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BUILDING OUR
DIGITAL FUTURE

NSW GOVERNMENT

Greg Wells – AIIA November 9, 2018

a digital government is an open government.

"We're not here to change government websites; we're here to change government [1] "

and for us, changing government quite simply means working across agencies to **support people** - parents, carers, students, patients, commuters, … **with better government services.** So, as a NSW citizen you:

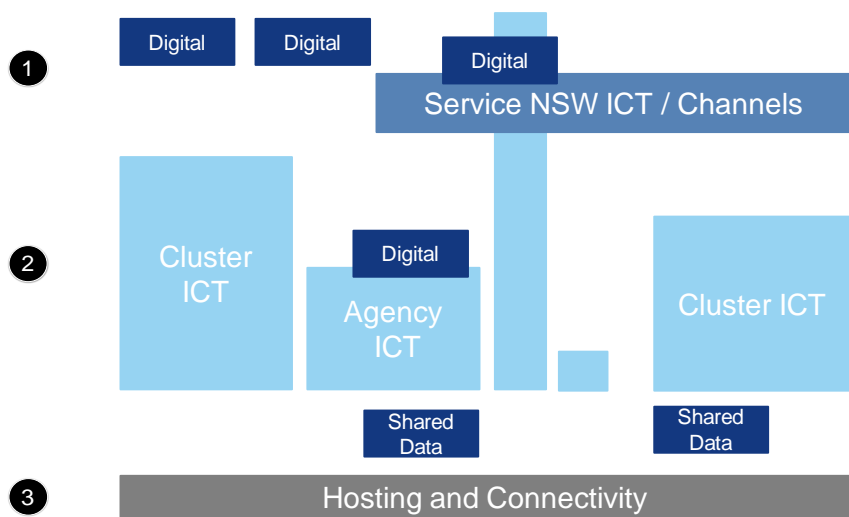| **Tell your story once**	**choose services that support you**	**Are supported at key events in your life**	**Are proactively assisted**	**Can easily find and access what you need**
For **our most vulnerable**	For **Children in Out of Home Care**	For **parents starting and growing a family**	For **anyone that is entitled to government assistance**	For **anyone that has to prove their identity**
workers across different agencies can access information you have provided consent to share	direct access to your Case Plan and the ability to contribute to your own life story	a single place to go help with decision making and access to the information you need each day	we use data we have to find ways to help, notify you (in the way you prefer) and explain what you need to do in plain English	access to better, secure on-line tools and wherever possible, without paper and without having to visit a government "office"

In summary, we need to use customer experience as our primary lens

1. Tom Loosemore, Public Digital and Co-found UK Government Digital Service

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We need a contemporary digital delivery model.

From an agency-by-agency, mostly capitally funded opportunistic funding approach where "digital" and "ICT" are differentiated …

To, an overall 10 year delivery roadmap based on defined agency plans, the use of "core/common" statewide components, contemporary funding methods and Customer ("Digital") priorities baked in
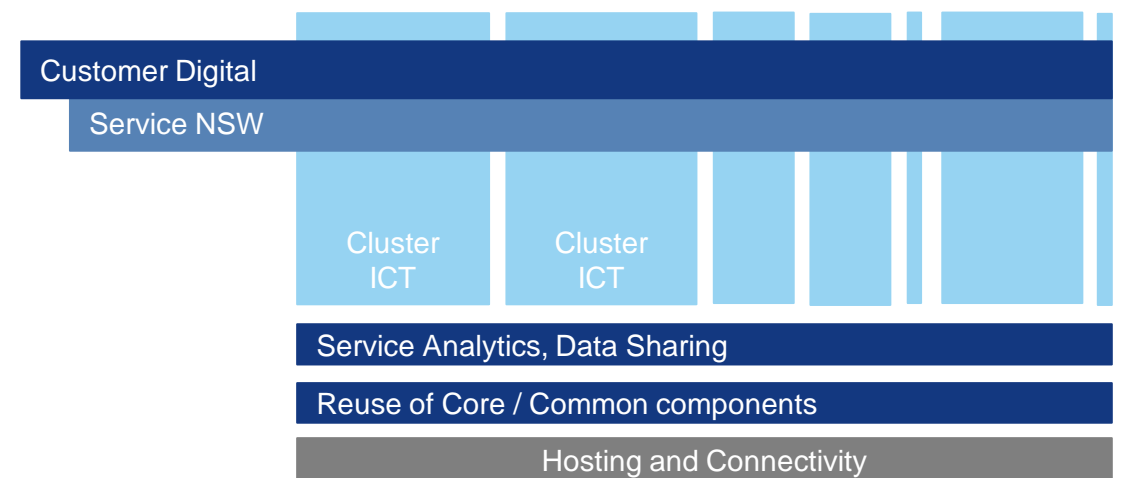

