



Australian Government

# DATA AND DIGITAL GOVERNMENT STRATEGY Implementation Plan

December 2023



© Commonwealth of Australia 2023

With the exception of the Commonwealth Coat of Arms and where otherwise noted, this product is provided under a Creative Commons Attribution 4.0 International Licence. (<http://creativecommons.org/licenses/by/4.0/legalcode>)

The Australian Government have tried to make the information in this product as accurate as possible. However, it does not guarantee that the information is totally accurate or complete. Therefore, you should not solely rely on this information when making a commercial decision.

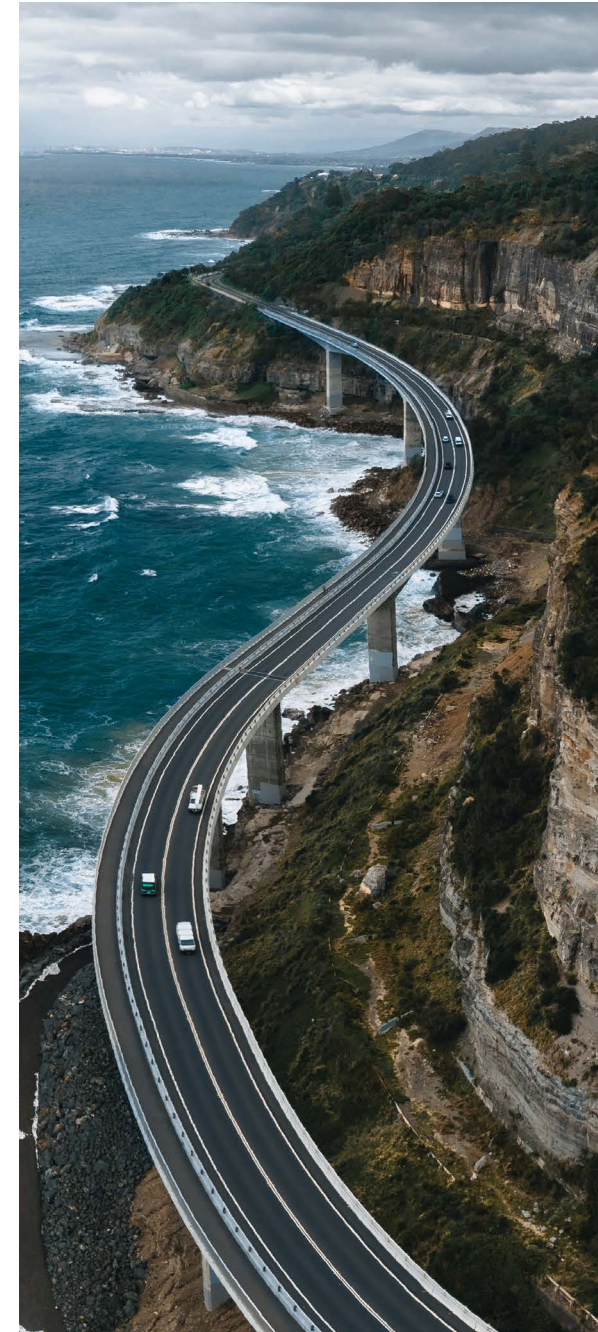
The Australian Government is committed to providing web accessible content wherever possible. If you are having difficulties with accessing this document, please email: [digitalstrategy@dtg.gov.au](mailto:digitalstrategy@dtg.gov.au).

Version: 1.0

First published: 15 December 2023

# Contents

Introduction and overview	4
Missions	5
The journey so far	6
Roadmap	10
Mission initiatives	11
Delivering for all people and business	12
Simple and seamless	15
Government for the future	16
Trusted and secure	17
Data and digital foundations	19
Governance and reporting	22
Metrics framework	23



# Introduction and overview

This Implementation Plan (the Plan) supports the Data and Digital Government Strategy (the Strategy).

The Strategy sets the Australian Government's ambitions and expectations for the Australian Public Service's (APS) data and digital transformation. The Plan outlines the actions the Government will take to achieve the Strategy's 2030 vision to:

● deliver simple, secure, and connected public services for all people and business through world class data and digital capabilities.

The initiatives showcase activities that will support achievement of the Strategy's vision. These initiatives deliver substantial outcomes for the Australian public and the APS and highlight the significant innovation, large-scale reform and service uplift underway.

The Government recognises there remains significant opportunities for further work to build into the Plan's roadmap towards 2030.

