


# Response to Our *Digital* Future







Tasmania must  
*look to learn* from  
solutions already in  
place in other states



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# Introduction by the President

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TasICT strongly supports the Our Digital Future strategy with regard to more options and opportunities for public access to ‘anytime, anywhere’ government services.

Now is the time for the Tasmanian Government be bold and take action to bridge the increasing gap between digital service delivery in Tasmania and other states and territories by adopting a **digital by default** approach to service delivery.

We welcome the opportunity to provide an industry response to Our Digital Future and to outline the actions we believe must be taken in order for Tasmania to realise the efficiencies and improvements in customer service possible through digital service delivery.





Increased investment  
is *needed now*





# State of digital transformation in Tasmania

**Tasmania has slipped behind other state and territory governments over the past decade as other jurisdictions have made rapid progress to improve customer service and reduce costs through digitisation of services.**

Intermedium's February 2019 Digital Government Readiness Indicator singled out Tasmania as having made no meaningful advancement over the period that they have been monitoring Australian government's readiness for digital transformation.

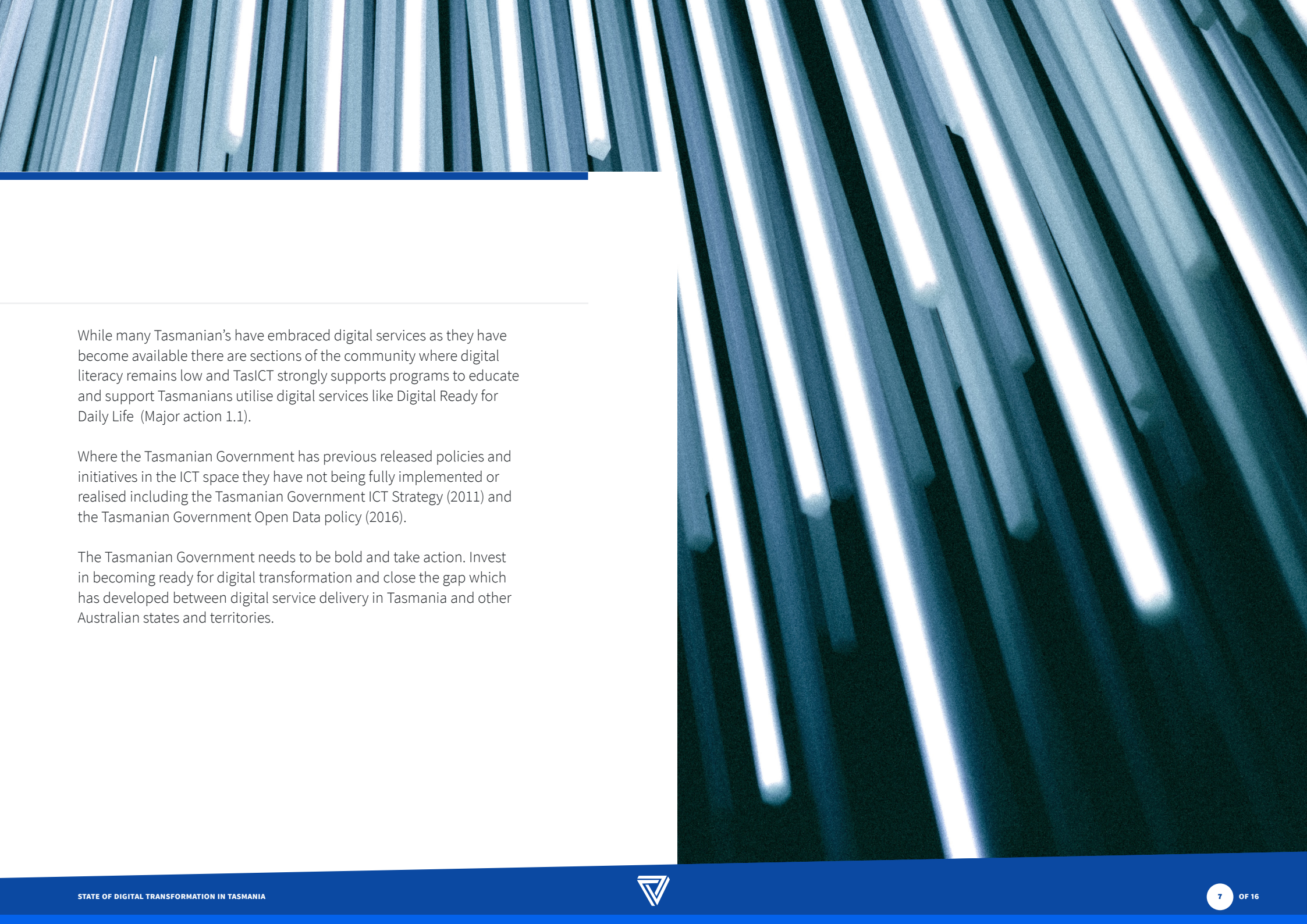
Tasmania led the way by establishing Service Tasmania in 1998. Consolidating customer service for all Tasmanian Government agencies into one shop front provided both efficiencies in processing transactions and improved customer experience. However, the Tasmanian Government has largely failed to take the next step to provide "anytime, anywhere" digital services designed around the needs of citizens in line with other governments around Australia.

