



THE CONCISE ACT GOVERNMENT DIGITAL STRATEGY 2016–2019



INTRODUCTION

This document is a concise version of the ACT Government Digital Strategy (2016–2019). It contains just the core information needed to understand the 17 strategy principles—with just a little context. It is recommended that you read through the full version for a broader perspective to understand ‘why we are doing what we are doing’. However, this concise version is a good reference document for the strategic principles at a headlines-only level.



VISION

To be a fearlessly digital city/state that has embraced revolutionary and innovative technology to grow and diversify our economy, connect our people, accelerate our learning, and nurture our culture and community.

STRATEGIC PRINCIPLES

This strategy is articulated as a set of overarching principles that will provide a foundation for all activity associated with technology and digital transformation. These are presented in three perspectives/dimensions:

- **Growing the Digital Economy** focuses on how the ACT Government will support the growth of local business in the digital economy.
- **Delivering Digital Services** focuses on how the Government will deliver Digital services to citizens, community groups and businesses.
- **Building Digital Foundations** recognises the core capabilities on which Digital services are built.



GROWING THE DIGITAL ECONOMY

The vision for the ACT Government is to have a regional economy that is growing in both size and diversity. Critical to this is a vibrant economic relationship with the local business and academic community.

Principle: Collaboration multiplies Outcomes

We will seek to collaborate with organisations that share a common purpose. We will ground these relationships on a common understanding of each other's contribution and expectations.

This principle speaks to the inevitable complexities of collaborative relationships. To be successful for all parties the collaborations must engage with clear expectations and commitments. In particular:

- > A clear articulation of the common purpose of the collaboration expressed as a vision statement in the simplest terms possible to galvanise mutual support.
- > Recognition that addressing the articulated purpose will result in desirable outcomes for each of the collaborating parties.
- > The expectations we have on others will be clearly stated and agreed with them.
- > The contributions each party is willing to make will be clearly articulated—ensuring any limitations are known and acknowledged by others.
- > Throughout collaboration, things will change. This is good and natural. To support change we will all reaffirm our purpose, expectations and contributions to ensure we can always depend on each other and not lose sight of our goals.
- > As a tangible commitment to collaboration, our default position will be to share our code as Open Source and our technology intellectual property under the Creative Commons licensing arrangements.

Principle: Supporting our Digital Explorers

We will encourage ACT individuals and businesses to reach their potential in the Digital Marketplace by providing support and opportunities that accelerate their growth and influence. We will recognise invention, encourage innovation and promote digital delivery.

In practical terms we will:

- > provide direct support for the technology and environmental needs of innovators through established innovation organisations, relationships and initiatives;
- > provide access to enabling data and technology;
- > undertake procurement activity such as the Small Business Innovation Program and engage with the Local Industry Advocate to encourage participation;
- > make connections between individuals/start-ups and the established commercial community to open opportunities for sales, development and a place on the global stage;
- > encourage ‘prototyping’ activity within government entities—on a scale and growth plan that manages risk by starting small and building on success; and
- > actively and deliberately source from the local market.

Principle: Source commodities globally—add value locally

We will source ICT commodities in the global market upon which local providers can add intellectual value and agile capability to deliver differentiated offerings to the government and other markets.

Since the industrial revolution new technology has been introduced as high value bespoke products available only to a few. They then quickly evolve to low cost mass-produced versions that are available to all.

Our approach is to create financial headroom through the cost efficiencies of buying global cloud commodities. This allows us to focus our resources on the technology artisans—the non-commodity market in the ACT.

Therefore whilst we will rapidly move to adopt global commodity computing capabilities through public cloud offerings, we will also focus our attention and resources on adding value to these commodity platforms through our own capability and in partnership with local industry.

Principle: Digital is for everyone

We will promote digital inclusion for all citizens. We will improve the social outcomes for Canberrans and the regional community by promoting the use of open data and access to services for those at every level of digital maturity.