The Plan sets out how the Government will translate its vision into reality. It is an iterative document, that will be updated each year to track progress towards the 2030 vision, respond to emerging technologies and priorities, identify actions and initiatives to continue the APS's data and digital transformation and celebrate successes.

## The Plan

- recognises the initiatives in train that contribute to the missions of the Strategy
- defines key initiatives the Government has committed to progress towards the Strategy vision
- describes the mechanisms to be used to evaluate the Strategy's progress and form the basis of potential new initiatives out to 2030

# Missions

The Strategy describes five missions to realise the 2030 vision. Government entities will align their individual strategies to these missions. Together, these will deliver simple, secure, and connected public services for all people and business.



## Delivering for all people and business

- Embed co-design
- Embed inclusion and accessibility
- Strengthen partnerships
- Maximise value from data



## Simple and seamless services

- Be digital by design
- Deploy scalable and secure architecture
- Tell us once



## Government for the future

- Adopt emerging technologies
- Invest with modern approaches



## Trusted and secure

- Build and maintain trust
- Modernise legislation
- Connect data, digital and cyber security



## Data and digital foundations

- Manage data as a valuable national asset
- Build a data and digital-capable APS
- Grow APS maturity



# The journey so far

The Australian Government has a well-established foundation of data and digital transformation. Many of its programs, platforms and outcomes have been built off a number of reviews and inquiries into how the Government uses data, manages its workforce, provides digital services, supports online safety, protects privacy and strengthens overall cyber security.

The Strategy builds on this strong foundation by bringing the Government's data and digital agenda together for the first time, and strengthening the expertise and excellence that already exists across the APS.

As of June 2023, there is \$9.68 billion of active digital government projects. The Government will continue to use its procurement profile to leverage the adoption of emerging technologies, target legacy systems and drive reuse of existing capabilities to maintain the value of taxpayer expenditure for Australian citizens.

The following snapshots represent just a fraction of the Government's data and digital successes so far, and what can be achieved by building on these foundations.





## Delivering for all people and business

### Integration generates greater data insights

Developed by the Australian Institute of Health and Welfare, the [National Integrated Health Services Information](#) (NIHSI) draws together hospital patient data from states and territories alongside federal government datasets on health and aged care.

Open to approved government and researcher projects, it has already helped federal and state government departments holistically understand their citizens' wellbeing and inform future policies.

### Evidence-led actions designed by and for communities

Led by the Department of Social Services, the [Stronger Places, Stronger People](#) is a community-led, collective impact initiative, stewarded by the Australian Government in partnership with state and territory governments and 10 communities across Australia. The initiative shows how place based, collective impact can support better outcomes for children and their families through locally tailored and data and evidence-driven solutions to local problems, in partnership with local people.



## Simple and seamless services

### A one-stop-shop for Government's ICT standards

Ongoing data and digital transformations create a wealth of technical knowledge that can be shared and standardised across the APS. The [Australian Government Architecture](#) brings together this information – including what standards to use, how and why – in an up-to-date repository which helps departments and agencies meet their ICT investment obligations.

### Realising a reusable myGov platform

Services Australia undertook the [Enhanced myGov](#) program to make the platform simpler and more consistent for Australian citizens. Built on a digital ID backbone, the enhanced myGov platform gives government service providers a faster delivery platform that is responsive to changes in demand and flexible when future changes are required.



## Government for the future

### A continent's worth of drone rules in one place

The Department of Infrastructure, Transport, Regional Development, Communications and the Arts is working with governments at all levels to finalise a [repository of drone laws](#). The website will make it easy for drone operators to understand the security, noise or environmental obligations, wherever in the country they fly, while a raw dataset and application programming interface (API) will allow for innovative integrations into new drone technology.

### Steering toward safe government use of AI

The APS faces a heightened responsibility as generative AI technology makes its way into more everyday tools.

The AI Taskforce, co-led by the Digital Transformation Agency and Department of Industry, Science and Resources is developing [whole-of-government guidance](#), policies, principles and assurance that evolves over time, for how departments, agencies and their staff should use these tools, if at all.

### Staging for future success

To realise the ambition of becoming a world class digital government, the [Digital and ICT Oversight Framework \(IOF\)](#) supports the Australian Government to make sound decisions on digital and ICT-enabled investments from early planning through to project delivery and benefits realisation.

