

# OUR DIGITAL FUTURE

Tasmanian Government strategy  
for digital transformation

MARCH 2020

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## MESSAGE FROM THE MINISTER



**The indisputable truth of modern life is that we are more mobile, more connected and more reliant on technology than ever before.**

While our local and global communities may be geographically, socially, culturally and economically diverse, we are united by a common need: to interact with one another and transact business in an increasingly digital environment.

We must keep pace with this changing paradigm and seize the enormous opportunities before us. We must work to ensure that our communities, businesses, industries and public services are equipped to optimise the use and benefits of new technologies.

We must also safeguard the integrity of the digital data we use, share and manage on behalf of the people of Tasmania, using the information we derive from this data to develop more targeted and effective policies, supported by contemporary services that meet the needs of all Tasmanians.

The Government has been working hard to develop stronger, more productive linkages with business, industry, academia and the community. Our digital future relies heavily on the cooperative achievements of all sectors working together. For example, pursuing the opportunity for Tasmania to develop as a centre of academic and professional digital excellence, capable of attracting, mobilising and retaining a specialist workforce that is able to meet increasing local, national and international demand across core technology occupations.

We are also committed to enhancing existing and new collaborative partnerships to help improve the digital skills of people and businesses in our communities, and to providing more opportunities for digitally disadvantaged Tasmanians.

Our goal is to develop stronger foundations so that, in the future, more Tasmanians will be able to access and use 'anytime, anywhere' digital services and information. For the Government, that does not mean taking away our existing service options, such as face-to-face or phone access; it simply means developing an improved range of seamless services that offer more choice, greater convenience and flexibility.

In the years and decades to come Tasmania, like all jurisdictions, will continue to face social, environmental and economic challenges. The work we do now will help us to meet these challenges. Together, we can leverage the increasingly digital environment in which we all live and work, to achieve our personal best, improve the health and welfare of families and communities, and develop new skills and capabilities for our children, our businesses and our future.

I commend the vision and objectives of *Our Digital Future* and encourage you to work with us to turn our vision into reality, helping Tasmania to grow and flourish in the digital world.

A handwritten signature in black ink that reads "Michael Ferguson". The signature is fluid and cursive, with a long, sweeping tail on the 'n'.

**Michael Ferguson MP**

Minister for Science and Technology





# STRATEGY AT A GLANCE

VISION		
	<i>A prosperous and connected Tasmania, collaborating and thriving in a technology-enabled world</i>	
COMMUNITY	ECONOMY	GOVERNMENT
PRIORITIES		
<ul style="list-style-type: none"> <li>—○ Inclusion</li> <li>—○ Skills</li> <li>—○ Engagement</li> </ul>	<ul style="list-style-type: none"> <li>—○ Business</li> <li>—○ Industry</li> <li>—○ Workforce</li> </ul>	<ul style="list-style-type: none"> <li>—○ Services</li> <li>—○ Capability</li> <li>—○ Infrastructure</li> </ul>
PRINCIPLES		
<ul style="list-style-type: none"> <li>—○ Accessibility</li> <li>—○ Ability</li> <li>—○ Affordability</li> </ul>	<ul style="list-style-type: none"> <li>—○ Capability</li> <li>—○ Creativity</li> <li>—○ Connectivity</li> </ul>	<ul style="list-style-type: none"> <li>—○ Simplicity</li> <li>—○ Security</li> <li>—○ Strategy</li> </ul>
OBJECTIVES		
<ul style="list-style-type: none"> <li>➔ A more digitally engaged and confident community that is socially, culturally, economically and educationally connected</li> <li>➔ People in urban and rural areas across all regions have greater opportunities to participate and interact online with local, national and global communities, businesses and information sources</li> <li>➔ People are supported to engage with government in the way that suits them best</li> <li>➔ People and businesses are able to interact with government in a simple, secure, streamlined and accessible digital environment</li> </ul>	<ul style="list-style-type: none"> <li>➔ A sustainable, innovative and secure business community that welcomes and adopts emerging technologies, and is empowered to transact digitally in local, national and global markets</li> <li>➔ A vibrant, interconnected and well-supported startup environment for digital entrepreneurs</li> <li>➔ A talented, diverse and inclusive local workforce that values, attracts, trains and retains people with specialised technology skills</li> <li>➔ Reliable, scalable, available and affordable digital communications infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>➔ Securely-managed government information and technology systems, able to support efficient, joined-up public services</li> <li>➔ Evidence-led policy decisions enabled by authoritative, accessible and appropriately managed data</li> <li>➔ Skilled and capable government staff, able to incorporate new digital approaches and support contemporary technology systems</li> <li>➔ Government-provided services and business operations realise the benefits of cloud-based services</li> </ul>



