Department of Customer Service

State Digital Assets Reuse Policy

3 October 2023

Acknowledgement of Country

Department of Customer Service acknowledges the Traditional Custodians of the lands where we work and live. We celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters of NSW.

State Digital Assets Reuse Policy

To be published on the Digital NSW website.

More information

Digital Strategy, Investment and Assurance team, Department of Customer Service.

digital@customerservice.nsw.gov.au.

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Policy statement

1.1   Scope

- This policy applies to all NSW Government agencies[1]. It defines:
  - What State Digital Assets (SDAs) are and why NSW Government needs them
  - How SDAs are agreed that they "must" or "should" be used
  - How agencies can request an exemption to using SDAs
  - The support available and requirements for SDA owners
  - How SDAs are governed, assured, and reported.
- The creation of this policy has been endorsed by the ICT and Digital Leadership Group (IDLG) and the Digital Transformation Board (DTB), which are whole-of-government governance and advisory bodies for NSW Government.
- The Digital Strategy, Investment and Assurance (DSIA) branch of Digital.NSW in the Department of Customer Service (DCS) owns this policy, and all associated processes, templates and outputs needed to implement the policy.
- Future amendments and changes to this policy will be presented to the IDLG and DTB for endorsement.

1.2   Roles, purpose and who benefits

- **For users of SDAs** – Understand how the decision is made that a State Digital Asset must or should be used, and how to request an exemption.
- **For owners of SDAs** – Understand the support available and responsibilities when your digital solution has been determined to be a Core or Common State Digital Asset.
- **For decision makers** – Understand the process to identify, prioritise, and make decisions on what digital assets must or should be used.

1.3   What are State Digital Assets?

- SDAs are digital solutions (encompassing applications, technology infrastructure and data) used by more than one NSW Government agency and are endorsed to be:
  - **Core SDAs** – digital solutions that must be used by agencies, as endorsed by the ICT and Digital Leadership Group (IDLG) and the Digital Transformation Board (DTB). Over time the Core SDA becomes the single digital solution used by agencies.
  - **Common SDAs** – digital solutions that should be used by agencies, as endorsed by IDLG. Over time the number of solutions in NSW Government reduce to an agreed set of options.
- There are a variety of ways to use SDAs. SDAs can provide data to other digital solutions (e.g. geospatial or customer information), actual functionality (e.g. payments, notifications) or be solutions that agencies log in to and use (e.g. asset management). In most cases, SDAs that provide data or functionality are the most feasible for reuse.
- SDAs have a single owner, are supported by policy, standards, and data sharing agreements ensuring privacy, security, and ethics.

1.4   What are <u>not</u> State Digital Assets

- Commercial contracts and standards

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[1] Excludes State Owned Corporations. See www.nsw.gov.au/departments-and-agencies for list of agencies.

- Developer libraries and frameworks
- Solutions specific to a single agency
- Digital solutions not endorsed as being either **Core** (by IDLG and DTB) or **Common** (by IDLG).

1.5 Why NSW Government needs State Digital Assets

- Reuse of digital assets is required to:
  - **achieve seamless customer experiences** by providing our customers with high quality and consistent products, platforms, or services across digital channels, regardless of the government agency
  - **increase public sector productivity** via efficiencies of inter-agency interoperability, data sharing, workflows, technology reuse, and resilience of ICT infrastructure
  - **enable industry to be more productive** via the reuse of digital solutions related to regulation, innovation, and the digitisation of services between the public and private sector.

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Policy components

2.1   Principles

- The SDA Reuse Policy principles set out expectations for all NSW Government agencies who utilise or deliver SDAs. They are intended to drive a behaviour of reuse, and ensure SDAs are efficient and effective, guiding decision-making at all levels.

  - **Reuse whenever possible** - Your proposed investments must plan for and make use of any opportunities to reuse digital assets within your agency and across government.

  - **Design and build for reuse** - If your proposed investment cannot reuse an existing digital asset, you must ensure that any asset you build or procure considers reuse by other agencies and the broader needs of government.