Across Tasmanian Government agencies a dizzying array of forms all require applicants to print and sign forms before standing in line to submit them at Service Tasmania.

*Tasmania Police employ administrative staff to transcribe the thousands of firearm applications they receive each year including ringing applicants to decipher hard to read forms.*

With ubiquitous NBN coverage across the state, Tasmanians have moved to digital service delivery across many aspects of their lives. Video City has disappeared and been replaced with Netflix and Stan. The number of people employed as bank tellers has dwindled as Tasmanians move to online banking. In government services, Tasmanians have migrated to using MyGov to submit their tax return and interact with Centrelink.





While many Tasmanian's have embraced digital services as they have become available there are sections of the community where digital literacy remains low and TasICT strongly supports programs to educate and support Tasmanians utilise digital services like Digital Ready for Daily Life (Major action 1.1).

Where the Tasmanian Government has previous released policies and initiatives in the ICT space they have not being fully implemented or realised including the Tasmanian Government ICT Strategy (2011) and the Tasmanian Government Open Data policy (2016).

The Tasmanian Government needs to be bold and take action. Invest in becoming ready for digital transformation and close the gap which has developed between digital service delivery in Tasmania and other Australian states and territories.



## Actions

- Reduce red tape by providing better online services with the ability to complete transactions securely online rather than download, print and sign forms.
- Establish an Office of Digital Transformation alongside Service Tasmania, and with membership drawn from across all departments that deal with the public. Allocate significant funding for digital transformation projects to be managed by that Office over a number of years.
- Learn what other governments including federal, state and territories are doing successfully and learn from their experiences.

# Coordination

**Although Service Tasmania demonstrated the benefit to the community and government of coordinated service delivery, digital service delivery remains siloed into individual agencies.**

Service Tasmania Online should continue the legacy of Service Tasmania integrating state government services delivery with local government functions (most people don't know – and don't care - which level of government delivers particular services).

The ability to access services anywhere and anytime across the state, remotely and securely is what the Tasmanian community needs.

Service Tasmania Online provides links to agency websites rather than coordinating digitisation of services in many cases simply linking to PDF or Word versions of forms which must be printed, signed and returned all adding to administrative overhead of processing transactions.

We would like to see the establishment of an Office of Digital Transformation tasked with digitising interaction between the Tasmanian Government and the public. This office should be provided with significant funding to assist agencies to take existing processes and move them online, delivering customer-focused solutions to interacting with government and building momentum overtime by progressively migrating individual services.

Tasmania must look to learn from solutions already in place in other states and territories should collaborate more closely to integrate Tasmanian Government digital initiatives with those of the Federal Government, especially Services Australia and the DTA.

This is a huge opportunity to reduce the red tape of dealing with the Tasmanian Government by simplifying the range of transactions currently completed over the counter at Service Tasmania.





# Customer service

Moving transactions from over the counter paper-based forms to anywhere, anytime digital services is all about improving customer service for citizens interacting with the Tasmanian Government.

With a distributed population Tasmania has even more reason to move services online allowing people from all over the state to choose to complete their interactions with the Tasmanian Government through the channel they choose.

We particularly support major actions 1.3 and 1.6 of Our Digital Future to provide more options and opportunities for public access to 'anytime, anywhere' government services. We believe that the Tasmanian Government should set a target for these actions and should aim for 80% of interactions to be online by 2022.

Fundamental to unlocking the opportunities of digital service delivery is a method of authenticating the identity of citizens which can be trusted by Tasmanian Government agencies as they move services online.

