



Australian Government

DATA AND DIGITAL GOVERNMENT STRATEGY

# Implementation Plan

December 2024





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# Contents

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Introduction and overview	1
Implementation and progress	2
Mission initiatives	13
Delivering for all people and business	14
Simple and seamless services	17
Government for the future	22
Trusted and secure	23
Data and digital foundations	25
Appendices	27
Appendix A: Metrics framework	28
Appendix B: Initiatives roadmap	29
Appendix C: Delivered initiatives	30



# Implementation and progress

The Government's progress and successes since the release of the Data and Digital Government Strategy.



# Accessible and easy-to-use services

## Delivering services that meet people's needs

Australians have high levels of trust and satisfaction with government services. As more people access digital government services, it is crucial that these services remain trusted and easy to use. To ensure this, the Government is building and adapting services to people's changing needs and using data and analytics to predict when and where services will be required.



### 58% people who trust government services (2024)

This metric has remained stable and indicates people's trust with government services.

People expect personalised, integrated and easy to use government services. To achieve this, the Government is modernising legacy systems focusing on improving digital experiences for people and business. The Department of Foreign Affairs and Trade is replacing its legacy systems and uplifting its digital infrastructure to make it simpler for people to submit and monitor passport applications. The Department of Veterans' Affairs is modernising its ICT ecosystem to support the health and wellbeing of veterans and their families, including implementing a new clinical case management solution for [Open Arms](#), the veterans and families counselling service.



### 68% of people are satisfied with government services (2024)

This metric has remained stable and indicates people's satisfaction with government services.

As government services increasingly move online, the Government is prioritising support for people most at risk of the digital divide, so no one is left behind. The establishment of a [First Nations Digital Support Hub](#) will enable improved digital inclusion for Aboriginal and Torres Strait Islander people and their communities. A network of digital mentors will provide support on connectivity options and improved skills to access services safely and effectively. In addition, the Government will continue to invest in digital technologies and capabilities to ensure older Australians get the quality of care they deserve through uplifting services under the new [Aged Care Act](#).

The Government continues to use technology, data and analytics to deliver simple and accessible services. This ongoing commitment is focussed on designing, building and running services that are inclusive, safe and reliable, underpinned by the [Digital Experience Policy](#). Released in July 2024, this policy, along with its four standards, is guiding the Australian Public Service (APS) to design and deliver better digital experiences and services that meet the needs of all people and business. Additionally, the Government continues to enhance the [Australian Government Architecture](#) to enable access to standards and designs, to promote government digital solutions that are interoperable, reusable and easy to understand.



# Accessible and easy-to-use services

## Making it easier for people and business to tell us once

When people need to notify government about changes in their personal circumstances, they often find the experience time consuming and difficult to navigate. People want digital services that are simple and seamless and anticipate their needs. This is why the Government is focused on strengthening service delivery that improves people's experience of government.

In line with its commitment for myGov to be the primary front door for digital services, the Government is making improvements to the myGov user experience, functions and performance. From 2024, people can quickly and easily complete Commonwealth statutory declarations in myGov for things like insurance or superannuation claims. People can also access and store government cards, such as Medicare and Veterans Cards, in a digital wallet in the myGov app. Ongoing improvements to the user experience of digital and non-digital government services will be guided by the [Interim Services Australia Independent Advisory Board](#).



### 20.2 million linked active myGov accounts (2024)

This metric has remained stable and indicates the number of Australians actively accessing government digital services.

The Government is strengthening its use of data and digital technologies to reduce administrative burden that people and business face when engaging with different parts of government. The Birth of a Child pilot program will improve the experience of parents, enabling them to provide information in one place after the birth of their child. Sharing information with participating government agencies means people don't have to provide the same information multiple times. The Government has established a National Health Information Exchange that will facilitate the secure, interoperable exchange of a patient's vital health information across healthcare settings, to improve the speed, quality, safety, and cost of care.



# Protecting Australians

## Strengthening the protection of Australians' personal information

Australians engage with online services for a wide range of activities, and expect to conduct these transactions safely and securely without their personal information being at risk from cyber threats. Australians reported more than 216,000 scams to the National Anti-Scam Centre between January and October 2024, amounting to more than \$261 million in losses.

To counter this, the Government is building on robust privacy and security settings and a culture of integrity and accountability, to give people and business confidence that their information will be safe. Passage of the [Privacy and Other Legislation Amendment Bill 2024](#) on 29 November 2024 strengthened privacy protections for all Australians and outlaws an individual's personal data being intentionally and maliciously exposed online. The new legislation gives people the ability to seek compensation from perpetrators for harms resulting from a serious invasion of their privacy and gives stronger enforcement and investigative powers to the Office of the Australian Information Commissioner to respond to privacy and data breaches. In addition, the Government introduced the Identity Verification Service [Credential Protection Register](#) in response to recent national data breaches. This register protects people whose personal details and credentials have been stolen from suffering additional harm by 'locking down' the stolen credentials. This register has already blocked over 300,000 attempts to use stolen credentials for fraudulent purposes.

The *Privacy Act 1988* reform works hand in hand with the [2023-2030 Australian Cyber Security Strategy](#) to improve Australia's cyber security, manage cyber risks and better support people and business to manage the cyber environment around them. These settings allow Australians to harness opportunities from data and digital technologies to achieve their objectives while keeping their information and data safe.

The [Executive Cyber Council](#) continues to be a key forum for genuine and transparent co-leadership between the Government and industry leaders on a range of key cyber security issues. This includes taking a unified approach to elevate cyber security awareness and resilience among small and medium-sized businesses.

## Building public trust in a secure digital government

The Government is focused on being an exemplar in using data and digital technologies to support people's decisions and choices when engaging with public services. This includes having the right frameworks, accountabilities and culture in place to support public trust, privacy and security. To achieve this, the Government is committed to delivering services that are trusted, transparent and ethical and support peoples' choices.

One way the Government is driving this is by expanding the use of [Digital ID](#) across the economy as a convenient, voluntary and inclusive way for people to verify their ID. From 1 December 2024, the *Digital ID Act 2024* establishes a nationally consistent set of standards, allowing a simpler and safer way for people to verify their ID. It will reduce the need for people to continuously produce their physical ID documents and share their personal information when changing jobs, applying for a rental property or accessing many government services. It will also reduce the amount of personal information or data that businesses need to hold about people, as well as the costs in managing and securing that data. The Government will continue to partner with state and territory governments to make it easier, safer and voluntary for people to access and use government services across Australia using Digital ID.



**212 services using Digital ID meet the required security and privacy standards (2024)**

This is a new metric and is an indicator of trust in Australia's Digital ID system.