Integrated into the contestability state of the IOF, the Benefits Management Policy sets minimum expectations for benefits management across the APS for digital and ICT-enabled investments. The ongoing development and iteration of the Policy will ensure benefits are at the centre of how digital investments are planned, prioritised, contested and assured. The Policy will also ensure investment activity is tracked and measured in terms of its contribution to realising the Strategy's vision.





## Trusted and secure

### A secure platform for entities to share their data

Spun off from the [DataLab](#), the Australian Bureau of Statistics offers the Secure Environment for Analysing Data (SEAD) service to government departments and agencies. ‘SEADpod’ instances are certified for protected-level data, support popular analytic languages, and modern science tools, and makes data-sharing with cross-APS colleagues easy.

### Improving data management practices

The [Building trust in the public record managing information and data for government and community](#) policy (2021) was developed by the National Archives of Australia. The policy provides an overarching framework to help Australian Government agencies meet their information management obligations under the *Archives Act 1983*.

It identifies key requirements and actions for agencies to improve their management of information assets, including data, with appropriate governance. This will enable agencies to implement fit-for-purpose processes and systems to reduce areas of inefficiency and risk.

### Ensuring regulation remains fit for purpose

The [Regulatory Reform Division](#) within the Department of Finance is modernising regulation to ensure Australia’s regulatory system remains robust and fit for purpose in the digital era. This includes comprehensive systems mapping, targeted regulatory reforms to enable digital and data adoption in the economy, and equipping regulators with the skills and platforms to effectively navigate the evolving digital landscape.



## Data and digital foundations

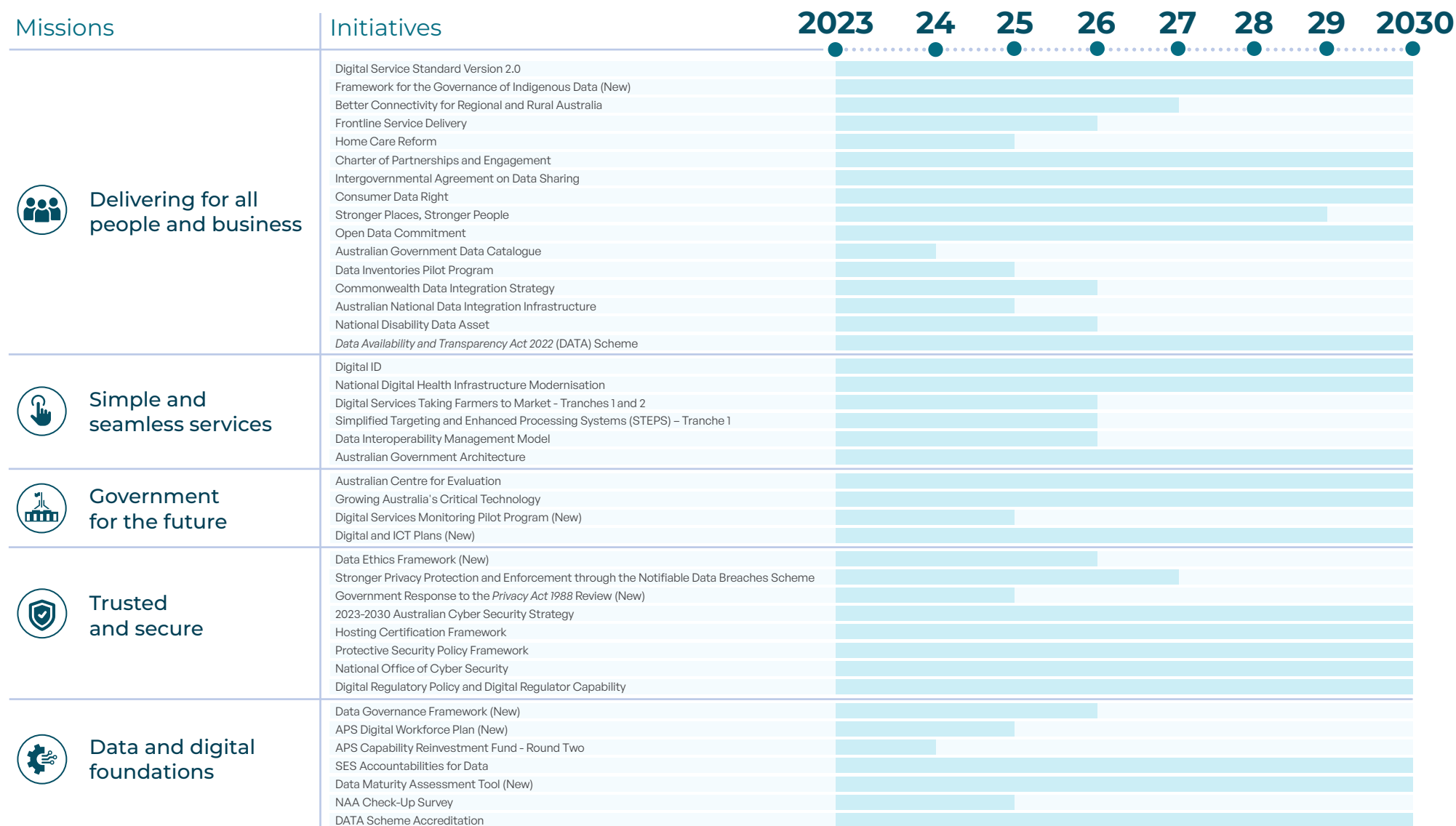
### Connecting the APS’ knowledge, talent and opportunities