The ACT Government provides a broad range of services. But government services alone do not make a digital city—or a socially engaged one.

We will use our influence on all organisations to further the digital agenda by encouraging and enabling them to provide their services and connect our community in a digital way.

We will open up our digital resources for others to use. From Open Data to the Internet of Things, we have the ability to influence and support others. We want our citizens to be “Digitally Demanding”!



DELIVERING DIGITAL SERVICES

Our vision for the ACT Government is to provide a full range of Digital services that facilitate the growth of our economy and nurture our culture and community. We seek to provide services that are enthusiastically adopted as the preferred engagement channel for our customers. For those who are unable or unwilling to engage using digital channels, we will provide cost-effective alternatives that provide an engaging customer experience.

Principle: Start with the Customer Relationship

Our Business solutions will firstly support customer relationships by delivering valuable outcomes; the business processes and transactions are simply a mechanism for achieving that goal.

To deliver great service, we must understand our customers.

As digital replaces other channels we must ensure we provide an effective digital channel for all members of our community. We must find them where they are and not expect them to come to us physically and we must understand their situation rather than expect them to come to terms with our processes. We will:

> use human-centred design in our digital development;

- > understand when we are simply not going to have an effective relationship in the digital dimension and provide an alternative that is appropriate and empathetic to the citizen's needs; and
- > encourage citizens, through demonstrated trustworthiness, to undertake all their transactions through a single validated digital identity.

Principle: Design for Digital Business

It's very simple. We will design all new and renovated processes to be digital.

To be effective and digital our service delivery organisations will:

- > redesign processes—not simply put existing processes online;
- > apply human-centred design and nudge theory;
- > ask questions of our customers just once;
- > eliminate unnecessary 'red tape';
- > power interactions and process with data we already have and can reuse;
- > explore the Internet of Things and the broader digital world to power our knowledge, transactions and interactions;
- > respect identity and privacy;
- > anticipate our customers' needs; and
- > reflect a culture of public service.

We will design our digital interactions to give our customers the opportunity for the lightest possible touch.

Principle: Assemble Cloud services. Build only when unique

As a preference, we will buy and integrate Cloud services and only undertake bespoke builds when a unique core capability must be satisfied.

The ACT region is small in global and even Australian terms. That is our strength. The implied weakness is that we do not have the scale across which we can leverage investment. The economics are simple. Buying cloud service shares the investment burden on a global scale and shifts the costs to an elastic 'per user' basis.

The velocity equations are simple too. Even with agile development methodologies, it is far quicker to simply purchase a proven product than it is to develop, test and make it ready for production use.

We will therefore increasingly buy cloud services.

We do recognise that some functions are unique to us, unique to the services we provide and our point of difference for key services. In these cases we will continue to embrace our bespoke solutions and ensure we maintain them well.

At some point in the future, as our points of difference become commoditised, we will migrate functions to cloud-based services and so continually maintain our focus on our points of uniqueness.

Principle: Growing our Digital Capability

We will grow our capability to envision, design, broker and assemble Digital services. We will be agile, risk intelligent and create superior service value for our customers.

The ACT has made a great start and there are some fine exemplars of our maturing digital capability. We will bring together the learnings and foundations from our achievements into a more cohesive and joined-up approach. We will:

- > build, and build on, "Common Capabilities"—units of technology that can be used across government;
- > adopt Bi-modal delivery—one mode for systems of record and the other emphasising speed and agility. This will mature into multi-modal delivery;
- > recognise the "ages and stages" of directorates to ensure our own digital explorers are empowered to build new capability whilst encouraging the more traditional practices to plan their digital future;
- > mature our approach to risk by balancing consequences and potential gains. We will start small and adapt. We will avoid "big bang" projects;
- > leverage the power and reach of the Internet of Things (IoT); and
- > commit to open standards, extensibility/API's and creating Common Capabilities.

We will continue to value ITIL practice, application portfolio management and project management disciplines.