  - **Run for reuse** - Your reusable assets must be managed and operated in a way that enables their continued reuse, meeting the evolving needs of customers across government, whilst continuously improving and innovating.

- These principles are based on the Australian Government's Digital and ICT Reuse Policy[2] and have been updated to meet the needs of NSW Government.

2.2   How SDAs are identified and prioritised

- SDAs are identified and prioritised to ensure a focus of government resources to the things that will have the greatest impact.

- Strategic whole of government SDA priorities are first identified and then reviewed against current and planned investment activity by all NSW Government Portfolio of agencies. This approach enables identification of candidate SDAs and understanding potential adoption timings.

- Identifying and prioritising SDAs for reuse includes:

  1. Identifying strategic SDA priorities, using

  - Case studies from leading e-Governments and emerging trends from industry (horizon scanning).

  - State Digital Asset enterprise architecture analysis, identifying SDA capabilities, dependencies, and value chains.

  - Whole of government outcomes analysis (e.g., customer experience).

  - Government strategic priorities.

  2. Evaluating current and planned investment activity, using

  - Circulars and/or directives.

  - ICT/Digital investment plans & pipelines.

  - Candidate SDA projects and product roadmaps.

  - Portfolio of agencies ICT asset registers.

  3. Agreeing on State Digital Asset investment priorities by

  - Consulting all Portfolio of agencies CIOs

  - Obtaining advice from the Technical Design and Advisory Group (TDAG)

  - Requesting endorsement by the ICT and Digital Leadership Group (IDLG) and the Digital Transformation Board (DTB).

- DSIA owns and manages SDA priority processes and outputs. Priorities will be reviewed at an annual cadence or when there is a significant event that necessitates a review. The annual

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[2] https://www.dta.gov.au/our-projects/digital-and-ict-reuse-policy/purpose-digital-and-ict-reuse-policy

review will be conducted as part the NSW Government budget cycle, when Portfolio of agencies investment pipelines are updated, and priorities confirmed. These priorities will be published on digital.nsw.gov.au.

2.3   How SDAs are determined for agencies to use

1. **Proposal**

- Any NSW Government employee, after consultation with their Portfolio of agencies CIO, can propose a digital asset to be Core or Common State Digital Asset to the DSIA branch of Digital.NSW in the Department of Customer Service (DCS).

- Agencies are encouraged to propose Common SDAs that drive consistency and reuse within departments.

2. **Assessment**

- DSIA assesses the digital solution against the SDA Criteria (Appendix B) and the current prioritised list of SDAs managed by DSIA. This provides context to the proposed SDA priority and possible SDA owner/s.

- DSIA seeks advice from the TDAG, with a specific focus on potential technology and architecture complexities related to the proposed SDA. This assessment is conducted in collaboration with affected agencies. Evaluation will consider agency's existing solution integrations and technology dependencies within their broader ecosystem.

3. **Approval**

- DSIA requests endorsement from IDLG for Core and Common SDAs, including sufficient time for Portfolio of agencies CIOs to seek feedback from relevant agency CIOs and senior executives ensuring consideration to business impact.

- DSIA will share proposed SDAs with the Secretaries Board, allowing for additional consultation upon DTB request. Moreover, when SDAs involve data sharing, such as geospatial data, DSIA will also share them with the NSW Data Leadership Group (NDLG) and the relevant Chief Data Officer (CDOs) for further consultation if requested.

- Following IDLG's endorsement, DSIA requests endorsement from DTB for Core SDAs and note for Common SDAs.

4. **Awareness**

- Following agreement on Core and Common SDAs, information on those SDAs will be published on digital.nsw.gov.au and relevant groups notified (IDLG, DTB and TDAG). Additional communications channels will be leveraged to maximise agency awareness of the SDA, such as circulars and blogs.

5. **Support and reporting**

- The SDA owner is notified of the outcome at which point support services and reporting requirements for the SDA as defined in this policy will commence.