Current Governance:
1. ICT and Digital Leadership Group (IDLG)
2. Customer and Digital Council (CDC)
3. Procurement Leadership Group (PLG), Infrastructure Services and Strategic Investment (ISSI) + +

+ A connected governance framework to support appropriate level decision making and commits agencies to action

So, we are building a blueprint for digital delivery in NSW
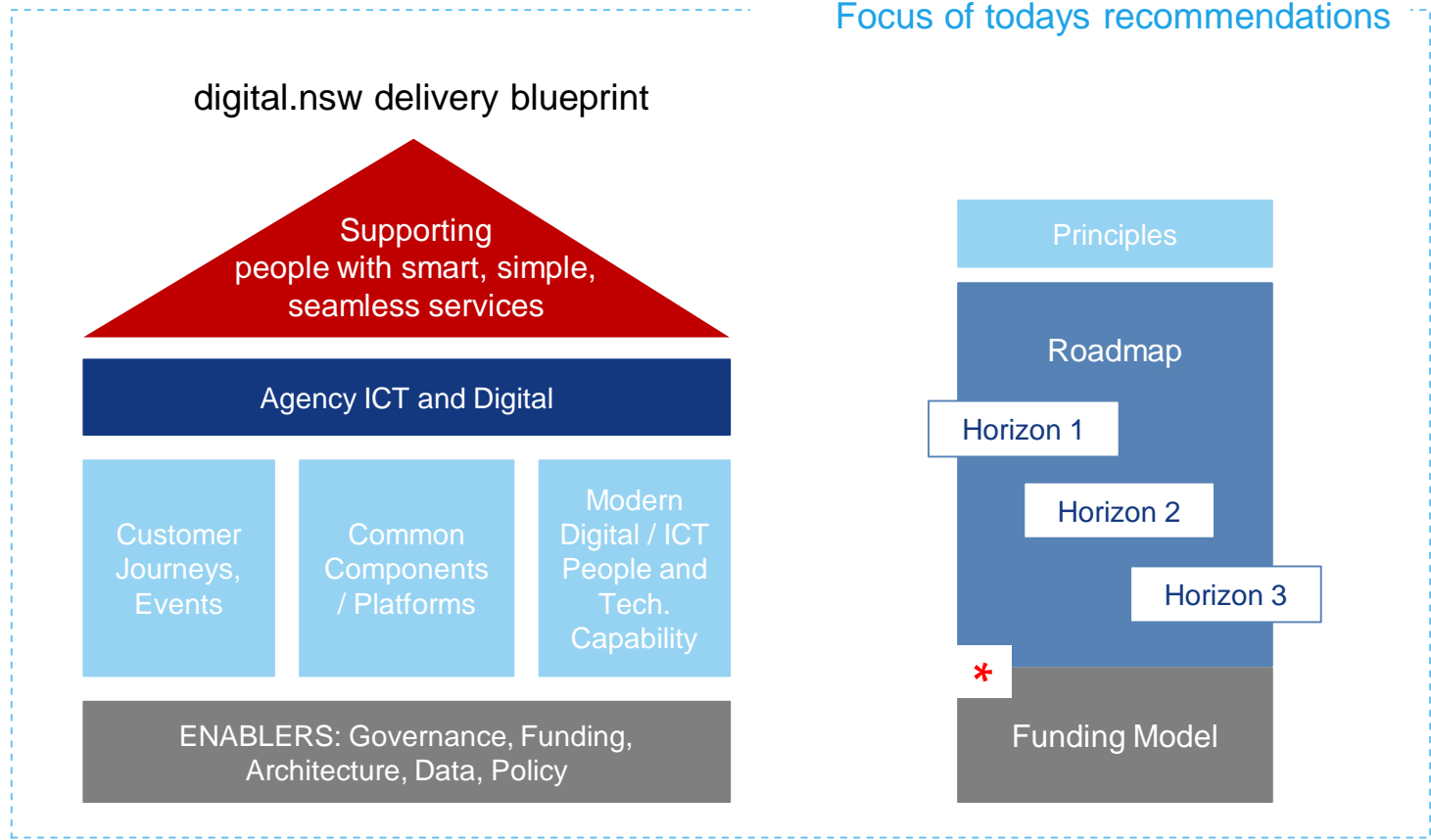# And a roadmap and contemporary funding approach to get us there