## STRATEGY AT A GLANCE (CONTINUED)

COMMUNITY	ECONOMY	GOVERNMENT
MAJOR ACTIONS		
<ul style="list-style-type: none"> <li>→ Deliver the Digital Ready for Daily Life program for digitally disadvantaged groups, including low income households, older Tasmanians and people not in paid employment</li> <li>→ Strengthen opportunities for lifelong digital skills learning</li> <li>→ Provide more options and opportunities for public access to 'anytime, anywhere' government services</li> <li>→ Improve telecommunications infrastructure, particularly in rural and regional Tasmania</li> <li>→ Increase 'smart city' technology to support urban communities and new technology businesses</li> <li>→ Support transformative digital projects that improve the delivery of frontline services to Tasmanians</li> </ul>	<ul style="list-style-type: none"> <li>→ Empower local businesses through the Digital Ready for Business program</li> <li>→ Work with industry, business and education partners to develop and promote digital education, career pathways and workforce capability</li> <li>→ Accelerate technology startups and entrepreneurial pathways through targeted programs supported by the Office of the Coordinator-General</li> <li>→ Build the export capabilities of technology businesses through the Tasmanian Trade Strategy 2019-2025</li> <li>→ Uplift the global branding of Tasmania's information technology industry</li> <li>→ Work with industry providers to enhance the adequacy and reliability of Tasmania's digital communications infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>→ Develop new frameworks for information management and data analytics</li> <li>→ Develop a whole-of-government technology roadmap</li> <li>→ Adopt a cloud-first policy approach across government agencies</li> <li>→ Implement a cybersecurity program that prioritises critical asset protection across government</li> <li>→ Develop digital culture and capability across government agencies</li> <li>→ Streamline government processes for the procurement of technology services</li> <li>→ Reduce government red tape through the adoption of digital solutions</li> <li>→ Develop an agile, iterative and risk-managed approach to the management and delivery of digital projects and services</li> </ul>

# THE FUTURE IS NOW

## Digital technologies have transformed the way we communicate, store and find information, deliver services and transact business.

People no longer expect to complete paper forms, wait in queues or provide the same information multiple times to the same organisation. People also expect to be able to interact quickly and efficiently with government in the way that suits them best, anywhere and anytime: over the counter, telephone or internet; at work, at home or on the move.

Digital transformation is often described as the fourth industrial revolution because of the revolutionary impact it has on human life and work, fusing technologies and blurring lines between physical, digital and biological spheres. The impact of digital transformation on businesses, industries and societies is far-reaching, not just in positive economic terms and job growth, but for environmental benefits as well.

Digital devices and sensors in the world around us connect, exchange data, interact and self-regulate. Agricultural sensors can monitor soil moisture and crop growth to automate watering. Smart city sensors can indicate when rubbish needs collecting and toilets need cleaning. Environmental resources can be better managed by matching supply with demand to minimise waste. The potential benefits of digital transformation are endless, but to realise these benefits Tasmania must develop new skills, capabilities and infrastructure.

Australia has one of the most connected populations in the world, embracing new digital devices and services with an enthusiasm that rivals other early adopting nations.<sup>1</sup> Tasmania contributes to, learns from and influences the Australia-wide digital transformation of government to meet the needs and expectations of citizens through active participation and collaboration in the work of the Australian Government's Digital Transformation Agency, the Australian Data and Digital Council and inter-jurisdictional committees and working groups across multiple portfolio areas.