*The Tasmanian Government should prioritise the implementation of an appropriately secure "account" which can be used to authenticate citizens interacting with the Tasmanian Government online.*

In particular, we would suggest that this whole of government digital identity solution be offered as a service so that agencies can add this as a method of authentication for already digitised services.

Offering authentication as a service would make it simple for agencies to add this to existing digital services like applying for a fishing licence from Inland Fisheries Service or registering a recreational vessel with Marine and Safety Tasmania.

## Actions

- Prioritise the roll out of a whole of government digital identity and provide authentication as a service to Tasmanian Government agencies to unlock digitisation of services.
- Adopt a digital by default approach to service delivery.
- Digitise 80% of Tasmanian government interactions by 2022.

## Actions

- Provide training to senior executives to uplift digital capabilities including effectively weighing risks and benefits of digital transformation.
- Invest in public sector workforce development at all levels of responsibility that is aligned with the international benchmark Skills Framework for the Information Age (SFIA), involving assessing skills competencies, and developing workforce plans and professional development plans.
- Support exposure to best practice and emerging solutions by encouraging state service to engage with industry events and other states and territories.
- Promote agile project management and iterative implementation to manage risks.

# Digital capability uplift

**Information technology is central to building a modern government and a core skill-set for government employees.**

With reference to the ACS Australia's Digital Pulse 2019, over 1,000 ICT professionals are employed in the public service in Tasmania, indicating a significant proportion are employed by the Tasmanian Government. As a significant employer of ICT professionals, the Tasmanian Government has a responsibility to Tasmania's Digital Future to invest in its workforce to ensure continuous learning and skill development at all levels of responsibility, and ensure they are benchmark to an international standard.

It's important that the Tasmanian Government take action to assist senior executives within the Tasmanian state service to understand the opportunities to improve service delivery digitally. We would particularly encourage strategies to encourage sharing and learning from project experiences

between government agencies. In addition we would encourage looking at effective solutions in other states and territories which could be applied in Tasmania.

It is also important that senior managers invest in their workforce starting with assessing their current skills, determining strengths and gaps, and developing a capability plan which includes a professional development plan with a mix of tech and professional skills.

Digital capability uplift is essential for those within the Tasmania Government tasked with meeting the challenge of digital transformation, in particular support with assessing risks and benefits of potential projects and managing those risks through agile project management and iterative implementation.

TasICT also recognises the need to uplift capacity in the Tasmanian business community and strongly supports programs like Digital Ready for Business in fostering skilled and empowered digital-ready businesses.



Prepared in consultation  
with ACS Tasmania



# Data

**Effective management and exchange of data both internally and externally to government is essential for both a data security and to realise efficiencies.**

The Tasmanian Government recognised the value of the information held by government in the Administrative Data Exchange Protocol for Tasmania.

Identifying data held by government agencies is crucial in ensuring that data is appropriately managed as the risks of cybersecurity increase but it also unlocks the opportunity to share information between agencies and with the public.

The Tasmanian Government Open Data policy (2016) goal of a central portal of data tagged with quality metadata which could be used to facilitate sharing of data should be completed.

We would like to see this goal extended to development of a whole of government API (Application Programming Interface) guidelines and an API first policy for integration of data.

Usage of APIs to integrate data and then promotion of these APIs through a central portal of Tasmanian Government data would dramatically increase the opportunity for efficiencies and avoid duplication of information within the government.

As a small example, Worksafe could publish an API where systems could request upcoming Tasmanian public holidays which could then be integrated into systems developed by other agencies.

## Actions

- Complete the Tasmanian Government Open Data policy (2016) goal of a central portal of Tasmanian Government data including quality metadata.
- Develop whole of government guidelines for development and usage of APIs and promote an API first policy for integration of data.
- Follow through on implementation of Open Data policy and Administrative Data Exchange Protocol for Tasmania (ADEPT) to facilitate open and secure data sharing both with citizens, industry and government.