digital.nsw strategy

Cluster and related ICT / Digital strategies

…

digital.nsw delivery blueprint

Supporting
people with smart, simple,
seamless services

Agency ICT and Digital

| Customer Journeys, Events | Common Components / Platforms | Modern Digital / ICT People and Tech. Capability |

ENABLERS: Governance, Funding, Architecture, Data, Policy

Focus of todays recommendations

Principles

Roadmap

Horizon 1

Horizon 2

Horizon 3

*

Funding Model

* Based on ongoing delivery sprints (that we've started), not a once off big-bang change

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**Transform
the lives of the people of NSW
by designing policies and services that are smart, simple and seamless**
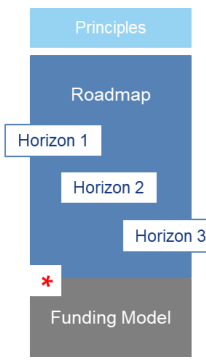
NSW Government Clusters

Justice Education FACS Health Treasury Industry Planning Transport Premier Finance

Delivery Partners

Federal Local Private

1 Co-design services based on user needs and customer journeys

1a Customer Experience (CX) Pipeline: deliver agency-specific journeys, interactions or services consistent with the Digital Design Toolkit

1b Cross-agency customer life journeys and life events, starting with (as prioritised by the CDC):
- Starting or growing a family
- Managing the loss of a loved one
- Navigating a legal dispute

2 Deliver Whole of Government components and platforms

2a WoG service components, starting with:
- Simple authentication with multiple agencies
- Receive and make payments across govt.
- WoG notifications to prompt customer action
- Proof of identity (authorisation)
- Data sharing to enable "tell us once"
- Address Validation (NSW Point)

2b WoG platforms and services

3 Modernise capability for the digital age

3a People capability:
- Digital skills and talent
- Leadership and culture
- Agile ways of working

3b Technology capability:
- Reduce technical debt
- Modular technology and microservices
- Harness emerging tech (e.g. AI)

4 Strategy and governance
enables fast decision making and WoG outcomes

- WoG digital governance
- Journeys governance
- Strategy
- Portfolio management, roadmap and investment plan
- WoG outcomes measurement
- Digital capability maturity

5 Funding *
enables delivery of a rapidly transformed experience

- Agile business cases
- Seed funding
- Digital/ICT assurance
- Digital/ICT procurement

6 Cyber Security
builds trust and resilience

- Strategy and Roadmap
- Policy, Minimum Standards
- Exercises

7 Reference architecture
delivers consistent WoG experience and reduces cost

- Architecture models
- Design standards

8 Data
is securely shared to improve experience, insight and innovation

- dMarketplace
- Data architecture and secure data sharing
- Data policy
- Analytics and insights

9 Policy and regulation
allows adoption of new tech and delivery methodologies

- WoG policy lab
- Existing policies refresh
- New regulation necessary for modernised operating model
- Legislation as code

Principles

Roadmap
Horizon 1
Horizon 2
Horizon 3
*
Funding Model

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Benefits

Our citizens expect more,

…and we believe

Digital government will unlock the future of NSW by…

NSW GOVERNMENT

1. **Transforming the experience of interacting with NSW government**
   - Design around customer journeys and life events to be smart, simple & seamless
   - Provide a consistent experience across whole of government
   - Digitally enable NSW services - the experience for most citizens is still fragmented