# Protecting Australians

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The Government is building its protective security maturity and fostering a culture of privacy, security, and proactive monitoring across the APS, including for partners that operate within the Government's data and digital ecosystem. The [2023-24 PSPF Assessment Report](#) found that the Government's overall protective security maturity remains at Maturity Level 2 (67% of agencies), which indicates substantial implementation of protective security requirements. Agencies will continue to collaborate and share information and expertise to actively manage the privacy and security of their ecosystems. This will support alignment and consistency, reduce unnecessary duplication, and protect Australians from inappropriate access or use of their personal information when using government services.



# Using data to improve the lives of Australians

## Improving information sharing to address national challenges

Data is one of the most valuable assets the Government holds. It can be used to form insights for policy development, help people make better decisions and support agencies to provide better public services. The Government is committed to treating data as a national asset that can be used to improve the lives of Australians.

Value is created by sharing data securely with the right people and re-using that data to deliver better outcomes for society. A key national challenge is responding to and ending violence against women and children. In 2024, the Government partnered with state and territory governments to strengthen information sharing enabling coordinated action between governments, law enforcement, policy makers and service providers to stop gender-based violence. Modifications to the [National Criminal Intelligence System](#) will mean police officers, in any jurisdiction, can quickly identify an alleged perpetrator. In addition, the Government invested in stronger data sharing between police, courts and corrections officers through the Criminal Justice Data Asset to inform early intervention and prevention measures across the justice system.



### >11,000 data sharing arrangements reported by 19 agencies

This is a new metric and highlights the strength of partnerships between organisations to share data to support better services, policies and programs.

Sharing data across jurisdictions is helping governments to address and respond to the impacts of climate change. The [National Bushfire Boundaries Data Services](#) provides Australia's first harmonised national view of bushfire boundaries.

The service combines data from 24 state and territory sources to show near real-time boundaries and historical bushfire extents dating back to 1899. This information is supporting emergency services, government agencies, and the public by offering timely, reliable bushfire data for preparedness, response, and recovery efforts, enhancing cross-border decision-making and environmental resilience.

Through the [Data and Digital Ministers Meeting](#), the Government will continue to strengthen partnerships with state and territory governments to use collective expertise to develop new ways of using data, and find solutions to challenges that society is facing.





# Using data to improve the lives of Australians

## Supporting people and business access data to achieve their objectives

Another way to generate value from data managed by the Government is by making it easier for people and business to access that data, to help them respond to the issues they face and achieve their objectives. This is reflected in the Government's commitment to make non-sensitive data open by default, where it is safe and ethical to do so.

Hundreds of national datasets are now connected and available through the [Digital Atlas of Australia](#), including de-identified Income Support Payment data from the Department of Social Services and socio-economic data from the Australian Bureau of Statistics. By making this data available through intuitive dashboards, users can easily conduct research to evaluate program effectiveness and make informed decisions on targeted support for communities across Australia. Through Safe Work Australia's [Our data, Your stories](#) website, diverse users can work with government data and make evidence-based decisions to improve health and safety outcomes for workers across the country.

The Government is collaborating with community, research and industry sectors to unlock better outcomes for the economy using data. Using the Australian Immunisation Register - [Person Level Integrated Data Asset](#) environment, government agencies and research institutions are collaborating to transform data into policy insights that support better health outcomes for all Australians. Austrade's Datathing unites export data from external sources with Australia's own trade, investment and education data to provide an accurate snapshot of business performance across markets and sectors.

A key priority for the Government is using data to reflect and support the priorities and aspirations of Aboriginal and Torres Strait Islander people and their communities. To achieve this, the Government is driving implementation of the [Framework for Governance of Indigenous Data](#) to guide the ways APS agencies partner and co-design with Aboriginal and Torres Strait Islander people on data so that it can be used to drive and monitor efforts to close the gap. The Government will continue to build systems and infrastructure to support greater data discoverability, access, sharing, integration and analytics to improve decision-making and deliver public services that improve the lives of all Australians.



# Using technologies in safe and responsible ways

## Adopting and using new technologies in a safe and innovative way

The Government is taking advantage of opportunities from data and digital technologies by fostering a culture of innovation in the APS to deliver simple, secure and connected services. The Government is collaborating with people and business to ensure its adoption and use of new technologies is done in a safe and responsible way that meets community expectations.

The Government became one of the first in the world to conduct a whole of government trial of generative artificial intelligence (AI). Over 5,000 staff across 60 agencies trialed new ways to innovate and enhance productivity using Microsoft 365 Copilot. Following the six-month trial, [an evaluation](#) found the trial had saved up to an hour in time for trial participants when used to summarise information, prepare a first draft of a document and search for information. Additionally, 65% of managers found that Copilot had a positive impact on the quality and efficiency of team members.



**86% of Copilot trial participants wished to continue to use Copilot, with 69% agreeing it improved the speed at which they could complete tasks.**

Innovative approaches are being applied by the Department of Home Affairs using data and AI to enable real-time interventions in international mail consignments. Australia receives around 10 million mail consignments every month. Using an AI model, the department is successfully detecting illegal drugs before they can enter Australia and cause harm to society.

There are significant opportunities in using AI in the public sector, but its use must be managed carefully to guard against ethical risks around bias and fairness. To maintain public trust in how governments across Australia adopt and use AI, Data and Digital Ministers agreed in 2024 to the [National Framework for the Assurance of AI in Government](#). This framework established best practice guidance for all governments to develop, procure and deploy jurisdiction-specific AI assurance approaches and policies. In addition, it embeds a principles-based approach and commits all governments to be flexible, responsive, collaborative and to continuously improve Australia's AI assurance processes.

