent service levels and support for all Tasmanians, consistent with stakeholder recommendations. Further developments to support implementation of this recommendation will be considered as part of the Government's medium-longer term strategy for digital transformation, once the foundational work identified in the current strategy has been undertaken.
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*	The Tasmanian Government supports the in-principle direction of this recommendation, consistent with the major actions identified under **Priority 3: Our Digital Government**, in the strategy document (*Our Digital Future*), specifically: – *Major Action 3.2*: Develop a whole-of-government technology roadmap – *Major Action 3.5:* Develop digital culture and capability across government agencies – *Major Action 3.6:* Streamline processes for the procurement of technology services – *Major Action 3.7:* Reduce government red tape through the adoption of digital solutions.

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5	*Design and build contact centres that integrate multiple service channels and agencies' services, supported by automated back-office processes and systems*	The Tasmanian Government supports the in-principle direction of this recommendation, which is consistent with the objectives and vision of the strategy document: *Our Digital Future*. Service Tasmania provides one-stop access to government transactions, services and information, with the objective of making it easier for all Tasmanians, especially those in rural and regional areas, to interact with Government, either in person, over the phone or online. Service Tasmania works closely with Government agencies to help deliver services, as well as forming partnerships with agencies across the other tiers of government to deliver services on their behalf.
6	*Encourage greater accessibility to services through the use of artificial intelligence and chat bots*	As the Tasmanian Government's first strategy for digital transformation, the immediate goal and primary objective of *Our Digital Future* is to focus on developing stronger foundations across core technologies, collaborative partnerships, greater digital maturity and new opportunities to create a more unified, citizen-centric service for all Tasmanians and Tasmanian communities. The Government continues to research national and international developments and work closely with stakeholders across local, state and federal government organisations, as well as industry and business groups, to consider all options for the design of seamless multi-channel experiences, consistent service levels and support for all Tasmanians, consistent with stakeholder recommendations. This recommendation will be considered as part of the Government's medium-longer term strategy for digital transformation, once the foundational work identified in the current strategy has been undertaken.
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*	The Tasmanian Government has an <u>accessibility policy</u> in place to support digital interaction for both staff and citizens, which includes WCAG compliance. This recommendation will be referred to the Government's Digital Services Advisory Group to consider new ways to monitor and enhance compliance.
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*	Current and emerging options and opportunities for achieving the most efficient, effective and best value for money outcomes for technology projects and services procurement are under constant and routine review across all Tasmanian Government agencies. Agencies' technology project funding applications are considered and reviewed under the Tasmanian Government's <u>Structured Infrastructure Investment Review Process</u> (SIIRP), which supports the implementation of multi-year projects in distinct phases.
9	*Design a program to reskill the public sector workforce*	The Tasmanian Government supports the in-principle direction of this recommendation, consistent with the direction, principles and action identified under **Priority 3: Our Digital Government**, in the strategy document (*Our Digital Future*), specifically: – **Major Action 3.5:** Develop digital culture and capability across government agencies. In addition, a <u>Review of the Tasmanian State Service</u> has been initiated, with the objective of ensuring that the Tasmanian State Service is fit-for-purpose for Tasmania today and into the future. The Review will deliver a report on findings and recommendations to the Premier and Treasurer by 31 December 2020.
10	*Consolidate Government agencies' back-office human resources (HR) systems into one platform that supports identity*	The Tasmanian Government is currently scoping a strategic approach for future whole-of-government human resources systems and support, which will include research and analysis of a range of options for developing consolidated views, applications, platforms and functions.