6. **Agency reuse**

- Agencies decide how and when they are able to adopt endorsed SDAs by working with SDA owners to determine viability, feasible levels of reuse, logical points of migration, costs, and other implications. Agencies may seek an exemption if the endorsed SDA is not suitable for their operating environment.

2.4   How SDAs are assured to continue to provide value

- Core and Common SDAs are reviewed annually to ensure they continue to provide value and supporting SDA owners in investment needs and/or decommission planning:

- o SDA owners submit an attestation annually to demonstrate that their asset continues to meet the SDA Criteria (Appendix B).
- o The attestations are reviewed by the Technical Design Advisory Group (TDAG) to ensure the SDA remains desirable, viable and feasible. One of the following recommendations will be made to the IDLG and DTB after consultation with the SDA owner:
    1. **Invest** – Advise continued investment, or increased investment in the SDA to improve the service offering (additional features, availability, security etc.) and/or to increase agency adoption.
    2. **Retire** – Advise to decommission, remove the SDA from the list of must/should use, continue to provide the SDA to existing users until all have migrated to an alternate solution, then retire the SDA.
- o Industry may be consulted as part of the annual review to ensure market mature service offerings are considered in any recommendation.

- If an SDA owner identifies a need to retire their asset, they must notify the TDAG as soon as possible so that the change impact can be understood and managed across relevant governance and funding groups.

- If an SDA owner identifies a need to increase the cost of service, they must consult all users and notify the TDAG if the cost increase is not supported. The TDAG will provide advice to IDLG for discussion and agreement of action.

- The SDA owner is accountable for establishing and maintaining robust data governance protocols to ensure that all data alterations consistently uphold secure, compliant, and high-quality service delivery.

2.5   Digital assets agencies must use

- Use of an SDA means that an agency is using a Core or Common SDA and not procuring or migrating to a duplicate solution. This may include partial adoption of an SDA or its components based on readiness and need, as agreed between SDA Owners and adopting agencies.

- When planning, designing, or procuring digital solutions, it is the responsibility of the project sponsor or business owner of the solution to ensure the use of Core or Common SDAs or to submit an exemption request when usage is not feasible or viable.

- The requirement to use Core and Common SDA will be communicated via the IDLG, DTB, and published on digital.nsw.gov.au. Additional communications channels will be leveraged to maximise agency awareness of the SDA, such as circulars and blogs.

- If an agency has an existing digital solution that duplicates a Core SDA, they must contact the SDA owner and plan the logical point for migration that works for the Agency or agree an exemption.

- The SDA owner must fund, as mutually agreed, part or all of the SDA user agency's costs when the agency is mandated to transition onto or off an SDA within a defined period determined by the SDA owner. If the need to migrate is not driven by the SDA owner, the SDA user covers the cost to migrate to the Core SDA.

2.6   Exemptions

- An exemption can be granted if an SDA cannot meet an agency's current needs. The review of such exemptions will occur on a predefined date, aligning with the SDA's roadmap for meeting the agency's needs.

- Exemption requests should come from the project sponsor or business owner of the digital solution.

- Exemption requests are submitted to DSIA who completes the initial review, and manages the exemption process, monitoring, and reporting progress to the requester, IDLG and DTB. To support the initial review of a request, DSIA may seek advice from the TDAG as well as the Portfolio of agencies CIO or Agency Chief Information Officer.

- Endorsement for Core and Common SDA exemptions is requested from IDLG.

- Endorsement for Core exemptions is requested from DTB (noting Common exemptions).

- Exemption decisions will consider factors such as customer impact, financial implications, legal and regulatory compliance (at state and federal levels), the SDA's functional and data readiness, existing agency-owned digital assets, and the potential disruption to agency operations. This assessment also includes considering the SDA's ability to meet specific business needs in various operating contexts, such as emergency response and law enforcement.

- The TDAG and DSIA are notified of any approved exemptions.

- When a Core or Common SDA is communicated as endorsed, owners of existing digital solutions will be required to submit an exemption when:

  o They plan to migrate an existing solution to a solution that is not a Core or Common SDA.

  o They are unable to migrate to a Core or Common solution by the required date communicated by the SDA owner.