Tasmania was the first Australian state to be connected to the National Broadband Network (NBN). Launceston is one of Australia's first smart cities, with city-wide networks that allow sensors in everyday objects to interact remotely to make life easier and improve the way systems work, such

as controlling traffic and street lighting. Networks established in Launceston and other locations around the State provide ideal test platforms for entrepreneurs to create, trial and commercialise cutting-edge technology solutions.

In this technology-driven environment, Tasmanian businesses are increasingly adopting digital methods and tools to promote and deliver services and commercial transactions online. Our academic institutions, local research clusters, niche industries, stable workforce, world-renowned natural heritage and enviable lifestyle are capable of attracting, developing, sustaining and promoting Tasmania as a 'centre of digital excellence', encompassing education and training, exciting career opportunities and an appetite for innovative projects that contribute to better socioeconomic outcomes for the State and the nation.

Tasmanian people welcome the speed and convenience of services that simplify their personal and business interactions, at the same time expecting that information entrusted to government will be securely managed and appropriately shared across the relevant business areas of government agencies. For the Tasmanian Government, digital transformation offers opportunities to improve service quality, access equity and productivity, enabled by leveraging a combination of new approaches and technologies.

**Digital maturity is about adapting the organisation to compete effectively in an increasingly digital environment.**

**Maturity goes far beyond simply implementing new technology by aligning ... strategy, workforce, culture, technology and structure to meet the digital expectations of customers, employees and partners.**

**Digital maturity is, therefore, a continuous and ongoing process of adaptation to a changing digital landscape.<sup>2</sup>**

<sup>1</sup> EY Sweeney (2017) *Digital Australia: State of the Nation*.

<sup>2</sup> Kane, Palmer, Nguyen Phillips, Kiron and Buckley (2017) *Achieving Digital Maturity*.



# OUR DIGITAL MATURITY

## Digital maturity can only be developed incrementally.

As the Tasmanian Government's first strategy for digital transformation, Our Digital Future articulates a strong commitment to helping and inspiring Tasmanian people, businesses, industries and government agencies through the initial, foundation-building phase.

Digital maturity means much more than embracing new technologies: it is an ongoing process of seeking out, adopting and encouraging new ways of doing things, challenging and changing conventional practices. It means innovating to remove unnecessary costs and activities. It means putting citizens at the heart of everything we do.



**Technology is important, but as an enabler, not an outcome.**



To transform into a digitally mature organisation, the Tasmanian Government must focus on building digital capability and innovation, leveraging new skills and emerging technologies to develop more responsive policies, reduce red tape and deliver better services.

Community service expectations cannot be met without keeping digital information and services secure and protected. Digital services cannot be delivered by an organisation that does not have the capability or skills it needs to innovate, source and support new technologies.

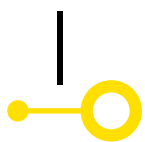
Our goal is to build the foundational infrastructure, partnerships and workforce capability necessary to facilitate digital transformation, while carefully managing and protecting the security and integrity of information and services.

The Government's progress towards digital maturity will be supported by the development of a whole-of-government technology roadmap that links planned initiatives with the objectives and priorities of *Our Digital Future*. The roadmap will be strengthened by robust governance and managed processes that allow for ongoing reprioritisation as new business needs, challenges and priorities emerge.

## OUR VISION

*A prosperous and connected Tasmania, collaborating and thriving in a technology-enabled world*





# OUR DIGITAL COMMUNITY

## DIRECTION

**All Tasmanians should have an equal opportunity to interact with digital services and information in ways that are easy to use, convenient and readily available.**

The Tasmanian Government is committed to supporting initiatives that encourage the benefits of digital transformation to accrue more evenly across all sectors of the community and regions of the State. As more and more essential services and information sources are delivered online, people must be afforded equal access to the tools and skills necessary for them to successfully navigate the internet and participate freely in a digitally inclusive environment.

While Tasmania typically experiences lower levels of digital literacy and digital inclusion compared to mainland counterparts, these are improving. Tasmania's Department of State Growth is working collaboratively with industry partners, Libraries Tasmania, other government agencies and the Tasmanian community sector to develop targeted initiatives for lifelong learning and digital inclusion.