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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)	This approach will be articulated in the technology roadmap identified for development under *Priority 3: Our Digital Government*, in the strategy document (*Our Digital Future*), specifically: – *Major Action 3.5:* Develop a whole-of-government technology roadmap.
11 *Acknowledge Tasmania's role, influence and participation in the Australia-wide digital transformation of government*	The Tasmanian Government supports this recommendation, which will be reflected in the strategy document (*Our Digital Future*).
12 *Embed user researcher and service designer roles and skills into policy and program development teams*	The Tasmanian Government supports the in-principle direction of this recommendation. DPAC is working collaboratively with other agencies and has initiated work on embedding a design thinking approach and methodology into policy, program and service development.
13 *Take a life-events approach to simplifying and transforming service delivery for citizens and businesses*	Through active participation at ministerial and senior officer levels in the work of the Australian Data and Digital Council (ADDC), the Tasmanian Government is exploring future opportunities to adopt a priority life-events approach to service delivery, for example, having a child, getting a job, and the death of a loved one. This recommendation will be considered as part of the Government's medium-longer term strategy for digital transformation, once the foundational work identified in the current strategy has been undertaken.
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*	The Tasmanian Government contributes to the development and adoption of common standards and approaches at a whole-of-government level, as and when opportunities arise. In 2019, ADDC approved the creation of <u>National API Design Standards</u> after the opportunity for a national approach was recognised as mutually beneficial to all Australian jurisdictions. Senior Tasmanian Government officials are actively participating in and contributing to this work. The Tasmanian Government is also working on the collaborative and progressive development of standards to support the Tasmanian Government's <u>Cybersecurity Policy</u>.
15 *Take positive action to break down barriers and silos between agencies, industry and academia*	The Tasmanian Government is committed to breaking down perceived barriers and establishing strategic partnerships with industry and academia as and when opportunities arise, including enhancing formal and informal channels of communication and collaborative relationships with other governments, industries and academia. The *<u>Tasmanian ICT Workforce Action Plan 2020-2023</u>* was developed in collaboration with stakeholders including the ACS Tasmania, TasICT, UTAS and TasTAFE, designed to foster collaboration, inspire students, encourage technology entrepreneurs and attract new business, investment and talent to the State.

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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.*	The Tasmanian Government supports the in-principle direction of this recommendation, consistent with the direction, principles and action identified under **Priority 3: Our Digital Government**, in the strategy document (*Our Digital Future*), specifically: – **Major Action 3.1:** Develop new frameworks for information management and data analytics; and – **Major Action 3.4:** Implement a cybersecurity program that prioritises critical asset protection across government. Any new initiatives involving information management and cybersecurity will be considered as part of the Government's medium-longer term strategy for digital transformation, once the foundational work identified in the current strategy has been undertaken.
17	*Develop a whole-of-government roadmap that factors in considerations including the optimization of costs and benefits, innovation, collaboration, service integration and connectivity*	The Tasmanian Government supports the in-principle direction of this recommendation, consistent with the direction, principles and action identified under **Priority 3: Our Digital Government**, in the strategy document (*Our Digital Future*), specifically: – **Major Action 3.2:** Develop a whole-of-government technology roadmap. In 2019, DSS implemented new Guiding Principles for decisions involving investment in architectural components and technologies that support the achievement of Tasmanian Government agencies' priority objectives and core business outcomes. At the highest level, the Principles support robust, accountable and transparent decision-making processes that demonstrate both qualitative and quantitative value, being: – strategic priorities – value-for-money – government and community benefits – simplified and rationalised products and services – trusted partnerships, and – quality service offerings.
18	*Create a team of whole-of-government cultural champions to join the conversation, share ideas, develop initiatives and feedback to senior leaders*	The Tasmanian Government supports the in-principle direction of this recommendation, consistent with the direction, principles and action identified under **Priority 3: Our Digital Government**, in the strategy document (*Our Digital Future*), specifically: – **Major Action 3.5:** Develop digital culture and capability across government agencies. The Tasmanian Government's digital services governance structure and bodies provide dedicated forums for whole-of-government champions, ICT specialists and senior leaders to collaborate, develop initiatives and promote a consistent approach to digital transformation across all Government agencies. A number of specialist Communities of Practice have also been established to provide greater opportunities for Tasmanian Government employees to connect with peers in other agencies to share knowledge, skills, common interests and ideas.
19	*Reduce red tape by providing better services that allow users to securely complete transactions online rather than download, print and sign forms*	The Tasmanian Government supports the in-principle direction of this recommendation, consistent with the direction, principles and action identified under **Priority 3: Our Digital Government**, in the strategy document (*Our Digital Future*), specifically: – **Major Action 3.7:** Reduce government red tape through the adoption of digital solutions. This work complements and is consistent with the work of the Government-appointed Red Tape Reduction Coordinator in the Office of the Coordinator-General.