Principle: Digital Service is built on Data

We will build our services on a comprehensive library of data. Data we will collect just once—and reuse many times. We know that the customer experience will only be as rich and informing as the data that sustains it.

The best transactions are those where the customer has to provide little else other than their identity and what they want to do. As the service provider we should know all the other details. We will:

- > use a customer's history to enhance their future engagement with us;
- > collect data once and re-use it as a relationship asset;
- > undertake all our data collection and use in accordance with good privacy and security practice; and
- > fully commit to reuse, by aggregating and depersonalising the information we collect and providing it back to the community as Open Data.



Principle: Digital Services—Mobile Devices

Digital Services will be designed for use on mobile devices to promote access by anyone, anywhere.

In the digital age our connectivity is constant. Our interrelationships are defined less by significant events and more by constant micro-exchanges with people and organisations through social media and mobile apps.

We will therefore design all our digital interactions with the smartphone as the target. This means:

- > we will adopt a user-centred design approach that is simple and smartphone sympathetic;
- > we will use possession of the smartphone and other mobile devices to reinforce identity;
- > we will take our mobile-centred interface designs and reflect them back into larger screen formats to give desktops and our kiosks the same simple and consistent user interface;
- > we will generally design security to be independent of the individual smartphone device. We will not consider smartphones as 'trusted' and will therefore not leave unsecured private information on a device; and
- > our target mobile technologies will be to the major mobile platforms that have significant market share.

The Digital world is characterised by the expectation of "do it now, do it anywhere, do it fast". Mobile devices are the ubiquitous portal into this world. We embrace them.



BUILDING DIGITAL FOUNDATIONS

Our vision is to have a broad foundation of digital computing capability and practice that allows the ACT to add value in an agile and effective way. To have platforms and services that are cost-effective and enabling. Our data is productive. Our focus is creating value and delivering service

Principle: Cloud is our Service Platform

As our first preference, we will buy software, services and infrastructure from the Cloud. We will migrate our current assets and services into the Cloud at the highest practical value point to optimise services and gain financial benefits.

Technology services continue to be commoditised. Cloud is a fine example of where massive scale and resource sharing has driven a radical price point shift.

Further to this, we can obtain even greater cost efficiencies and agility by purchasing as high as possible in the technology value chain.

We will therefore seek to adopt Software as a Service (SaaS), Office Productivity as a Service (OPaaS), Platform as a Service (PaaS) and Infrastructure as a Service (IaaS).

We will build on these global Cloud service platforms—adding value and functionality to them in partnership with our local providers.

Principle: Common Capabilities—Common Standards

We will create a set of “Common Capabilities”—technology and service capabilities that reflect the aggregated needs of directorates. We will support these capabilities with a commitment to common and recognised standards.

By adopting a common technology platform across government we procure it just once, use more of it and improve unit pricing, we become expert with it and we can create value on it—value that is accessible to all.

We will therefore create a set of “Common Capabilities” which we will leverage across all directorates. These will include products, services and solutions provided internally or by the business community.

All directorates will consider utilising Common Capabilities as their first option.

Principle: The Dataculturists

We will harvest, curate and utilise data from all available sources to create value for the government and the community.

We recognise that data is the lifeblood of Digital service. Data enables a single view of customer; provides the information for Operational Reporting; and provides the elements of knowledge on which Business Intelligence can be built.

The use of data will always be managed in the context of privacy requirements and will reflect a joined-up service approach for citizens, community groups and businesses.

We will:

- > create data platforms and services as Common Capabilities;
- > provide managed access to our data to ensure private information is either used for the purpose it was collected, used within a statutory framework, or anonymised;
- > unlock data from core applications;
- > commit to providing Open Data and increasingly seek to provide not just data, but data API's to enable others to leverage our data higher in the information value chain;
- > improve data quality prioritising data that is life and mission critical, and acknowledging the shortcomings of un-remediated datasets;
- > expose personal information to individuals during transactions to enable them to correct errors;
- > re-use data to minimise the amount of collection; and
- > mandate (through contract) our access to data generated by Software as a Service applications.