# Improve telecommunications infrastructure, particularly in rural and regional Tasmania

## Actions

- Complete a 20-year plan for ICT infrastructure co-investment, upgrading and expansion in Tasmania, including Government use of data centres and core-edge infrastructure investment
- Amend the Tasmanian Government ICT Services Panel to reflect the greater market competition now available at the wholesale and retail level for supply of broadband services
- Consider co-investment mechanisms for the full fibre rollout of network infrastructure to the majority of Tasmanian Government sites, acting as a catalyst for network expansion generally
- Provide incentives for business to connect to fibre broadband, upgrade digital services and/or undertake digital business development

**In some respects, Tasmania's ICT infrastructure is among the best in the country but it needs to be managed and planned strategically to ensure the State continues to be attractive to business migration and the uplift of digital capability among citizens.**

Historically, telecommunications networks have been a subject of enhanced Federal Government investment in Tasmania. The former independent Senator Brian Harradine secured \$350 million in communications and environmental funding for Tasmania in return for backing the part-sale of Telstra under the Howard Government. In 2009 the Rudd Government partnered with the Tasmanian Government to begin the rollout of the National Broadband Network in Tasmania at Midway Point, Smithton and Scottsdale. Fast forward ten years and the volume rollout of the nbn is now completed in Tasmania.

Tasmania was the first state to start the rollout and the first state to finish – and the take up rates are understandably among the best in the country. Tasmanians also enjoy the fastest speeds in the country due in part to the prevalence of fibre to the premises – especially in Hobart and Launceston. In fact, Launceston is one of only three regional cities in Australia that are 100% fibre to the premises on the nbn.

The nbn network is therefore a continuing competitive advantage for Tasmania – but Tasmania cannot rest on its laurels.

The role of the state government though co-investment was illustrated through the in-kind partnership undertaken between the State and Federal Governments to roll out nbn fibre to the West Coast of Tasmania, which had originally been allocated satellite nbn.

TasICT therefore urges the State Government to continue to take an active partnership role with the Federal Government to expand the nbn network.



For example, Burnie and Devonport are fibre to the node cities – a stark contrast to Launceston and Hobart. Unless this is changed, overtime, these cities may continue to find it difficult to establish ICT-intensive industries including regionally important sectors such as advanced manufacturing.

The nbn network is also a Federal Government owned, open access wholesale network. It therefore introduces competition at the wholesale level for access to fibre infrastructure - something that the State Government should recognise by amending its current ICT procurement panel membership and procedures.

TasICT considers that the State Government has significant opportunity to encourage the extension of fibre networks to rural and regional Tasmania by encouraging the widespread takeup of government sites to fibre telecommunications, pursuing the best infrastructure provider available.

TasICT considers that the State Government has significant opportunity to encourage the extension of the nbn fibre network to rural and regional Tasmania by encouraging the widespread takeup of government sites to fibre telecommunications, pursuing the best infrastructure provider available.

By encouraging this network infrastructure expansion, regional and rural businesses in Tasmania will have a greater opportunity to connect to fast, fibre-based broadband which will provide a positive catalyst to job creation and business growth in rural and regional Tasmania.



The background of the slide is a deep blue with a complex, abstract pattern of lighter blue and white light rays or bokeh effects, creating a sense of depth and movement. The text is overlaid on this background in a clean, white font.

The state government is  
easily the *largest buyer*  
*of ICT* in Tasmania





# Working with local industry

**The state government is easily the largest buyer of ICT in Tasmania, with the larger GBE's also playing a role.**

How the Tasmanian Government procures ICT and works with local industry has a huge impact on building capacity and scale in the Tasmanian IT industry.

TasICT strongly supports the government's local impact criteria for procurement but believes there are several other ways in which the government could work with the local industry.

Implementing projects in phases and updating project management guidelines to incorporate an agile and iterative approach to project management would allow the local IT industry to deliver projects in pieces avoiding the risks associated with large project blowout.

Currently there is a wide array of disparate technologies used across agencies. A clear indication of preferred technology and a roadmap for IT priorities and upcoming projects would allow the local industry to build the skills required by the Tasmanian government.

Finally consideration needs to be given to the costs and risk of in-action when considering whether to go ahead with digitisation of services.

## Actions

- Update project management guidelines to incorporate best practice agile approach to project management.
- Understand and manage risks associated with digitisation of services through iterative delivery.
- Provide annual review of the strategy and implementation of objectives as a living document.



## Actions

- Removal of legislative barriers to digital government.
- Update legislation to ensure agencies can transact digitally with citizens including receiving electronic applications instead of signed forms.
- Consider digital by default approach when drafting new legislation.

# Legislation

There remains legal barriers to agencies transacting with citizens online. This must be addressed to unlock the potential of digital transformation.

There are currently Tasmanian Government agencies who believe they are prevented from completing transactions online because of a legislative requirement that applications or other forms be signed.

The Tasmanian Government must consider digital by default when drafting new legislation but must also review existing legislation to remove barriers to digital government.