2.7   Reporting requirements

- Reporting increases visibility of SDAs and enables SDA owners to obtain support and advice from digital experts and senior executives in the TDAG, IDLG and DTB.

  o Core SDA owners must provide biannual usage reporting to the TDAG on the adoption, value, and funding status of their asset (Appendix A).

  o **Core and Common SDA owners** are to submit an attestation annually to the TDAG that their asset continues to meet the SDA Criteria (Appendix B). Attestations may be requested by the TDAG when there are significant changes to an SDA such as transitioning from seed to scale.

  o DSIA monitors and manages SDA reporting.

2.8   Governance

- The following groups ensure the effective governance and assurance of SDAs.

- The governance framework follows a hierarchy, with proposed SDAs moving sequentially for prioritization, assessment, and endorsement. TDAG advises candidate SDAs before IDLG's review and endorsement of common and core SDAs. Core SDAs then proceed to DTB for final endorsement, ensuring high-level support via DTB from senior government leaders. Agencies can seek exemptions from IDLG for common solutions, with exemptions for core solutions proceeding to IDLG and then DTB. DTB may refer matters to the Secretaries Board in cases of escalation or unresolved disputes.

- Note the descriptions of the following groups are in the context of SDA reuse.

Digital Transformation Board (DTB)

- Membership at the Deputy Secretary level overseeing ICT and Digital investment alignment to whole of government strategy.

  o Final endorsement for Core SDAs

  o Final endorsement for Core SDA reuse exemptions

  o Final endorsement for SDA priorities

  o Notes Common SDAs

- o Notes Common SDA reuse exemptions
- o Notes SDA compliance reports.

ICT & Digital Leadership Group (IDLG)

- Membership at the CIO level providing senior expertise for decision making on ICT and digital works across NSW Government.
    - o Initial endorsement for Core SDAs
    - o Initial endorsement for Core SDA reuse exemptions
    - o Initial endorsement for SDA priorities
    - o Final endorsement for Common SDAs
    - o Notes SDA compliance reports.

Technical Design Advisory Group (TDAG)

- Membership at the Director level providing technology and architecture advice across NSW Government on planned and in-progress digital investments, with a focus on reuse.
    - o Advises DSIA on SDA investment priorities
    - o Advises DSIA on project compliance to Core and Common reuse
    - o Advises IDLG and DTB:
        - o If an SDA should be invested in or retired
        - o Reuse exemption requests received from agencies
        - o Considerations for proposed Core and Common SDAs
    - o Endorses SDA owner biannual reporting submissions
    - o Endorses SDA owner annual attestations
    - o Endorses standards (e.g., architecture, solution patterns) related to driving reuse of SDAs
    - o Advises SDA owners on recommendations to improve the quality of an SDA.

Digital Strategy, Investment and Assurance (DSIA)

- A branch within the Department of Customer Service with ownership of whole of government digital strategy, investment, architecture, and assurance.
    - o DSIA is the owner of this policy, and is responsible for communicating, updating, and supporting the public sector's understanding of this policy.
    - o DSIA owns, monitors, and manages the process, templates, and outputs for:
        - o Attestation
        - o Reporting
        - o SDA prioritisation
        - o Endorsing SDA as Core or Common, and agreeing the SDA owner
        - o Reuse exemptions
        - o Agency compliance via the NSW Government ICT Digital Assurance Framework (IDAF)
        - o Agency compliance via the NSW whole of government pipeline
        - o Standardised SDA operating, funding, and consumption models.
    - o Supports prioritised SDAs owners to obtain funding
    - o Ensures continued improvement of all governance and assurance processes, templates, and standards related to this policy.
    - o DSIA will share proposed SDAs with the Secretaries Board, allowing for additional consultation upon DTB request. Moreover, when SDAs involve data sharing, such as

geospatial data, DSIA will also share them with the NSW Data Leadership Group (NDLG) and the relevant Chief Data Officer (CDOs) for further consultation if requested.

- o Appropriate time will be allocated for consultation within and across agencies to inform Secretaries Board, DLG and other governing bodies in the endorsement of SDAs.