2. **Providing better security, transparency and trust in government**
   - Mitigate security risks across Government
   - Prioritise and remove reliance on legacy technology

3. **Supporting a competitive digital NSW economy**
   - Enhance private, public and not for profit sector collaboration
   - Make it easy to do business in NSW and support the development of a digital economy
   - Make NSW a place where digital talent wants to work

4. **Improving the performance of government**
   - Foster an innovation a culture and empower public sector employees
   - Ensure government delivers value for money
   - Make better decisions, faster through smarter use of data
   - Make NSW a "natively digital State" that is "of the internet, not on the internet"[1]

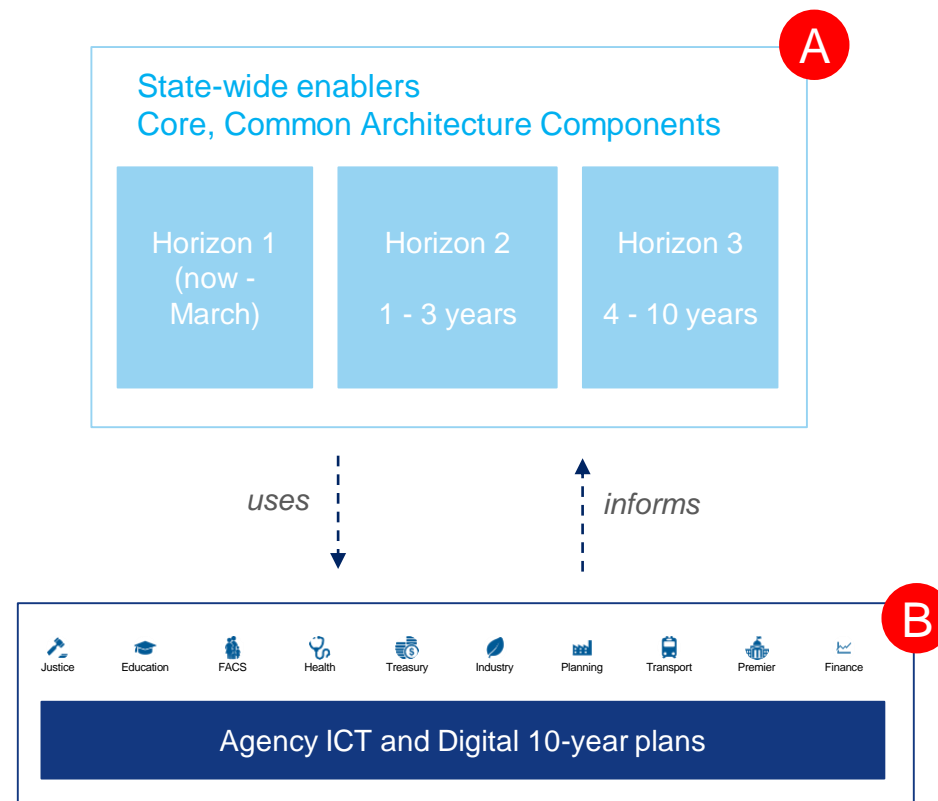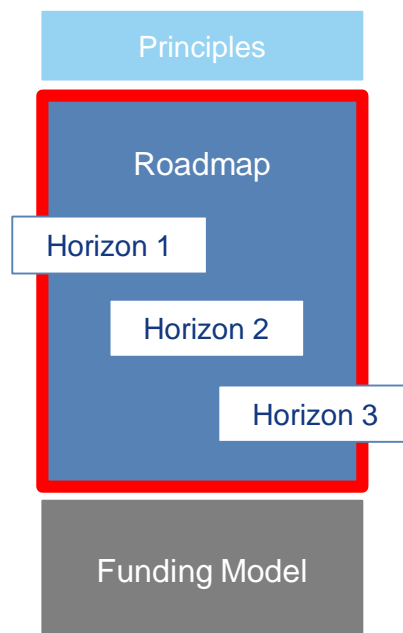**digital.nsw**
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The Blueprint drives a roadmap comprised of complementary (A) State-wide enablers and (B) 10-year Cluster / Agency roadmaps

The 10 year roadmaps ARE

- Focused on building business capability over distinct time horizons
- Linked to Cluster / Agency business strategy
- Clear about currently funded and proposed work
- Described in plain English
- A bridge between what has often been separated into "digital" and "ICT"
- Consistent in taxonomy