# Using technologies in safe and responsible ways

## Having the right policies and frameworks to safely engage with emerging technologies

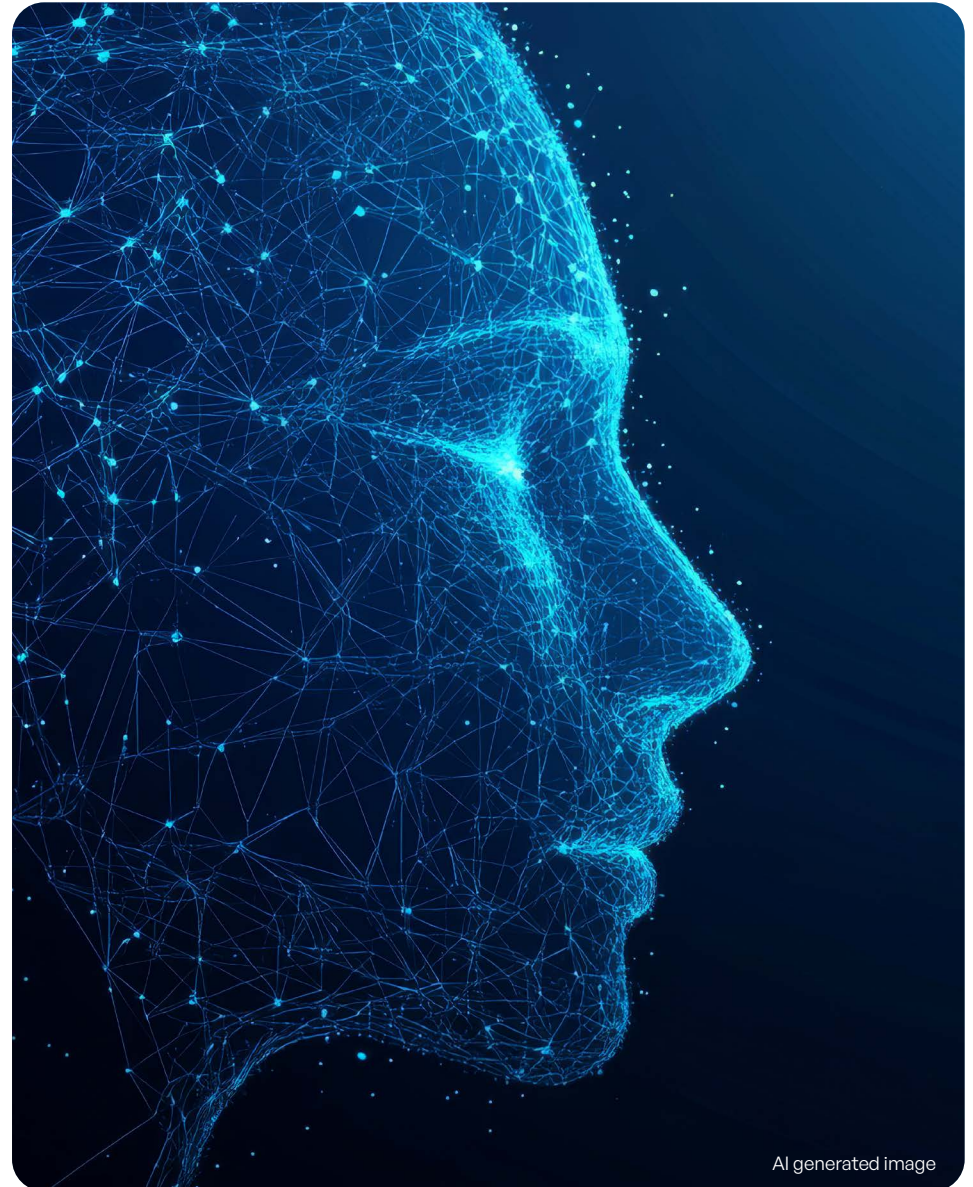
People expect the Government to lead by example in exploring emerging technologies and encouraging their safe and responsible adoption in the broader economy. People also want to know how their data will be used and the way decision making assisted by emerging technologies such as AI will affect them.

The Government is putting the right policies and frameworks in place to maintain public trust in how the APS will engage with new technologies.

To build public trust in its use of AI, the Government released the [Policy for the responsible use of AI in government](#) in 2024. This policy provides a unified approach for APS agencies to engage with AI confidently, safely and responsibly, and realise its benefits. It outlines mandatory agency actions, including identifying an accountable official for implementing the policy and publishing a transparency statement about the agency's use of AI. Agencies are strongly encouraged to implement AI training for all staff and the DTA has provided an AI fundamentals training module to support agencies. The policy compliments the Government's broader efforts to introduce [mandatory guardrails](#) for the safe and responsible development and deployment of AI in high risk settings across the broader economy.

Data is key to enabling AI but risks such as bias in AI must be addressed to maintain public trust. To complement its policy for the responsible use of AI in government, the Government released a new APS-wide [Data Ethics Framework](#). This framework will guide APS agencies to safely and appropriately expand their use of data in new and innovative ways while building trust that data is being used ethically. Used together, the policy and framework provide practical advice so that agencies can use data and AI in a manner that meets community expectations.

The Government's leadership in embracing AI while ensuring its safe, ethical and responsible use will be a blueprint for how the Government will continue to explore other new and emerging technologies.



AI generated image



# Building world-class data and digital capabilities in the APS

## Uplifting the APS workforce and its capabilities

The APS is continuously improving its use of data and digital technologies. This work is paying off with the Australian Government ranking 5th in the [2023 OECD Digital Government Index](#) and jointly ranking first for readiness and second for maturity in the [2024 Intermedium Digital Government Readiness and Maturity Indicator report](#). To maintain this momentum, the APS must continue to have the right capabilities, practices and culture to effectively use data and digital technologies, to deliver services for all people and business.

Significant progress is underway in rebuilding core capabilities within the APS. The [Strategic Commissioning Framework](#) is guiding agencies on how to strike the right balance when using expertise from the private sector, strengthen internal capabilities and reduce risks to integrity and public trust. In a [2024 update](#), the Australian Public Service Commission reported that agencies intend to bring over half a billion dollars (\$527 million) of core capability in-house in 2024-25. Around \$49 million of this covers ICT and Digital roles and a further \$13 million relates to Data and Research roles. A key priority for the Government is to ensure that the APS has the right skills it needs into the future. A strategic Data, Digital, and Cyber Workforce Plan is under development to empower APS agencies to address critical skills gaps in data, digital and cyber and ensure the Government is attracting and retaining the talent it needs to deliver high quality government services.

A diverse and inclusive workforce is crucial to enabling greater innovation, understanding and effective decision making. Interest in data and digital is growing, with a more than 30% increase in membership in the [APS Data and Digital Professions](#). These professions provide APS staff with opportunities to identify new skills, address learning gaps, and develop initiatives to engage in data and digital roles within the government.

Additionally, the Government continues to invest in APS staff through the [APS Capability Reinvestment Fund](#), which has recently funded projects in priority areas such as enhancing data analytics and policy integration capabilities, and building APS understanding of AI applications in the public sector.



### 40.5% of women in data and digital roles in the APS workforce

This metric has remained stable and is indicative of the diversity of data and digital roles in the APS.

The Government continues to take significant steps to establish mechanisms and practices to improve the APS' use of data through the roll-out of the [Data Maturity Assessment Tool](#). Agencies are now measuring their own data maturity and will be able to track their improvements over time. A Digital Maturity Assessment is being developed to provide agencies with a benchmark of their progress, highlight areas for further investment and show their improvement over time.



### 2.02/5 overall Data Maturity Rating in 2024, corresponding to the developing stage

This is a new metric and provides a benchmark from which to measure future progress.