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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*	In 2018, two former divisions of DPAC (TMD and the Office of eGovernment) amalgamated to form DSS and fulfil the role and functions of an office of digital transformation, including development of the Government's first strategy for digital transformation. The position of Tasmanian Government Chief Information Officer was created in 2017 to lead this work across all agencies to develop an outcomes-focused, collaborative approach to the delivery of seamless public-facing services. Close linkages between DSS and Service Tasmania are very well-established and enhanced, with senior executives working together and supported through direct reports to the Deputy Secretary, DPAC. The Tasmanian Government's digital services governance structure and bodies provide dedicated forums for whole-of-government champions, ICT specialists and senior leaders to collaborate, develop initiatives and promote a consistent approach to digital transformation across all Government agencies.
21	*Incorporate learnings from the successes, failures and experiences of other Australian governments*	Tasmania contributes to, learns from and influences the Australia-wide digital transformation of government to meet the needs and expectations of all citizens through active collaboration and participation by the Minister for Science and Technology and senior government executives in the work of the Australian Government's Digital Transformation Agency, ADDC and inter-jurisdictional committees and working groups across multiple portfolio areas.
22	*Prioritise roll-out of a whole-of-government digital identity and provide authentication as a service to Tasmanian Government agencies*	The Tasmanian Government supports the in-principle direction of this recommendation, consistent with the direction and principles of **Priority 3: Our Digital Government**, in the strategy document (*Our Digital Future*). This recommendation will be considered as part of the Government's medium-term strategy for digital transformation.
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*	While the goal of delivering 'anytime, anywhere' digital services is important, the Tasmanian Government acknowledges achievement of this goal must not be at the expense of continuing to provide other service options to the Tasmanian community, such as face-to-face or phone access. While this recommendation is consistent with the direction and principles of **Priority 3: Our Digital Government**, in the strategy document (*Our Digital Future*), any targets set must not conflict with or impede the priorities, principles and objectives of **Priority 1: Our Digital Community**.
24	*Train senior executives to support the uplift of staff digital capability, including comparative assessment of the risks and benefits of digital transformation*	The Tasmanian Government supports the in-principle direction of this recommendation, consistent with the direction, principles and action identified under **Priority 3: Our Digital Government**, in the strategy document (*Our Digital Future*), specifically: – **Major Action 3.5:** Develop digital culture and capability across government agencies. DPAC is also working collaboratively with other agencies and has initiated work on embedding a design thinking approach and methodology into policy, program and service development.
25	*Invest in public sector workforce competency development at all levels, in alignment with the international benchmark: Skills Framework for the Information Age (SFIA)*	The Tasmanian Government has initiated a Review of the Tasmanian State Service, with the objective of ensuring that the Tasmanian State Service is fit-for-purpose today and into the future. The Review will deliver a report on findings and recommendations to the Premier by 31 December 2020. DPAC is currently exploring opportunities for adopting competency-based benchmarking and potential alignment with SFIA. This recommendation will be considered as part of the Government's medium-longer term strategy for digital transformation, once the foundational work identified in the current strategy has been undertaken.