2.9 Compliance requirements

SDA Owners

- Owners of endorsed Core and Common SDAs need to be compliant to this policy. An owner is non-compliant when they do not submit (fully or in part) the requested biannual report and attestation. Compliance will be monitored by DSIA.

- Non-compliance would be considered a breach of the SDA owner's responsibility as defined in this policy and could result in funding implications for the SDA. The TDAG may request the SDA owner to provide justification to the DTB.

- Compliance will be reported on a regular cadence to the IDLG and DTB.

SDA Users

- NSW Government agencies **must** use Core SDAs and **should** use Common SDAs.

- An agency is non-compliant if they procure or migrate to a solution that is not an endorsed Core or Common SDA and they do not have an approved reuse exemption.

- An agency that is non-compliant to use of a Core or Common SDA will be in breach of the agency responsibility, requiring justification to the TDAG.

- If the TDAG agrees that an SDA could be used, the non-compliant agency will be required to provide a plan to how they will become compliant. Acceptance of the plan by the TDAG will be required, with escalations to IDLG or DTB if needed. Non-compliance may result in implications to the funding of the agency's solution.

- Compliance is managed and monitored by DSIA via:

    - o The ICT Digital Assurance Framework (IDAF)
    - o The NSW whole of government pipeline.

- Compliance will be reported on a regular cadence to the IDLG and DTB.

2.10 Funding

- All funding decisions are made by the Expenditure Review Committee (ERC) of Cabinet based on the merit and risks of the project captured under existing NSW Government policies and frameworks.

- ERC is not bound to fund SDAs prioritised and endorsed under this Policy.

SDA owners

- Owners of Core and Common SDAs must secure funding the total cost of the asset for the period it is forecast to be needed. This includes project costs (seed and scale) and operational costs such as licensing, ICT infrastructure, and human resources for support and enhancement services.

- If an agency must transition onto or off (migrate) an SDA in a defined period driven by the SDA owner, the SDA owner must fund part or all the SDA user agency's costs, as mutually agreed upon at the time of endorsing the SDA as Core or Common.

- SDA owners must include costs to remediate any high risks raised by the TDAG.

- DSIA will support priority SDA owners by identifying appropriate funding sources, including in situations where delivery costs have increased due to regulatory requirements from SDA users.

This includes working proactively with the SDA owner to engage senior levels of government (IDLG, DTB, Secretaries and Ministers) to secure funding the total cost of the asset.

SDA Users

- SDA users are accountable for securing funding needed to use an SDA. This includes upgrading legacy systems to enable integration to SDAs, organisational change management and training.

- If an agency must migrate to an SDA in a defined period driven by the SDA owner, the SDA owner must fund part or all the SDA user agency's costs known at that point in time, as part of the SDA being endorsed as Core or Common. This funding is to be mutually agreed between SDA Owners and Users.

- SDA users' inability to transition or use an SDA due to legacy systems and lack of funding will be highlighted by SDA owners as part of biannual reporting on agency adoption and risks. This will not automatically lead to funding but will raise awareness and highlight the dependencies needed to achieve broader benefits.

- SDA owners will support users in timing their adoption of the SDA.

Funding sources

- The appropriate source of funding is dependent on the specific assets as some fall under different jurisdictions, legal frameworks, may have fixed known costs or high variability based on user behaviour (bushfires, floods, voting, budget cycles etc.).

- Funding sources include but are not limited to Consolidated funding, Digital Restart Fund (DRF), Cost Recovery models, Commonwealth Government, grants, and reprioritisation of existing funding.

  Standard funding and consumption models will be made available to all SDA owners as they are developed. This information will be published on digital.nsw.gov.au.

2.11   Support for SDA owners

- In addition to supporting funding needs of priority SDAs as mentioned above, all SDA owners will have access to best practice SDA standards and guidelines, developed over a period by DSIA, in consultation with the TDAG. These resources will be published on digital.nsw.gov.au.

- SDA owners can engage DSIA for guidance and support in use of published best practice standards and guidelines.