The Australian Public Service Commission introduced the [Data and Digital Professions](#) communities to increase capability, connect public servants and develop their careers.

Departments and agencies benefit from knowledge-sharing and skills development, while individuals can find support outside of their home agency and identify job opportunities.

# Roadmap

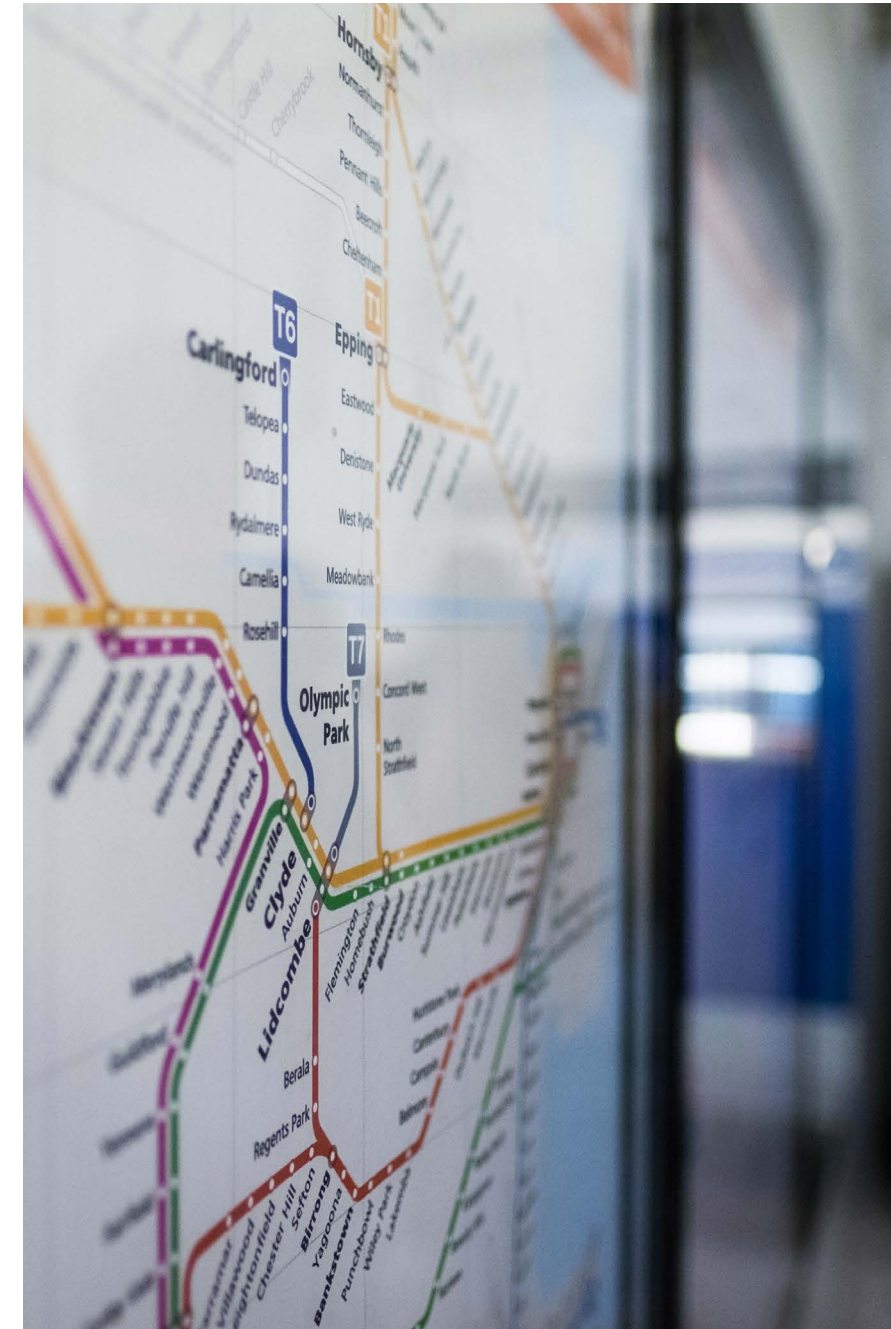
The roadmap captures a selection of new and existing data and digital initiatives across the APS which contributes to the Australian Government's data and digital agenda.