DIGITAL STRATEGY PACKAGE – GOVERNMENT RESPONSE TO CONSULTATION

Our Digital Future: Tasmanian Government strategy for digital transformation		
26	*Support public sector exposure to best practice and emerging trends by encouraging participation in industry events and interaction with other jurisdictions*	The Tasmanian Government maintains a close working relationship with the local ICT sector and relevant peak bodies, including TasICT and ACS Tasmania. Under the 2018 *IT & Innovation Policy*, the Government committed to convening an ICT industry summit twice a year and include representatives from TasICT, ACS and private sector businesses and organisations, to meet with the Minister for Science and Technology and the relevant, responsible senior government officials to 'progress opportunities that ICT offers the State and its economy' and 'enhance Tasmania's digital partnership with industry.'
		The Government also encourages executive-level engagement with international trends and developments and inter-jurisdictional counterparts, as well as active participation in relevant industry events and forums at local, national and regional levels.
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*	The Tasmanian Government supports the direction of this recommendation, consistent with the direction and principles of **Priority 3: Our Digital Government**, which will be reflected in a new action in the strategy document (*Our Digital Future*), specifically:
		– **Major Action 3.8:** Develop an agile, iterative and risk-managed approach to the management and delivery of digital projects and services.
28	*Achieve implementation of the Government's Open Data Policy, including the goal of establishing a central portal for Government data, including quality metadata*	The Tasmanian Government publishes the open datasets for which it is custodian through the Australian Government's central portal for government data: https://data.gov.au/
		Open datasets include information about our schools (enrolments, attendance rates and class sizes); our health system (including hospital, oral health, breast screening, mental health and ambulance services); justice; land, water and environment; and local history and heritage information.
		The Government is also a major sponsor for GovHack in Tasmania. GovHack is an annual competition in which participants use government open data to create new and improved ways for people to access, share and reuse government information.
29	*Develop whole-of-government guidelines to support the development and use of APIs and promote an API-first policy for data integration*	The Tasmanian Government is committed to developing and adopting whole-of-government approaches, policies and guidelines, as and when appropriate, at both state and national levels.
		In 2019, ADDC approved the creation of National API Design Standards after the opportunity for a national approach was recognised as mutually beneficial to all Australian jurisdictions. Senior Tasmanian Government officials are actively participating in and contributing to this work with a view to adoption national API standards as and when feasible.
30	*Follow through on implementation of the Administrative Data Exchange Protocol for Tasmania (ADEPT) to facilitate secure data sharing*	Implementation of ADEPT is ongoing, consistent with and supported by the direction, principles and action identified under **Priority 3: Our Digital Government**, in the strategy document (*Our Digital Future*), specifically:
		– **Major Action 3.1:** Develop new frameworks for information management and data analytics.
		DPAC is working with other agencies and the Office of the National Data Commissioner to establish principles and frameworks to strengthen community trust and support safe and secure inter-agency data exchange activities.
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*	Released for consultation in late 2019, the Tasmanian Government's draft 30-year strategy – *Our Infrastructure Future: 30-Year Infrastructure Strategy Consultation Draft* – acknowledges the importance of access to adequate digital infrastructure across the State.
		Once released, the final Strategy will inform future, high-level ICT infrastructure investment.
		The Strategy and future infrastructure decisions will be further informed and supported by joint release of the *Tasmanian Government Cloud Policy*, *Tasmanian Government Cloud Policy Risk Assessment Guide* and *Our Digital Future*.