# Building world-class data and digital capabilities in the APS

## Strengthening APS data and digital investments for all people and business

To achieve the Strategy's vision, the Government's investments need to be well-informed and focused on future capabilities. The Government is committed to finding new ways to ensure that the APS has the right information and advice when considering data and digital investments to prioritise better outcomes for Australians.

To ensure that digital transformation methods and investment models support the Government to respond and innovate, the Strategy and its missions have been embedded in the [Digital and ICT Oversight Framework](#). From 2024-25, all digital and ICT-enabled proposals subject to this framework will be assessed against the [Benefits Management Policy](#). This will ensure agencies are best placed to realise all potential benefits from their digital and ICT-enabled proposals. Further supporting this work, APS agencies will now be required to design and implement Digital Investment Plans. These plans will guide agencies to plan strategically and create a consistent approach to digital investments, leading to better outcomes that align with whole-of-government priorities and deliver benefits for all people and business. By making the right investments at the right time, the Government will continue to use data and digital technologies to deliver connected, accessible services which are centred around the needs of people and business.



# Mission initiatives

The following section highlights new and existing initiatives across the APS that demonstrate significant innovation, large-scale reform, and service enhancements, all contributing to the Strategy's 2030 vision.



# Delivering for all people and business



## Digital Experience Policy

### • Digital Transformation Agency

Primary outcome	» Embed co-design
Additional outcomes	» Embed inclusion and accessibility
	» Be digital by design
	» Maximise value from data

The Digital Experience Policy introduces mandatory new standards for government websites and digital services. Building on the work of the Digital Service Standard 2.0, it will standardise the design and delivery of digital government services and measure performance so that services can be continuously improved.

From 1 January 2025, all government agencies will be required to meet 3 new standards, the Digital Inclusion Standard, Digital Access Standard, and Digital Performance Standard, as well as the existing Digital Service Standard 2.0.

#### Deliverables:

- Digital Experience Policy release 2024
- Digital Service Standard applicable to new public facing and staff services from 1 July 2024
- Digital Experience Policy mandated from 1 January 2025

#### Timeframe:

- Digital Inclusion, Access and Performance Standard applicable to new public facing services from 1 January 2025
- Digital Service Standard applicable to existing public facing services from 1 July 2025
- Digital Inclusion Standard applicable to existing public facing services from 1 January 2026



# Delivering for all people and business



## National Disability Data Asset

- Department of Social Services
- Australian Bureau of Statistics
- Australian Institute of Health and Welfare

Primary outcome	» Maximise value from data
Additional outcomes	» Strengthen partnerships » Embed co-design

The National Disability Data Asset will connect de-identified data from different government agencies about people with disabilities.

This data asset will contain national level data to give us a more complete picture of the life experiences of people with disabilities so that government can improve support and services for people with disabilities, their carers and families.

### Deliverables:

- First release of data in December 2024

### Timeframe:

- Established by December 2025

## Australian Government Data Catalogue

- Office of the National Data Commissioner
- All agencies

Primary outcome	» Maximise value from data
Additional outcomes	» Manage data as a valuable national asset

The Australian Government Data Catalogue promotes greater transparency, discoverability and use of public sector data.

The Catalogue draws on the data inventories of Australian Government agencies, including open and restricted data. The Catalogue is accessible on Dataplace, a central point to find and request Australian Government data.

### Deliverables:

- Full release of catalogue in 2025

### Timeframe:

- Ongoing



# Delivering for all people and business



## Life Course Data Initiative

- Australian Bureau of Statistics
- Department of Social Services
- The Treasury

Primary outcome	» Maximise value from data
Additional outcomes	» Strengthen partnerships

The Life Course Data Initiative is a four-year pilot program that will create a data asset and associated data insights to inform long term policy responses to help address entrenched disadvantage.

Partnering with the Australian Capital Territory and South Australian Governments, this initiative focuses on improving the collection of data over the early years of Australians' lives to better understand the disadvantages they may face and help inform policy solutions to address them.

### Deliverables:

- Life Course Data Initiative dataset based on the Person Level Integrated Data Asset

### Timeframe:

- 1 July 2023 to 30 June 2027



# Simple and seamless services



## Digital ID

- Department of Finance
- Australian Taxation Office
- Services Australia
- Australian Competition and Consumer Commission
- Office of the Australian Information Commissioner

Primary outcome	» Be digital by design
Additional outcomes	» Connect data, digital and cyber security

The Digital ID Act passed parliament in May 2024, and commenced on 1 December 2024, providing stronger safeguards for people using digital IDs. The *Digital ID Act* is supported by legislative instruments, including rules and standards, which also commenced on 1 December 2024.

The legislation established a nationally consistent set of standards and requirements allowing a simpler and safer way for people to verify their identity when accessing services online without physical ID documents. It will reduce the sharing of personal information by individuals and the storage of this data by businesses.

### Deliverables:

- Progress additional legislative rules and data standards to enable the private sector to join Australia's Digital ID System by December 2026
- Develop a further Commonwealth plan to support adoption of Digital ID economy-wide by the end of 2024
- Pilot the use of government digital wallets and verifiable credentials in 2024–25

### Timeframe:

- Ongoing



# Simple and seamless services



## Enterprise Case Management System

- Department of Veterans' Affairs

Primary outcome	» Be digital by design
Additional outcomes	<ul style="list-style-type: none"> <li>» Deploy scalable and secure architecture</li> <li>» Adopt emerging technologies</li> <li>» Modernise investment approaches</li> <li>» Build a data and digital-capable APS</li> </ul>

The Enterprise Case Management System is a new clinical case management solution for Open Arms, Department of Veterans' Affairs veteran and families counselling service. It will enable the department to continue to contribute and deliver on the Government's response to Recommendation 3 of the report by the Royal Commission into Defence and Veteran Suicide by improving the administration of the claims system.

### Deliverables:

- Modernisation of Department of Veterans' Affairs enterprise case management system (pilot completed by December 2025) for the clinical management of veterans and clients

### Timeframe:

- Pilot from July 2024 to December 2025
- Full enterprise solution is an ongoing initiative

## myGov – Continued Investment in Critical Infrastructure

- Services Australia
- Digital Transformation Agency

Primary outcome	» Be digital by design
Additional outcomes	<ul style="list-style-type: none"> <li>» Strengthen partnerships</li> <li>» Connect data, digital and cyber security</li> <li>» Embed co-design</li> </ul>

The Government has committed to make myGov the primary digital front door, establish foundations, invest in and scale myGov to deliver world class digital services for Australians. New whole-of-government governance arrangements will be established for myGov to work more effectively across government, put people at the centre of its transformation, and prioritise the highest benefit improvements.