In pursuing a digital future, the Tasmanian Government's goal is to provide more responsive public services and information that can be easily understood and used by all Tasmanians, designed for access through mobile phones and other hand-held devices.

The success of this pursuit will largely depend upon delivering the right service in the right way, while continuing to provide alternative, more traditional options for people with different service preferences, different levels of ability and more complex needs.

Citizens interacting with government through secure 'anywhere, anytime' digital services can benefit from savings in time, effort and out-of-pocket travel costs for over-the-counter services, ultimately leading to more equitable and inclusive service delivery outcomes.

## PRINCIPLES

Government-supported initiatives to close the digital divide in Tasmania will align with the following principles:

- **Accessibility:** more equitable coverage and connectivity
- **Ability:** inclusive strategies for digital literacy, knowledge and skills
- **Affordability:** digitally-delivered essential services within reach of all

## MAJOR ACTIONS

- 1.1 Deliver the Digital Ready for Daily Life program for digitally disadvantaged groups, including low income households, older Tasmanians and people not in paid employment**
- 1.2 Strengthen opportunities for lifelong digital skills learning**
- 1.3 Provide more options and opportunities for public access to 'anytime, anywhere' government services**
- 1.4 Improve telecommunications infrastructure, particularly in rural and regional Tasmania**
- 1.5 Increase 'smart city' technology to support urban communities and new technology businesses**
- 1.6 Support transformative digital projects that improve the delivery of frontline services to Tasmanians**

## DIRECTION

**Tasmania's economy will be bolstered by the competitive advantage, productivity growth and prosperity enabled by knowledge-driven digital transformation.**

Economic success is intrinsically linked to the ability to embrace and actively participate in the digital revolution. Government can positively influence economic performance through leadership, collaborative partnerships, public education and innovative policies, projects and programs.

Entrepreneurs recognise that Tasmania's size and socioeconomic characteristics allow us to conduct research, pilot new technologies and truly engage with citizens. With interest building momentum, conditions are perfect for the digital transformation of the economy and for establishing and promoting Tasmania as a centre for digital excellence.

To realise the value of these conditions, Tasmania must be well-positioned to foster, attract, train and retain a highly skilled pool of local professionals and a technology-driven workforce.

The digital engagement of Australia's small-medium businesses has accelerated significantly.<sup>3</sup> Businesses are increasingly adopting new technologies to respond to the needs of customers and suppliers, and to achieve regulatory compliance. These technologies offer significant prospects for economic growth, helping to overcome geographic challenges and open up previously inaccessible national and global markets for Tasmanian businesses, especially for those in more remote and regional areas of the State.

As businesses transform to keep pace with contemporary expectations, they expect the same level of transformation from government. The Government's approach to future service delivery is intended to meet the digital infrastructure and interaction expectations of business and industry sectors, freeing up time, reducing red tape and lowering costs for businesses and government alike.

## PRINCIPLES

The Tasmanian Government will support a digitally connected and prosperous business community through

- **Capability:** skilled and empowered digital-ready businesses
- **Creativity:** accelerated business startups and innovative career pathways
- **Connectivity:** strategic goals achieved through collaborative relationships and connected resources

## MAJOR ACTIONS

- 2.1 Empower local businesses through the Digital Ready for Business program**
- 2.2 Work with industry, business and education partners to develop and promote digital education, career pathways and workforce capability**
- 2.3 Accelerate technology startups and entrepreneurial pathways through targeted programs supported by the Office of the Coordinator-General**
- 2.4 Build the export capabilities of technology businesses through the Tasmanian Trade Strategy 2019–2025**
- 2.5 Uplift the global branding of Tasmania's information technology industry**
- 2.6 Work with industry providers to enhance the adequacy and reliability of Tasmania's digital communications infrastructure**

<sup>3</sup> Deloitte Access Economics (2017) *Connected Small Business*.