Our Digital Future: Tasmanian Government strategy for digital transformation		
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*	Current and emerging options and opportunities for achieving the most efficient, effective and best value for money outcomes for routine ICT work and technology services procurement, including the comparative evaluation of internally and externally sourced services, are under constant and routine review within DSS and across all Tasmanian Government agencies. The Treasurer is responsible for the Tasmanian Government's overarching procurement framework, including the Government's Buy Local Policy. Any measures or strategies for the fair and transparent procurement of technology services by Tasmanian Government agencies must be undertaken within this framework. The Department of Treasury and Finance is working to improve procurement processes generally, including working in collaboration with Crown Law and DSS to streamline arrangements for the procurement of technology services. In November 2019, the Government sought formal input into alternatives to existing processes through release of the *Technology Services Procurement Review Discussion Paper*.
33	*Consider co-investment mechanisms for full fibre rollout of network infrastructure to most Tasmanian Government sites*	Released for consultation in late 2019, the Tasmanian Government's draft 30-year strategy – <u>Our Infrastructure Future: 30-Year Infrastructure Strategy Consultation Draft</u> – acknowledges the importance of access to adequate digital infrastructure across the State. Once released, the final strategy will inform future, high-level infrastructure investment. The Strategy and future infrastructure decisions will be further informed and supported by the collaborative, evidence-led decision-making processes established through the Tasmanian Government's <u>digital services governance structure and bodies</u>.
34	*Provide incentives for businesses to connect to fibre broadband, upgrade digital services and/or undertake digital business development*	The Tasmanian Government provides a range of support to assist small businesses undertake digital business development, including the <u>Digital Ready for Business</u> program and <u>Enterprise Centres Tasmania</u>. The scope of advice can include discussion of the benefits of improving a business's current level of digital connectivity. The Government has no plans to provide subsidised connectivity to businesses.
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*	As work on implementation of the Tasmanian Government's first digital transformation strategy (*Our Digital Future*) progresses, any legislative barriers will be progressively identified and recommendations for amendment will be developed for consideration by Government. While the goal of delivering 'anytime, anywhere' digital services is important, the Tasmanian Government acknowledges achievement of this goal must not be at the expense of continuing to other service options to the Tasmanian community, such as face-to-face or phone access.

DIGITAL STRATEGY PACKAGE – GOVERNMENT RESPONSE TO CONSULTATION

Tasmanian Government Cloud Policy and Risk Assessment Guide	
Recommendations	Response
1	*Encourage holistic assessment of longer-term return on investment (ROI), cybersecurity and privacy issues and certifications when considering cloud-based solutions*	Implementation of the revised *Tasmanian Government Cloud Policy* will be supported by cost-benefit and risk analysis and assessment guidance and tools, including ongoing access to cybersecurity resources and specialist advice provided through DSS. The *Cloud Policy* and companion *Risk Assessment Guide* will provide a sound baseline to support consistent and holistic agency approaches to cloud-based solutions, which will be considered in the context of each agency's strategic direction and long-term investment decisions. The Tasmanian Government's already-established Cloud Adoption community of practice provides additional opportunities for agency representatives to develop and share tools and learnings and overcome challenges.
2	*Develop a Tasmanian Government Cloud Procurement Strategy*	All Government agencies are responsible for developing and implementing their own technology services strategies to meet specific business needs and objectives, in accordance with and guided by the *Tasmanian Government Cloud Policy* and *Risk Assessment Guide*. Strategies for DSS-led whole-of-government technology procurement are developed and approved through the Government's digital services governance structure and bodies. A review of DSS's current and anticipated service portfolio will include comprehensive analysis of all service delivery options, including cloud-based solutions.
3	*Provide Government agencies with guidelines and cost-benefit analysis examples and templates to assist with comparison between on-premises and cloud-based solutions*	See response to item 1 (above), specifically reference to the *Risk Assessment Guide* and toolkit, developed by DSS in collaboration with the Tasmanian Government's Digital Services Advisory Group (DSAG) and other key stakeholders. The Cloud Adoption community of practice encourages and provides an ongoing forum for Tasmanian Government employees to share knowledge, tips and skills, refine tools and templates, and overcome challenges encountered in the evidence-based comparison of on-premises and cloud-based options.
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*	See response to item 3 (above). While each Tasmanian Government agency is responsible for managing the professional development of its employees, DPAC's State Service Management Office (SSMO) encourages and provides a range of opportunities for staff to further skills and knowledge, including support for employees to undertake additional study through formal Study Assistance arrangements provided under the *State Service Regulations 2011*. The Government also welcomes opportunities to partner with organisations to offer professional development programs for Government employees. For example, the Government (through DSS and SSMO) is providing staff with the opportunity to participate in a number of vendor-led professional development programs in 2020.
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*	See response to item 3 (above). The Tasmanian Government also actively encourages the rotation of staff within and between agencies, offering ongoing opportunities for upskilling and the cross-pollination of knowledge through inter-agency project work, secondment within or to other agencies, and/or expression of interest processes for fixed-term roles.