### Deliverables:

- Operate and maintain myGov to keep it available, secure and safe
- Continue the Independent Advisory Board
- Whole-of-government approach to designing and prioritising initiatives with partner agencies

### Timeframe:

- Ongoing funding until 2027–28

# Simple and seamless services



## National Digital Health Infrastructure Modernisation

- Australian Digital Health Agency

Primary outcome	» Be digital by design
Additional outcomes	» Deploy scalable and secure architecture

The Government is modernising the infrastructure that underpins Australia's digital health ecosystem. It is providing better support to individuals and their healthcare providers by increasing the amount of health information that is available in near real-time, and better connecting data across different parts of the healthcare system.

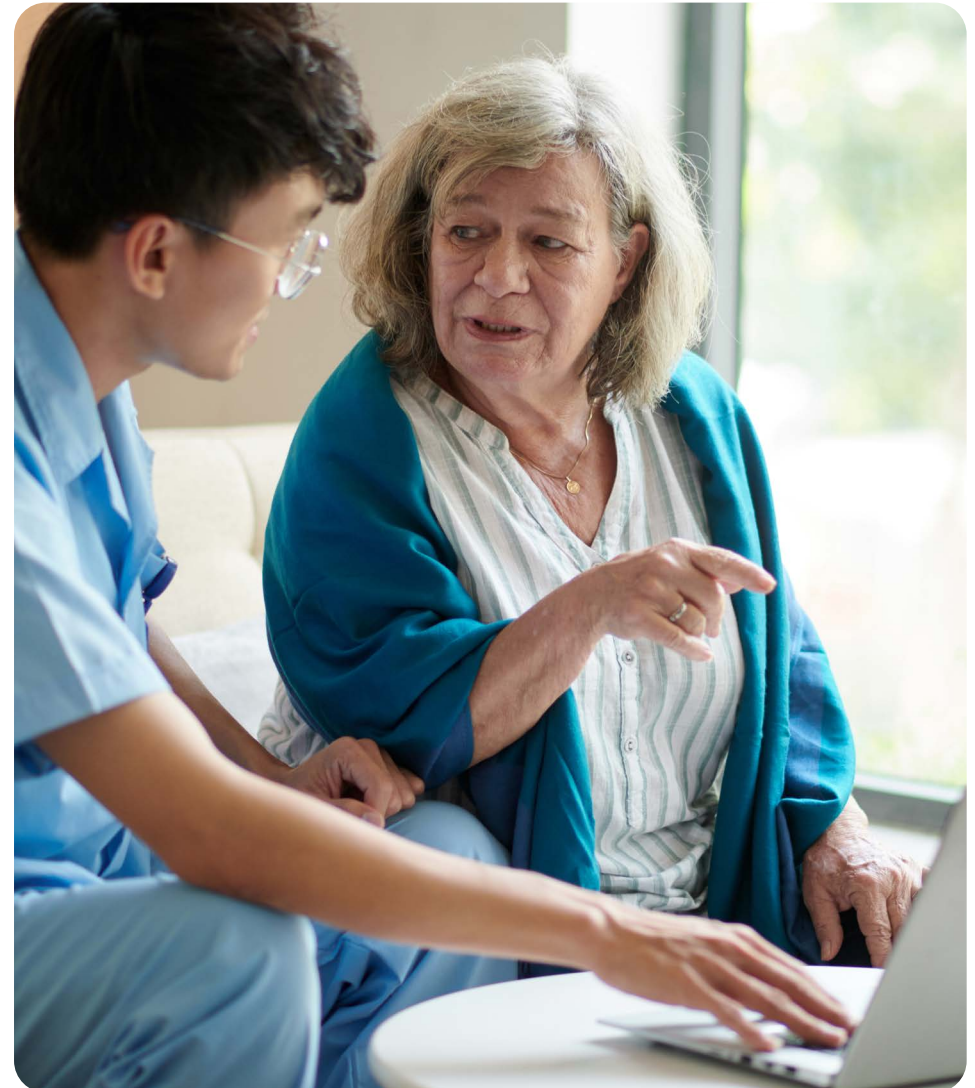
Consistent with the National Digital Health Strategy 2023–2028, the Government's broader digital health modernisation agenda includes the release of the my health app, uplifting the My Health Record data platform to enable increased uploading of health information in data-rich formats, and bringing in new partners to the My Health Record ecosystem, such as Allied Health and Aged Care providers. The establishment of a National Health Information Exchange for improving health information flows will deliver national infrastructure that drives secure and effective digital interoperability.

### Deliverables:

- Modernisation of national digital health infrastructure, including My Health Record and a National Health Information Exchange capability

### Timeframe:

- Ongoing



# Simple and seamless services



## Australian National Data Integration Infrastructure\*

- Australian Bureau of Statistics
- Australian Institute of Health and Welfare
- Department of Social Services

Primary outcome	» Deploy scalable and secure architecture
Additional outcomes	<ul style="list-style-type: none"> <li>» Maximise value from data</li> <li>» Strengthen partnerships</li> <li>» Manage data as a valuable national asset</li> </ul>

The Australian National Data Integration Infrastructure is the foundational infrastructure established to deliver the National Disability Data Asset. The Australian National Data Integration Infrastructure represents a groundbreaking effort to establish a comprehensive and secure data integration infrastructure to support research and policy analysis, and to develop secure data-sharing frameworks, infrastructure, and ICT solutions that underscore the Government’s commitment to ethical and safe data practices.

### Deliverables:

- First release of data for the National Disability Data Asset in December 2024

### Timeframe:

- Ongoing

\* Australian National Data Integration Infrastructure moved from mission Delivering for all People and business to Simple and seamless services to recognise closer alignment to outcome Deploy scalable and secure architecture

## Birth of a Child – Life Events Redesign

- ACT Government: Health and Registry of Births, Deaths, and Marriages
- Services Australia
- Queensland Government: Queensland Health

Primary outcome	» Tell us once
Additional outcomes	<ul style="list-style-type: none"> <li>» Strengthen partnerships</li> <li>» Be digital by design</li> <li>» Manage data as a valuable national asset</li> <li>» Build and maintain trust</li> <li>» Connect data, digital and cyber security</li> </ul>

Birth of a Child is a cross-jurisdictional and whole-of-government initiative aimed at improving the experience for parents interacting with government services after having a child. Birth of a Child delivers Medicare, Centrelink and Registry of Births, Deaths, and Marriages services to consenting mothers who give birth at a participating hospital.