## DIRECTION

**The Tasmanian community is best served by a progressive government that puts the contemporary needs and expectations of citizens first, transforming the way it works and the way services are delivered.**

The Tasmanian Government is developing foundations to support the introduction of digital services that are easy to access, understand and use. We know that people expect to be able to quickly and conveniently access everything they need online, irrespective of age, gender, location, ability, life circumstances or cultural heritage. People in remote and regional communities also understand the potential of digital transformation to minimise geographical barriers to government service accessibility.

The Government's approach encourages the progressive integration of multiple government systems, while ensuring that government-held information and services continue to be securely protected. Significant funds have already been allocated to initiatives supporting joined-up digital services and better personal outcomes for vulnerable children, people and families in need, through projects involving community safety, health, child protection and allied services.

As well as enabling community benefits, digital transformation can realise greater cost efficiencies and productivity benefits for government. The adoption of new technologies and new ways of working can support staff to focus on higher value, more responsive human interaction with clients. There are also greater opportunities for geographically dispersed teams of government workers to deliver seamless and consistent citizen-centric services.

The safe and timely transformation of public-facing services must be founded on new ways of managing, sharing and analysing digital data to enhance evidence-led policy and decision making. To support this, *Our Digital Future* prioritises development of a whole-of-government technology roadmap, cybersecurity maturity, information asset management and digital workforce capability. The Government will also develop a more agile approach to the procurement of technology services, including implementation of a new cloud policy that preferences, rather than mandates, the use of on-island cloud services.

## PRINCIPLES

The Tasmanian Government will develop new digital infrastructure and systems that demonstrate

- **Simplicity:** intuitive, seamless and convenient services that enhance two-way interaction
- **Security:** trusted, resilient systems that safeguard government-held information and services
- **Strategy:** connected systems and services that deliver better public outcomes

## MAJOR ACTIONS

**3.1** *Develop new frameworks for information management and data analytics*

**3.2** *Develop a whole-of-government technology roadmap*

**3.3** *Adopt a cloud-first policy approach across government agencies*

**3.4** *Implement a cybersecurity program that prioritises critical asset protection across government*

**3.5** *Develop digital culture and capability across government agencies*

**3.6** *Streamline government processes for the procurement of technology services*

**3.7** *Reduce government red tape through the adoption of digital solutions*

**3.8** *Develop an agile, iterative and risk-managed approach to the management and delivery of digital projects and services*

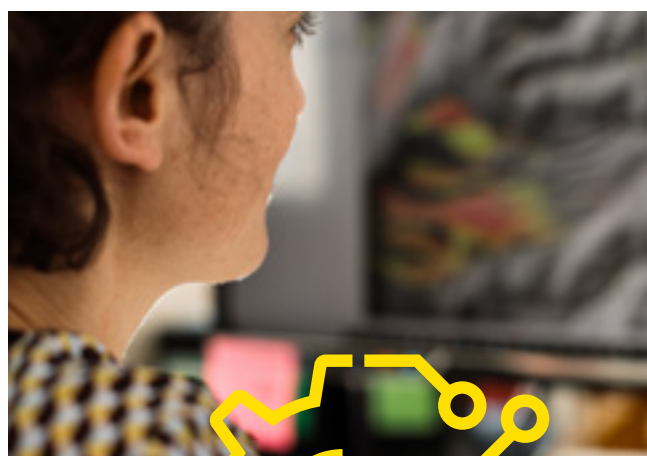
## THE WAY FORWARD

Tasmanian Government agencies are collaborating and actively engaging with Tasmanian people, communities, industries and businesses as we pursue the vision of a prosperous and connected Tasmania, collaborating and thriving in a technology-enabled world.

It is impossible to predict where challenges and technologies will take us in the future, so the frameworks and programs we establish now must be dynamic enough to allow for timely and effective responses to the evolving digital needs and expectations of Tasmanians.

Working on behalf of all agencies, the Tasmanian Government's Department of Premier and Cabinet welcomes input from individuals or organisations on the priorities, objectives and major actions identified in this Strategy.

As work progresses, updates on performance against our objectives will inform the ongoing process of review, refinement and reprioritisation that will characterise the Tasmanian Government as a digitally maturing organisation serving a digitally maturing community.







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PREMIER AND CABINET**

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