Achieving absolute data quality or perfect understanding of the data relationships is not possible. We therefore recognise that data stewardship is a question of balance.

Principle: The Geospatial Dimension

The geospatial components of all transactions will be included in the growing body of government and open data that defines the physical world in which our citizens live, work and interact.

Whilst the basic dimensions with which we describe our universe have not changed, the digital age has allowed us to pack a lot more into them. We see our world in much greater detail than ever before because we can store, retrieve, process and create value from a myriad of geospatial facts and perspectives. To be a smart city we must also be a spatially aware city.

We will:

- > include geospatial platforms and services to be one of our common capabilities;
- > use geospatial content to underpin appropriate transactions and data acquisitions;
- > seek all opportunities to use this information to provide value for the government, community groups, businesses and citizens;
- > use the wealth of geospatial information collected by our citizens to enhance our knowledge of the territory and region;
- > provide central overarching governance for geospatial data and practice;
- > provide open geospatial data back to the community as open data; and
- > collaborate with geospatial centres of excellence across Australia to support a whole of nation resource.

Geospatial is an essential prime element of the digital world and it will be given prominence in our digital planning and implementation.

Principle: Responsive Procurement

To reflect the needs of the Digital Age, our ICT procurement will be responsive and agile. It will be fair, accessible, transparent and deliver value for money.

The fundamental principles of government procurement will be respected. We will continue to be transparent, fair and ethical.

We will also recognise that Digital projects require accelerated timeframes, agile processes and, at times, rapidly evolving requirements. We will:

- > engage early with providers to prototype and explore;
- > procure with non-traditional constraints—eg fixed price and variable requirements;
- > purchase as high up the value chain as is practicable—eg SaaS rather than just software on our hardware;
- > favour solutions based on open standards and extensibility or technology that has become a de facto standard for government;
- > take advantage of the physical proximity of local technology businesses to support agile and collaborative innovation and development;
- > create panel partnerships for important common capabilities to reduce the overheads of procurement for both government and vendors alike; and
- > leverage Commonwealth arrangements where it is practical to do so.

We must become agile and expert in contract management to support the digital agenda.

Principle: Security and Assurance

We will protect our citizens. We will protect our government. We will be vigilant.

Appropriate security practice is a non-negotiable component of all the work we undertake. Effective security starts with good design as even the best day-to-day security practices will not mitigate the weaknesses of a poor security architecture.

We must also acknowledge that many privacy and security events are a result of human behaviour—not technical failure.

We will:

- > develop a culture of security awareness and good practice;
- > keep our customers safe online;
- > undertake regular assurance across all ICT activities;
- > design for privacy and security;
- > use cloud as a powerful weapon;
- > use cloud as an effective platform for Disaster Recovery (DR) capability;
- > adopt open standards—they have the highest security resilience; and
- > be open about our failures—our customers have a right to know and it makes us stronger.

We will not win every battle—but we must continue to win the war.