### Deliverables:

- Delivery of the Application Program Interface by March 2025
- End to end evaluation of the Birth of a Child pilot by June 2025
- Analysis and design of a digital consent model for birth mothers agreed by June 2025

### Timeframe:

- Ongoing

# Simple and seamless services



## Digital Medicare Enrolments

### • Services Australia

Primary outcome	» Tell us once
Additional outcomes	<ul style="list-style-type: none"> <li>» Deploy scalable and secure architecture</li> <li>» Embed co-design</li> <li>» Build and maintain trust</li> <li>» Connect data, digital and cyber security</li> </ul>

Digital Medicare Enrolments is an online service available for eligible customers to enrol in Medicare. The online service is now available to couples and families who are Australian citizens, New Zealand citizens residing in Australia, other visa holders covered by a ministerial order, or visitors from Italy and the UK as part of the Reciprocal Health Care Agreement.

Additional functionality will be delivered to improve efficiency and accuracy in processing Medicare applications and managing customer records.

#### Deliverables:

- Improved customer enrolment, re-enrolment, extend eligibility, Lifetime Health Cover letters, tracking status of enrolment applications

#### Timeframe:

- 2023 to June 2025

# Government for the future



## Digital Investment Plans

- Digital Transformation Agency

Primary outcome	» Modernise investment approaches
Additional outcomes	» Grow APS maturity

The Digital Transformation Agency has developed guidance to support government agencies as they design and implement Digital Investment Plans. These plans will assist in aligning to whole-of-government priorities, agency strategic priorities and the Strategy vision. Agencies will need to plan strategically across short, medium and long-term horizons, creating a consistent approach to digital investment planning that will lead to better investment outcomes.

### Deliverables:

- Digital Investment Plans for APS entities

### Timeframe:

- Implementation throughout 2024 and 2025
- Digital Investment Plans to be required from 1 July 2025

## Digital Marketplace Panel 2

- Digital Transformation Agency
- Australian Public Service Commission

Primary outcome	» Modernise investment approaches
Additional outcomes	» Maximise value from data

The new Digital Marketplace Panel 2, released in October 2024, consolidates existing panels, and is open more frequently to provide additional opportunities to businesses, and remain flexible to legislative changes.

It will improve capability for businesses to engage with government and bid for work with an uplifted BuyICT.gov.au platform that ensures a seamless experience for buyers and sellers.

It will enhance procurement processes for data and digital roles by integrating the Australian Public Service Commissions APS Career Pathfinder dataset, to link ICT contractor roles to key industry skills frameworks.

### Deliverables:

- An updated platform that creates a seamless experience by buyers and sellers to government

### Timeframe:

- 2024 to 2029



# Trusted and secure



## Stronger Privacy Protection and Enforcement through the Privacy Act\*

- Office of the Australian Information Commissioner

Primary outcome	» Build and maintain trust
Additional outcomes	» Connect data, digital and cyber security

The Government is prioritising protection of personal information by funding the Office of the Australian Information Commissioner through the Privacy Protection and Enforcement commitment in the 2023–24 Budget. The Office of the Australian Information Commissioner will progress investigations and enforcement actions in response to privacy and data breaches and enhance its data and analytics capability.

### Deliverables:

- Promote best practice in data breach preparation and response, and compliance with privacy obligations

### Timeframe:

- 2023–24 to 2026–27

\*Previously reflected in the 2023 Implementation Plan as Stronger Privacy Protection and Enforcement through the Notifiable Data Breaches Scheme.



# Trusted and secure



## Data and Regulatory Transformation Program

- National Disability Insurance Scheme Quality and Safeguards Commission
- National Disability Insurance Agency
- Services Australia
- Department of Health and Aged Care

Primary outcome	» Build and maintain trust
Additional outcomes	» Deploy scalable and secure architecture
	» Maximise value from data

The Data and Regulatory Transformation Program will transform the National Disability Insurance Scheme Quality and Safeguard Commission’s operating environment, creating a digital ecosystem that is optimised to meet the needs of National Disability Insurance Scheme participants and providers. Enhanced data integration and analytics capabilities will allow for the early identification of incidence patterns and a new Customer Relationship Management Portal to uplift cyber security and protect sensitive data.

### Deliverables:

- Updated digital ecosystem that provides better outcomes for participants and providers

### Timeframe:

- Ongoing to 2028



# Data and digital foundations



## Data Governance Framework

- Department of Finance
- Data Champions Network

Primary outcome	» Manage data as a valuable national asset
Additional outcomes	» Grow APS maturity

The Government is developing a whole-of-government Data Governance Framework that will provide APS agencies with guidance on how to govern and manage data, reflecting the value of data and the benefit of a principles-based and systemic approach to managing it.

It will include guidance on data governance principles, structures and roles that underpin responsible and effective data sharing, risk management and security.

### Deliverables:

- A whole-of-government framework to support governance of data

### Timeframe:

- Expected release in early 2025

## APS Capability Reinvestment Fund - Round Two

- Australian Public Service Commission

Primary outcome » Build a data and digital-capable APS

The Australian Public Service Capability Reinvestment Fund (the Fund) is an innovative approach to investing in the organisational capability of the APS. The Fund supports the APS Reform priority to be an APS with the capability to do its job well. It invests in initiatives to help strengthen the APS to deliver for the Australian community, now and into the future.

Round Two successfully funded 9 projects involving 24 agencies across 5 priority capability areas, including: enhancing data analytic and policy integration capabilities, and building APS understanding of artificial intelligence application in the public sector.

### Deliverables:

- Funding for key projects to address identified challenges

### Timeframe:

- 2024–25

# Data and digital foundations



## APS Data, Digital and Cyber Workforce Plan

- Australian Public Service Commission
- Digital Transformation Agency
- Department of Finance
- Department of Home Affairs

Primary outcome	» Build a data and digital-capable APS
Additional outcomes	» Grow APS maturity

The APS Data, Digital, and Cyber Workforce Plan will provide a call to action to attract, develop and retain data, digital, and cyber talent in a unified and strategic way across the APS.

It will provide an integrated and coordinated approach to address shared technical workforce challenges using the benefit of scale and will outline key action areas to support agencies to build and strengthen their APS data, digital and cyber workforce and increase capability planning maturity.

### Deliverables:

- A strategic data, digital, and cyber workforce plan for the APS

### Timeframe:

- Expected release in early 2025



# Appendices

## Appendix A – Metrics framework

The metrics framework identifies new and existing metrics, how they align with the Strategy’s missions and how they will be used to measure progress towards achieving the 2030 vision. It showcases data-driven insights and identifies the strengths and focus areas to measure progress against the Strategy missions. It also provides an opportunity to celebrate success and to engage with the emerging priorities and contexts impacting Australia’s data and digital government agenda.






## Appendix B – Initiatives roadmap

The roadmap captures a selection of new and existing data and digital initiatives across the APS that contribute to the Government’s data and digital agenda.