They are **NOT**

- Technology specific
- Static (instead rolling - to be always looking 10-years forward)

Principles

Roadmap

Horizon 1

Horizon 2

Horizon 3

Funding Model

A

State-wide enablers
Core, Common Architecture Components

Horizon 1 (now - March)

Horizon 2

1 - 3 years

Horizon 3

4 - 10 years

uses

informs

B

Justice   Education   FACS   Health   Treasury   Industry   Planning   Transport   Premier   Finance

Agency ICT and Digital 10-year plans

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Delivery of State-wide digital enablers

Foundations & quick wins

Next Sprint: Dec – Q1 2019

- Start implementation of WoG service components via CX Pipeline backlog
- Mobilise first wave of customer life journeys
- Evolve WoG digital governance, assurance to support new funding models
- Investigate and review policy and legislative environment required for digital.NSW
- Data (d)Marketplace Testing
- Identify technical debt in agencies
- Finalise v1 of blueprint, roadmaps and investment model
- Launch Digital Design System / Toolkit

High impact big wins

Next 12 months: Q2 2019 - 2020

- Continual implementation of common digital components (against CX Pipeline)
- Scaled customer life journey mapping & service delivery changes for customers
- Digital fund in place with fast track for "digital" initiatives
- Updated policy and legislation to enable digital.NSW
- Next phases of data (d)Marketplace
- Reduce cluster technical debt with a focus on supporting customer experience
- Explore connection to national digital infrastructure
- Transition to and optimise Cloud utilisation, investigate new infrastructure models
- Build digital capability and new ways of working across WoG

Transformational plays

2020 and beyond

- WoG components and platforms enable "government as a platform"
- Journeys with government as an enabler in a rich ecosystem (public/private)
- WoG view of resource allocation aligned to customer outcomes
- Implement "Legislation As Code"
- WoG data architecture in place with secure sharing & public trust
- Modular, flexible technology capability
- Opportunities from new technologies
- Evolving connectivity between national, not for profit and private sectors
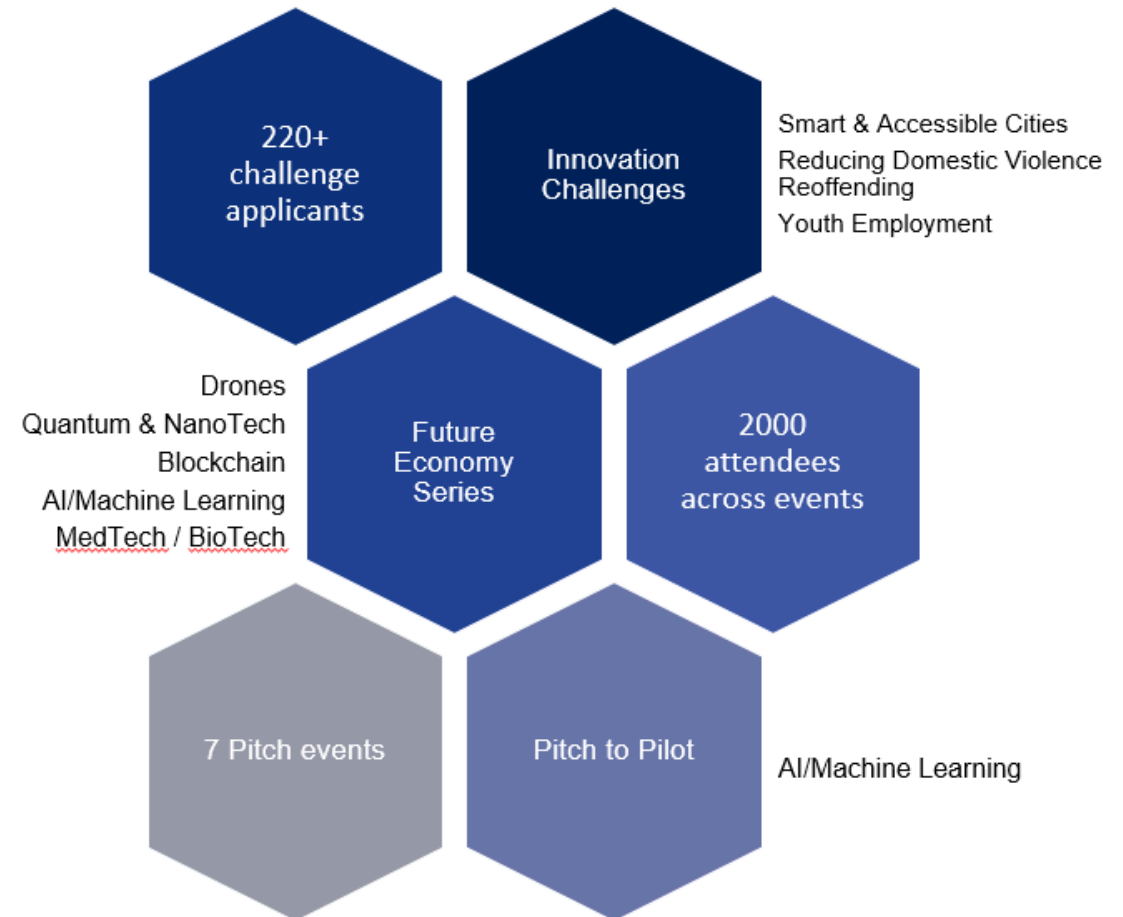- WoG digital capability uplift to maximise competitiveness of state