Principle: Strategic Governance

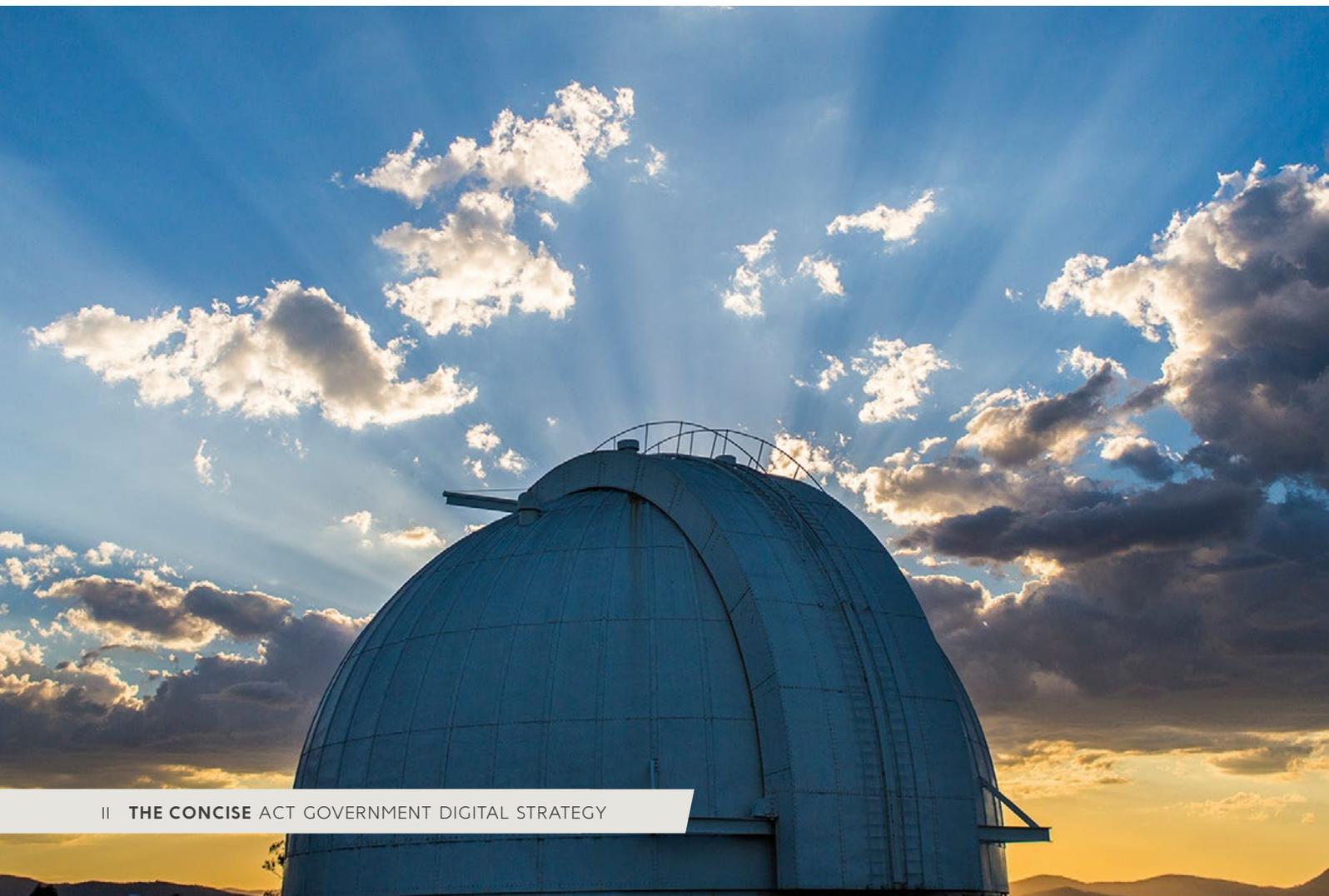
Governance will ensure the strategic intentions of the ACT Government are met through information management, projects, operations and digital transactions.

The strategic outcomes for any government are achieved through the individual day-to-day activities of Public Servants. In the digital world these include long term projects to renew systems of record right through to short agile experiments.

A key foundation for Digital governance will be the establishment of the Digital Service Governance Committee (DSGC). This committee, chaired by the Chief Digital Officer, will report to the Strategic Board and provide the all-important point of cohesion for all technology activities.