## Appendix C – Delivered initiatives

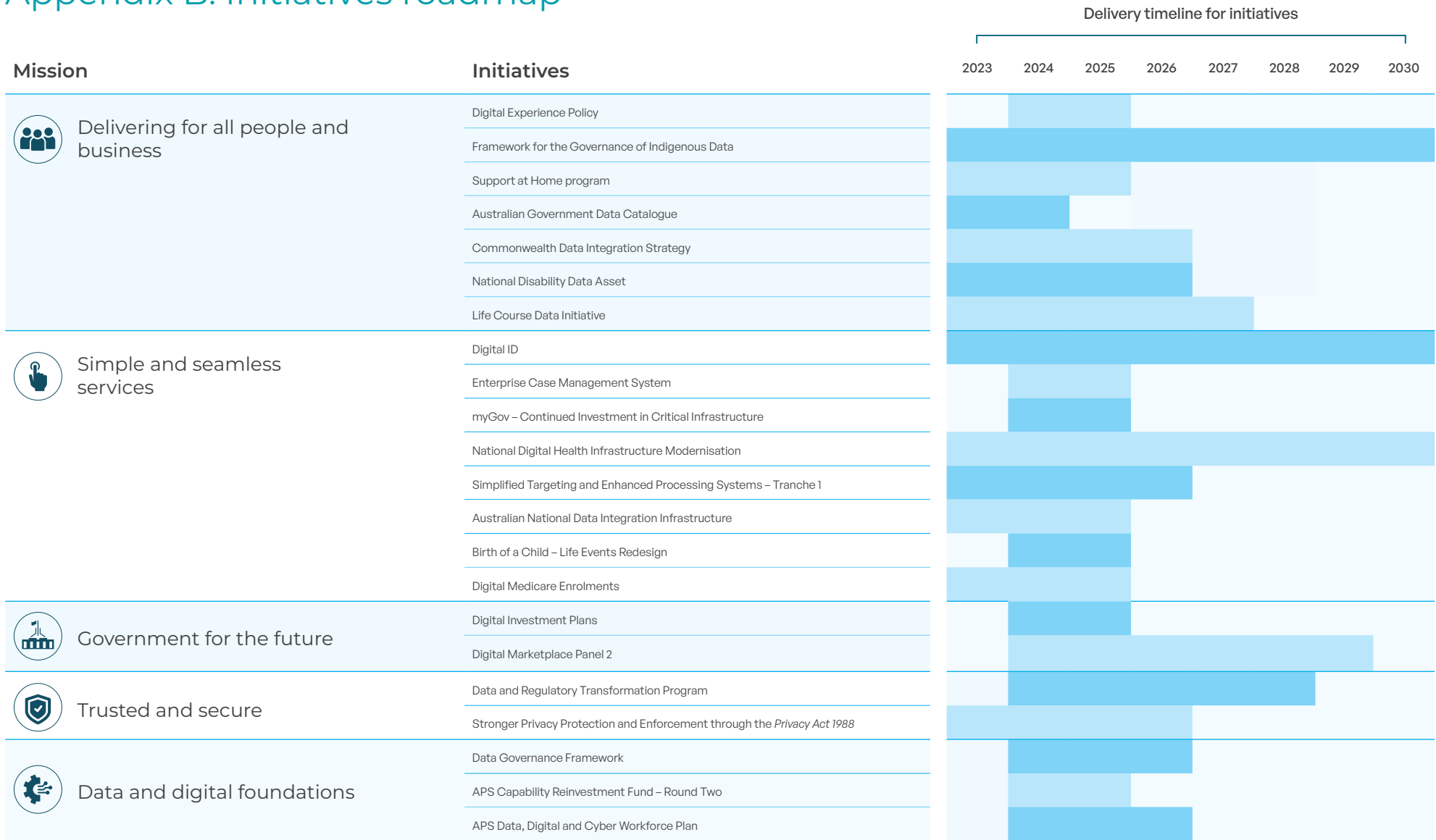
The delivered initiatives list provides an overview of data and digital initiatives across the APS that have been delivered or moved into an operational state and continue to contribute to the Government’s data and digital agenda.

## Appendix A: Metrics framework

Mission	Metric	Baseline	Update (2024)	Why this measure?	What has changed?
 Delivering for all people and business	% of people who accessed public services are satisfied	68% (June 2023) Source: Trust in Australian Public Services (TAPS) Survey	68%	Satisfaction with government services provides insight into trust and service experience.	This metric has remained stable and indicates people's satisfaction with government services. Note: The methodology for calculating satisfaction has been revised and been applied to previous years.
	# of data sharing arrangements	Over 11,000 data sharing arrangements reported by 19 agencies (30 June 2024) Source: Office of the National Data Commissioner	New metric in 2024	The number of data sharing arrangements across the APS can be indicative of the strength of partnerships between organisations to share data to support better services, policies and programs.	New metric. In 2024 the Office of the National Data Commissioner surveyed agencies to understand the number of data sharing arrangements in place across the APS.
 Simple and seamless services	# of users accessing interoperable architecture for services – i.e. myGov	Linked Active Accounts (accessed in 24 months): 21,577,305 (30 June 2023)	Linked Active Accounts (accessed in 24 Months as at 30 June 2024) - 20,200,560 (down from 21,577,305)	The number of myGov accounts linked to services indicates the number of Australians actively accessing government digital services.	The number of linked active accounts has declined from 21.5m to 20.2m. myGov has deployed a range of new capabilities over the past 12 months to detect and combat fraud to protect users' data within the myGov ecosystem.
		Linked to more than 2 Commonwealth services (accessed within 24 months): 12,664,498	Linked to more than 2 Commonwealth Services (accessed in 24 Months as at 30 June 2024) - 17,629,520 (up from 12,664,498)		The number of services linked to 2 or more Commonwealth services has increased from 12.6m to 17.6m as the 'unique student identifier service' has been onboarded over the last 12 months.
		Linked to at least 1 State service (accessed within 24 months): 255,221 Source: Services Australia	Linked to at least 1 State/Territory service (accessed within 24 Months as at 30 June 2024) - 271,681 (up from 255,221)		The number of active accounts linked to at least 1 State/Territory service has increased as a new state-based service 'Victorian concessions and allowances' has been onboarded over the last 12 months.
	% of people who accessed select online government services are satisfied	77% citizen satisfaction with selected government online services (2022-23) Source: Trust in Australian Public Services (TAPS) Survey	76% satisfaction with selected government online sources	Satisfaction with government online services indicates overall trust and service experience.	Satisfaction with select online services (myGov, Australian public services websites, Smartphone app, online chat & Workforce Australia App or website) decreased from 77% (2022-2023) to 76% (2023-24).
	# of myGov accounts with Digital ID connected	myGov accounts with Digital ID Connected: 3,644,121 (as at 30 June 2024) Source: Services Australia	New metric in 2024	Records the number of myGov users making use of Digital ID to access government services. Digital ID facilitates a 'tell us once' approach by reducing the number of touch points for connections to services.	New metric in 2024
 Government for the future	% of Small to Medium Enterprises (SME*) contracts by number and value on Buy ICT by Active SON (excluding whole-of-government arrangements)	4,931 contracts awarded to SMEs 2023-24 894 SME sellers to government 2023-24 \$2.48b value awarded to SMEs 2023-24 Digital Transformation Agency (as at 30 November 2024)	New metric in 2024	The Government procures goods and services from many Australian SMEs to support development of innovative systems and services.	New metric in 2024
 Trusted and secure	% people who trust government services	58% of people (June 2023) Source: Trust in Australian Public Services (TAPS) Survey	58%	Provides insights into the extent to which people trust the government service they are using.	This metric has remained stable and indicates people's satisfaction with government services. Note: The methodology for calculating satisfaction has been revised and been applied to previous years.
	Number of services that meets the required security and privacy standards to operate in the Australian Government Digital ID System.	212 services using Digital ID have been onboarded into the Australian Government Digital ID System as at 2 December 2024. Source: Australian Competition and Consumer Commission	New metric in 2024	The increasing number of services being onboarded to the Australian Government Digital ID System is an indicator of increasing trust in the system.	New metric in 2024
 Data and digital foundations	% of current APS workforce in data and digital jobs	10.8% of APS Jobs (December 2022) Source: Australian Public Service Employment Database (APSED) of select job families/roles as they relate to data or digital.	10.4% as at 30 June 2024	APS workforce employed in data and digital job roles and how it changes over time.	The proportion of data and digital roles has remained consistent over the past 12 months.
	% of women in data and digital roles in the APS workforce	41% of data and digital roles in the APS are filled by women (December 2022) Source: Australian Public Service Employment Database (APSED) of select job families as they relate to data or digital.	40.5% as at 30 June 2024	Women employed in APS data and digital job roles and how it changes over time.	The proportion of women in data and digital roles has remained consistent over the past 12 months.
	% APS employee satisfaction	74% of APS employees (June 2023) Source: APS Census-Australian Public Service Commission	75% as at 30 June 2024	Provides insight into employee satisfaction with working in the APS and is associated with productivity.	The proportion of APS employee has remained constant over the past 12 months.
	Overall entity Data Maturity Rating	APS average data maturity (2024): 2.02 of 5 Source: Department of Finance	New metric in 2024	The data maturity rating of entities provides a benchmark from which to measure future progress.	New metric based on the Data Maturity Assessment Tool, which measures data maturity across the APS and was rolled out by Department of Finance in 2024.