- The attestation process will result in recommendations by the TDAG to address any critical risks with existing SDAs. This should support SDA owners in requesting funding to transition to best practice.

2.12   Ownership

- Any NSW Government agency can own a Core or Common SDA. Appropriate ownership is reviewed when an asset is endorsed as a Core or Common SDA.

- Appropriate ownership considers:
    - The capability of the proposed SDA owner by assessment of the SDA Criteria (Appendix B).
    - Other potential digital solutions that could be the Core or Common SDA.
    - Funding and cost recovery models for the SDA.

- When ownership transitions from a project delivery team to an operations team:

- o The operations team requirements must be included in the SDA project scope and commercial contracts. This includes consideration to the operational team ways of working, tools, and capabilities.
- o The project development team has full accountability for ensuring a smooth transition including obtaining the operations team acceptance for the transition.

2.13 ICT industry involvement

- The ICT industry has two possible roles regarding SDAs:
  1) As a service provider of an SDA owned by an NSW Government agency:
     - o Provides the SDA as a service back to NSW Government
     - o Managed under contract by a NSW Government agency, who is accountable for SDA reporting and attestation.
     - o Participates in ecosystem workshops/planning to refine how the SDA needs to evolve to remain relevant.
  2) As part of an SDA ecosystem:
     - o Provides private sector products that are pre-integrated to NSW Government SDAs
     - o Advises on changes to existing SDAs and ecosystems to increase value
     - o Advises on standards that SDAs should be compliant to and/or use.
- Further information on how industry can get involved is published on digital.nsw.gov.au.

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Appendices

3.1 Appendix A - Usage reporting requirement

- Reporting processes and templates are managed by DSIA and will be made available via digital.nsw.gov.au as they are developed. The following is an indication of the type of information SDA owners will be requested to report:

  - **General information**: Name, owner.

  - **Adoption progress**: Which agencies are using the asset today and which are planning to use the asset in the future, how is the SDA ensuring that current and future needs of customers are known and being catered for.

  - **Value:** Milestones for the previous and upcoming 2 calendar quarters that communicate the value resulting from agency adoption.

  - **Funding**: Status of funding the SDA's total cost of ownership (TCO), including consideration to agency onboarding, service maturity, assurance, scale and run costs.

  - **Issues**: Any issues preventing adoption and reuse (e.g. if an agency is not compliant to reuse), mitigation plans, and other support needed.

3.2 Appendix B – SDA Criteria

- Core and Common SDA owners will be expected to meet the following criteria in the assessment and annual attestation process and may be requested to provide evidence to support their assessment and attestation. The SDA owner will be expected to be clear where they are not compliant and why.

- It is accepted that the following presents an established and mature SDA; any unmet criteria will be reviewed on case-by-case basis. As we operationalise this policy, we will establish a standardised methodology leveraging the following SDA criteria to ensure a consistent, evidence-based approach to evaluating an SDA's readiness for becoming core or common.

3.2.1 Desirable, Viable Feasible (DVF)

- The proposed State Digital Asset reuse is desirable, viable and feasible:

  - **Desirable** (is it needed) – NSW Government agencies need this solution now and will use it.

  - **Viable** (is it sustainable) – The digital asset is funded and has proven its ability to support the needs of customers and agencies. The total cost of ownership and implications to SDA users is understood. It is the best option for NSW Government for the forecast life of the SDA, and is enabled by suitable commercials contracts, with clear sponsorship. The risk of proceeding with the SDA is clearly understood (e.g., financial, commercial, security, privacy, data and impact to customers)

  - **Feasible** (can it be done) – The digital asset meets the needs of customers and agencies (functional, technical, architecture, when needed, at industry comparable cost), and considers the legal and regulatory constraints that agencies operate within.

3.2.2 Suitable operating and funding model

- The SDA operating model supports a great customer experience and meets the requirements of the users by having:

  - Service levels

  - Suppliers and related commercial contracts

  - Process maturity (customer support, onboarding, and continuous integration and delivery).