We will:

- > establish the Digital Service Governance Committee (DSGC) reporting to the Strategic Board to bring cohesion to the individual directorate governance structures;
- > ensure the governance delegations across directorates reflect the accountabilities of the sponsoring executives and are aligned to their over-arching business purpose;
- > ensure governance bodies have the necessary delegated authority;
- > ensure steering or advisory groups recognise they do not have governance delegations;
- > clearly articulate to project participants the parameters within which they may operate;
- > adopt Prince2 structures for programmes/projects with an ICT component and base ICT operational governance on ITIL; and
- > use the governance structures as a two way communication vehicle to inform the Strategic Board on the status of the Digital portfolio.



IMPLEMENTATION

This document is a statement of our strategy. It sets direction and establishes working principles which our business implementation plans can reference—and against which they can be tested.

The strategy is not an outcome in itself but inevitably there are some key projects which will be critical launch pads for aspects of it.

In an overarching sense, the implementation of all ICT activity in line with the strategy will be the responsibility of the Digital Service Governance Committee (DSGC). Further to this, Economic Development already have accountability for economic growth and this strategy simply supports their work and provides a broader technology context. All aspects of the strategy implementation are subject to the availability and approval of funding. This has the potential to constrain the scope and/or extend the timeframe of the strategy implementation.

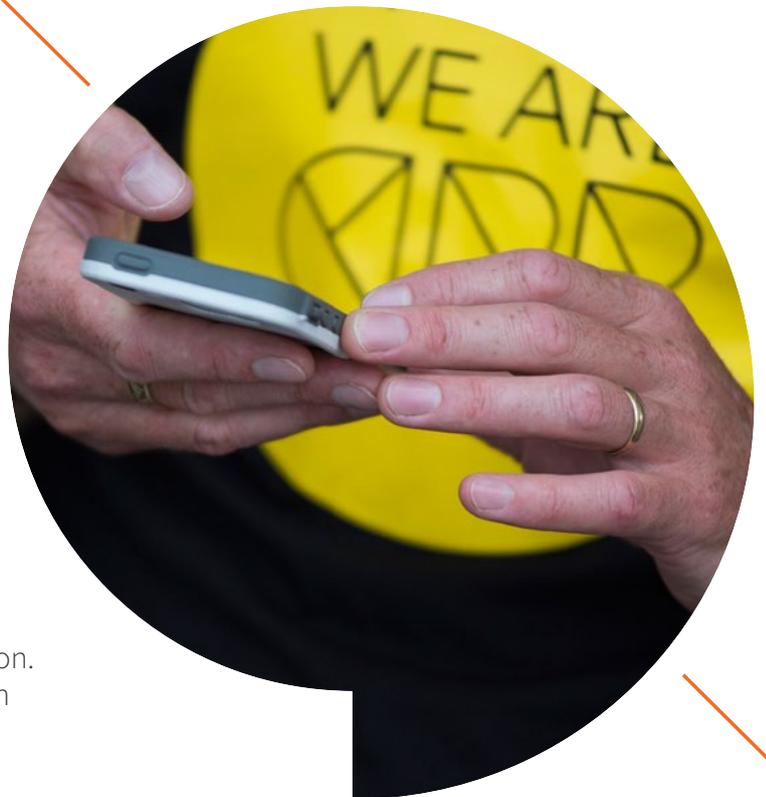
To align our work plans to this strategy, the Chief Digital Officer will facilitate a series of Digital Strategy Workshops with each directorate to review their respective technology and business plans through the lens of this Strategy.

In addition a self-assessment scorecard will be produced to track progress against the strategy principles over time.

Under the governance principle, the DSGC will oversee the implementation of this strategy and provide whole of government oversight to all technology initiatives. An important aspect of the DSCG agenda will be for each directorate to present and maintain a roadmap for their portfolio of systems and applications. This will support investment decisions by providing a strategic context and ensuring there is not a build-up of technology debt and risk.

CONCLUSION

This strategy will not answer all the questions. Rather it forms a foundation for thinking and action. It provokes an ongoing and dynamic conversation that makes us think differently about how we do things—challenging the routine practices of the past. We encourage you to join the conversation and be part of our digital direction.





ACT
Government