\* A 'Self-identified SME' seller is an Australian and New Zealand seller with fewer than 200 full-time equivalent employees which has self-identified as a small or medium enterprise on the Buy/ICT platform.

# Appendix B: Initiatives roadmap






# Appendix C: Delivered initiatives

## Mission

## Initiatives

 Delivering for all people and business

Better Connectivity for Regional and Rural Australia

Charter of Partnerships and Engagement

Consumer Data Right

*Data Availability and Transparency Act (DATA) 2022 Scheme*

Data Inventories Pilot Program


Digital Service Standard Version 2.0

Frontline Service Delivery

Intergovernmental Agreement on Data Sharing

Open Data Commitment

Stronger Places, Stronger People

 Simple and seamless services

Australian Government Architecture

Data Interoperability Management Model

Digital Services Taking Farmers to Market – Tranches 1 and 2

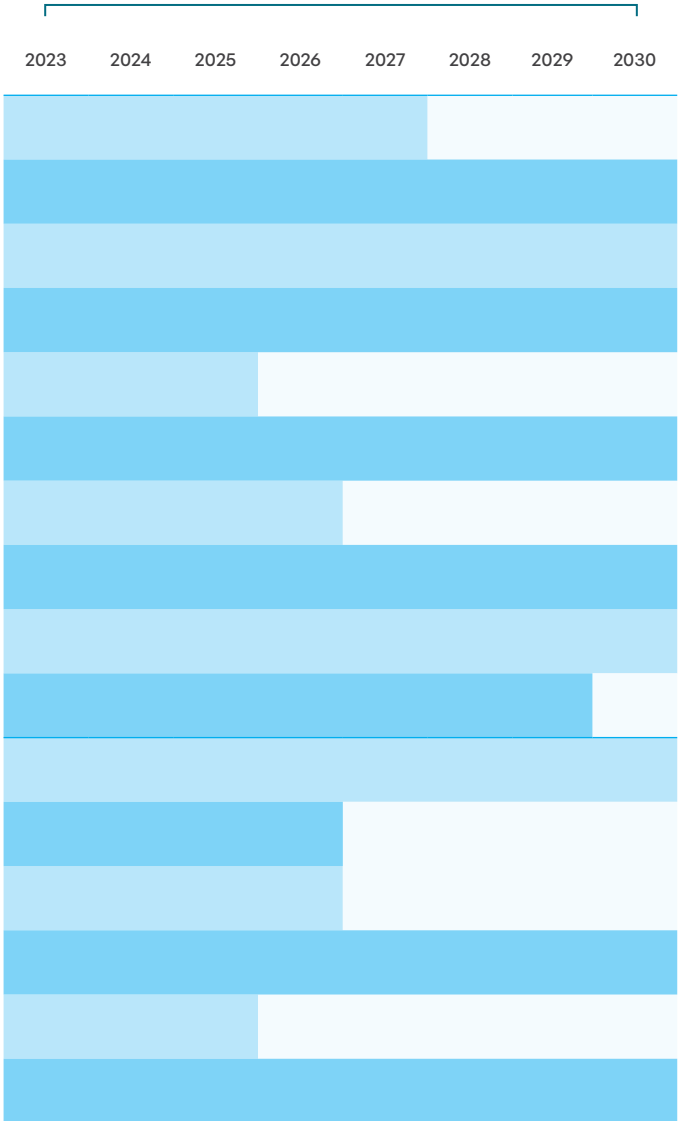
 Government for the future

Australian Centre for Evaluation

Digital Services Monitoring Pilot Program

Growing Australia's Critical Technology

Delivery timeline for initiatives



## Appendix C: Delivered initiatives

### Mission



Trusted and secure

### Initiatives

2023-2030 Australian Cyber Security Strategy

Data Ethics Framework

Digital Regulatory Policy and Digital Regulator Capability

Government Response to the *Privacy Act 1988* Review

Hosting Certification Framework

National Office of Cyber Security

Protective Security Policy Framework



Data and digital foundations

Data Maturity Assessment Tool

DATA Scheme Accreditation

NAA Check-Up Survey

SES Accountabilities for Data

Delivery timeline for initiatives