Redefining partnerships with Industry and NGO's

Public sector innovation is enabled by collaboration and partnerships with industry and NGOs

There is significant value in identifying and helping agencies to:

➢ Recognise opportunities for experimentation
➢ Know when to innovate internally
➢ Know when and how to go to market
➢ Solve common & complex problems together
➢ Regularly draw on industry knowledge

We are demonstrating different types of partnerships and how to effectively engage with industry and NGOs

220+ challenge applicants

Innovation Challenges

Smart & Accessible Cities
Reducing Domestic Violence
Reoffending
Youth Employment

Drones
Quantum & NanoTech
Blockchain
AI/Machine Learning
MedTech / BioTech

Future Economy Series

2000 attendees across events

7 Pitch events

Pitch to Pilot

AI/Machine Learning

We're creating a Digital Design System for NSW Government

work in progress

0%   100%

NSW Digital Design System
lives on digital.nsw

Digital Design Standard
underpins how we design digital services

Capabilities
required to design and
deliver digital services

Style guide
to create a consistent
look and feel

Reusable components

APIs
for whole-of-
government
technologies

**Open source
code library**
to build web
interfaces

Data
sets to reuse
and inform
our work

Use cases
of code
and
components

How-to guides
on best-practice approaches
for digital design and delivery

Case studies
of real Government digital
service programs

Community
of creators to connect,
collaborate and share with
online and in person

Digital leaders
across Government to inform,
guide and inspire
digital design

- **what, why and how**
- **the tools**
- **support**

- Single living repository of a standard, tools and support to help agencies and the digital community create consistent and cohesive digital "things"

- Helps reduce duplication and speeds up delivery and scalability by using tried and tested solutions, which means we don't have to reinvent the wheel

- Connects creators (internal and external to Government) to learn, leverage and share

- Uses a common language which helps us collaborate

- Provides a foundation to build on and evolve over time

- Owned by the NSW Digital Community

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Simplifying procurement, starting with cloud

68 products

74 sellers

148 buyers

Buy cloud products and services

Buy cloud applications and software
eg. accounting tools or customer management software

Buy hosting and infrastructure
eg. website hosting and load balancing services

Buy physical data centre space and services
Buy space and support services in Government Data Centres (GovDC)

Browse approved sellers
See the businesses behind our products and services

Read the buyer guide
Learn who can be a buyer and how to buy

Sell services

Apply to sell cloud products and services

Apply to sell other ICT services – coming soon.