  - Clear governance models, managing the risk of a shared asset, including:

- Service Operations (e.g. incident, problem, request fulfillment)

- Data (e.g. ownership and decision making)

- Cyber Security (e.g. incident roles and responsibilities)

- Business continuity planning and management

- The SDA total cost of ownership (TCO) is funded for the next three years:

   o Known funding model (i.e., Digital Restart Fund, Consolidated fund, cost recovery)

   o Funding covers onboarding, assurance, continuous improvement, delivery, and ongoing support, including training and guidance materials.

3.2.3   Best practice alignment

- The SDA meets best practice:

   o **Meets whole-of-government needs** – the digital asset is developed and continuously improved in collaboration with agencies, delivering clear value in its reuse, has effective governance and sponsorship, and defined service levels.

   o **Resilient to Machinery of Government changes** – Where possible the digital asset is not dependent on any specific organisational structure able to continue to provide services when machinery of government changes occurs.

   o **Appropriate ownership** – The digital asset should be provided by industry unless there is privacy, conflict of interest, or lack of market service offerings.

   o **Appropriate development** – The digital asset should be designed and developed by the agency that will continue to run and provide the service

   o **Effective change management planning** – Maintenance and change schedules, and SDA roadmap decisions are conducted in a way to ensure users' needs continue to be met.

   o **Secure by design** – Appropriate security and cyber controls are in place for the full lifecycle of the asset.

   o **Privacy by design** – Appropriate privacy controls are in place for the full lifecycle of the asset.

   o **Accessible by design** – The digital asset is accessible and inclusive for all users.

   o **Proven and scalable** – The digital asset has demonstrated its reusability and scalability to effectively meet the needs of adopting agencies, encompassing high availability, separation of concerns, and ample capacity (compute, processing, storage) in alignment with agency requirements.

   o **Provides ongoing support and service transparency** – The digital asset provides adopting agencies with robust onboarding, documentation, and support processes, including to aid in the transition from existing solutions. The performance of the service should be transparent to adopting agencies. The product roadmap should be published and available.

   o **Interoperable and extensible** – The digital asset can be extended as requirements change, facilitated by the use of established technologies and industry standards as well as enabling others to reuse components/data from the solution where possible.

   o **Aligns to government priorities, policies, and legislation** – The digital asset supports the delivery of government priorities and meets relevant regulation and legislative requirements (e.g., privacy, cyber security).

   o **Continuous integration and development** – The SDA's operations team runs continuous integration and continuous delivery of value, has robust testing and quality assurance processes, whilst ensuring service levels are maintained.

- o **Continuous improvement of service maturity** – The service offering continues to improve, making it easier for customers to find, procure, onboard, integrate to, and obtain support. It provides mechanisms for gathering feedback from adopting agencies, facilitating ongoing improvements.

- o **Technology used informed from an open market engagement** – The SDA owner has engaged the ICT market in a way that does not limit potential technology solution options, ensuring the best digital solution and technology is identified and used.

- o **Use of whole of government contracts** – The SDA owner leverages whole of government digital solution contracts where appropriate.

- o **Leverages NSW SDAs** – The digital asset is compliant in using Core SDAs.

- o **Asset management** – The digital asset is managed to NSW Asset Management Policy standard (TPP19-07).

3.3 Appendix C - Acronyms

Abbreviation	Definition
CIO	Chief Information Officer
DCS	Department of Customer Service
DSIA	Digital Strategy, Investment and Assurance
DTB	Digital Transformation Board
IDAF	ICT Digital Investment Framework
IDLG	ICT and Digital Leadership Group
SDA	State Digital Asset
TDAG	Technical Design Advisory Group