To stay up to date with changes **join our mailing list**

Read the seller guide
Learn how to apply and sell products and services
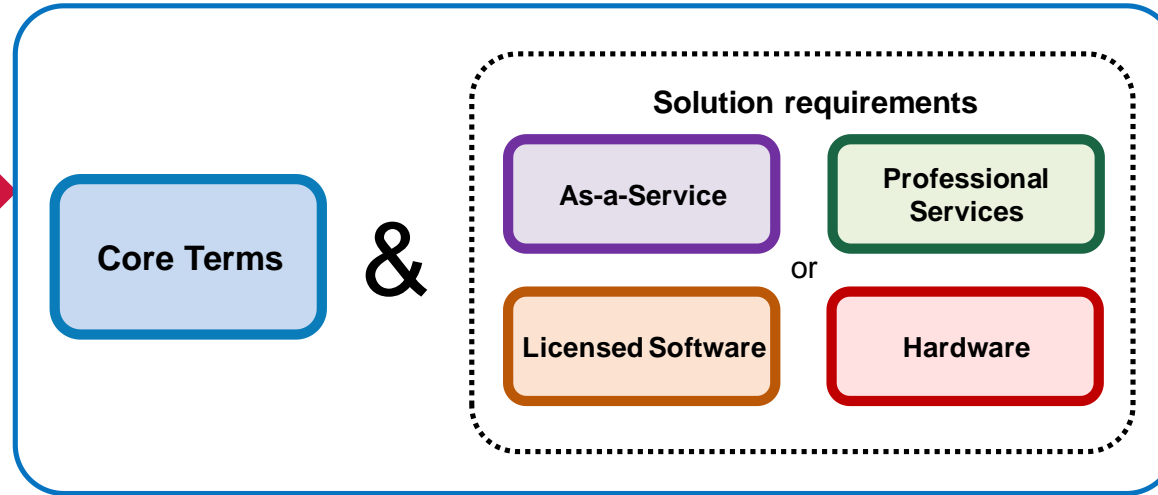
Contact us at
ICTServices@finance.nsw.gov.au

Current

Contract transformation

Short Form Contract

< $150K

- low risk

Core Terms & Solution requirements

As-a-Service | Professional Services

or

Licensed Software | Hardware

Completed

< $500K

- low risk

https://www.procurepoint.nsw.gov.au/policy-and-reform/ict-procurement-reform

Procure IT 3.2

> $150K

- any risk

Cloud Agreement | Professional Services | Hardware | Managed telecommunications

Software | As-A-Service | Managed Print Services | Other Managed Services
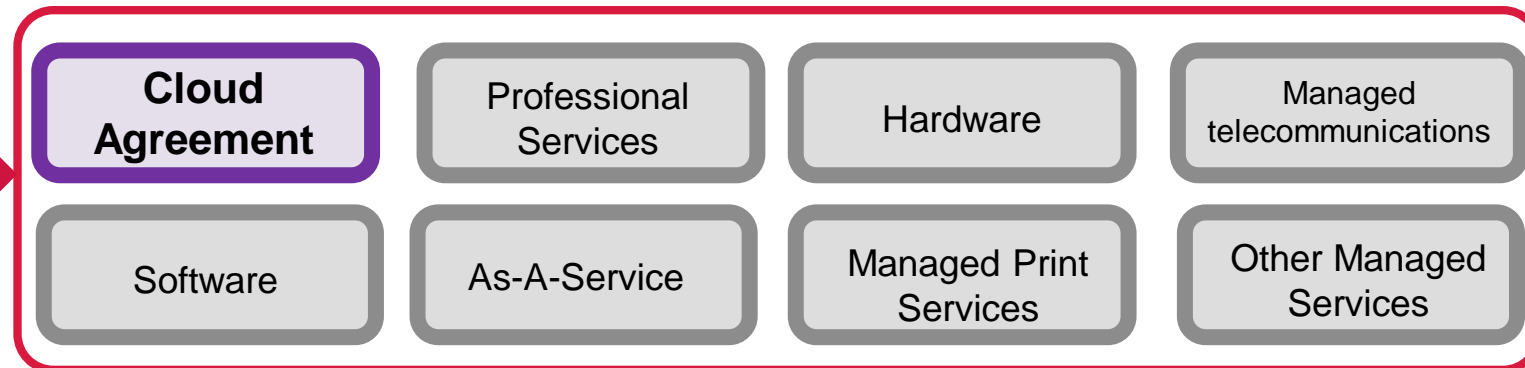
> $500K

- any risk

In progress