3.4 Appendix D – Glossary

Term	Definition
Adoption	The act of an NSW Government agency using an SDA
Attestation	SDA owner declaration that their SDA is desirable, viable and feasible, and operating to best practice
Capabilities	Defines the main function of the SDA, e.g., payments
Common SDA	Type of SDA that <u>should</u> be used by NSW Government agencies
Core SDA	Type of SDA that <u>must</u> be used by NSW Government agencies
Digital Restart Fund	A fund administered by the Department of Customer Service, funding iterative, multi-disciplinary approaches to planning, designing, and developing digital products and services in NSW. https://www.digital.nsw.gov.au/funding/digital-restart-fund
Digital Solution / Digital Asset	The combination of technology, applications, information, commercials, process & people to deliver an outcome
Ecosystem	A term to describe a grouping of digital assets dependent on each other to achieve a desired business outcome
Enterprise architecture	Applying system thinking to the enterprise (digital solutions, information, people, partners, customers) to increase efficiencies, improve customer experience, innovate, and transform
Exemption	To exempt an NSW agency from its obligation to use a Core or Common SDA.
Framework	Defines the key elements (process, people, information, system, standards, partners, commercials) for effective, safe and secure ICT and digital strategic planning, delivery and operations
Funding Model	Defines how the cost of an asset is funded
ICT Infrastructure	Information and communications technology infrastructure (includes software, hardware, firmware, networks, hosting/cloud)
Investment	A digital solution to be funded, which could be defined as a project, or a work package delivered by a business function
Legacy	A digital solution that is no longer fit to meet business or customer needs
Must	Mandating use of an SDA
NSW ICT Digital Assurance Framework (IDAF)	The objective of the ICT Digital Assurance Framework is to ensure NSW Government's ICT projects are delivered on time and on budget through the implementation of this risk-based independent assurance framework: https://www.digital.nsw.gov.au/sites/default/files/2022-12/ict-digital-assurance-framework_1.pdf
Operating model	The model in which the SDA business function operates. It includes people, process, information, technology, contracts, commercials, partners, stakeholders and customer
Platforms	Digital solutions that provide foundational technical features or data that multiple products can use

Portfolio of Agencies	Groupings of NSW Government departments, agencies, and organisations. List of NSW portfolio of agencies can be found here https://www.nsw.gov.au/departments-and-agencies
Privacy	Any information or opinion about an identifiable person
Product	Applications used by the end user
Project	A temporary grouping of people and resources to deliver one or more outputs in accordance with an agreed business case
Project Sponsor	The delivery agency executive with overall responsibility for ensuring that a project meets its objectives and delivers the projected benefits
Reuse	A digital asset used by more than one agency
Roadmap	A high-level plan showing specific projects, initiatives or solutions sequenced over a period to deliver short- and long-term objectives.
SDA Criteria	The criteria used to determine if a solution should be an SDA and to ensure NSW SDAs meet best practice.
SDA Prioritisation	The process to identify SDAs that are priority for NSW Government
Service	The involvement of human services (people) to deliver an outcome to customers
Should	Preferred use of an SDA
State Digital Assets (SDAs)	Digital solutions used by more than one NSW Government agency and are endorsed to be Core or Common
Value Chains	A series of consecutive steps to create value.
WofG Pipeline	A collection of all NSW Government agencies planned and started (early stages) ICT and digital investments. Managed by the DSIA in the Department of Customer Service

3.5   Appendix E - Related policies and documents

Issuer	Document Name
Department of Customer Service	Digital ICT and Investment Strategy 2022-2024
Department of Customer Service	*Digital Restart Fund Act 2020* No 15
Department of Customer Service	ICT and Digital Assurance Framework (IDAF)
NSW Treasury	Asset Management Policy for the NSW Public Sector (TPP19-07)

3.6   Appendix F – Key Contacts

- Digital Strategy, Investment and Assurance (DSIA), email digital@customerservice.nsw.gov.au
- Technical Design Advisory Group, email ea@customerservice.nsw.gov.au

3.7   Appendix G – Document control

3.7.1   Document Approval

Function	Date approved
ICT and Digital Leadership Group	31 May 2023
Digital Transformation Board	18 May 2023

3.7.2   Document version control

Version	Status	Date	Prepared By	Comments
1.0	Final	October 2023	DSIA	

3.7.3   Review Date

This policy will be reviewed in December every year.

It may be reviewed earlier in response to post-implementation feedback from business units.

Department of Customer Service.

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