**Footnote:** The roadmap does not represent an exhaustive list of initiatives. It captures a sample of new and existing initiatives that align to the Strategy's 2030 vision.

# Mission initiatives

The initiatives reflect a selection of the work already underway across the APS as well as a selection of new initiatives that align to the Australian Government's data and digital agenda. They highlight significant innovation, large-scale reform, and service uplift to support the APS achievement of the Strategy's vision.





## Digital Service Standard Version 2.0

Digital Transformation Agency

<b>Primary outcome:</b>	Embed co-design
<b>Additional outcome:</b>	Embed inclusion and accessibility Be digital by design Build a data and digital-capable APS

The DTA has updated the Digital Service Standard (the Standard) to better support agencies to create and maintain digital services that are user-friendly, inclusive, adaptable and measurable.

Version 2.0 of the Standard sets the requirements for agencies to design and deliver digital services, by putting people and business in the centre of government digital service delivery.

The number of criteria has been reduced to 10 compared to 13 in the former version, released in 2016. The changes reflect the Government's increased level of digital maturity and adoption of trust and protection principles and strengthens inclusion and accessibility requirements, so that no one is left behind when accessing government's digital services.

<b>Deliverables:</b>	A new Digital Service Standard (due December 2023). Reporting framework for measuring success. Exemptions policy for digital services that are unable to meet the requirements.
<b>Linked initiative:</b>	myGov User Audit government response
<b>Timeframe:</b>	Released 2023-24

## Framework for the Governance of Indigenous Data (New)

National Indigenous Australians Agency

<b>Primary outcome:</b>	Embed co-design
-------------------------	-----------------

The Framework for the Governance of Indigenous Data (the Framework) aims to improve the accessibility, relevance, interpretability, and timeliness of government-held data for Aboriginal and Torres Strait Islander people.

The Framework sets out four guidelines for APS agencies to build strong governance over their indigenous data holdings, including partnering with Aboriginal and Torres Strait Islander people, building data-related capabilities, providing knowledge of data assets, and building an inclusive data system. The Framework was designed in partnership between the APS and Indigenous leaders.

The Framework provides a stepping stone towards greater awareness and acceptance by Government agencies of the principles of Indigenous Data Sovereignty, and will embed areas of data governance where the objectives of the Indigenous Data Sovereignty movement and the Australian Government align.

<b>Deliverables:</b>	APS-wide framework for the Governance of Indigenous Data
<b>Timeframe:</b>	In development



## Charter of Partnerships and Engagement

APS Reform Office

**Primary outcome:** Strengthen partnerships

**Additional outcome:** Tell us once  
Build and maintain trust

The Charter of Partnerships and Engagement is the Australian Government's public commitment to break down barriers and harness external perspectives and capability by asking the APS to be open, responsive, transparent, accountable, informed, and collaborative with people, communities and business.

The Charter sets clear expectations of how good partnerships and engagement should be used to build trust in the APS as a transparent partner that puts people and business at the centre of policy, implementation, and delivery. The Charter is a response to the Government's APS Reform Agenda, the 2019 Independent Review of the APS and the National Agreement on Closing the Gap.

**Deliverables:** A government commitment to genuine partnership and engagement in policy making and service delivery with the public.

**Timeframe:** Ongoing

## Australian Government Data Catalogue

Office of the National Data Commissioner

**Primary outcome:** Maximise value from data

**Additional outcome:** Manage data as a valuable national asset

The Office of the National Data Commissioner (ONDC) is developing an Australian Government Data Catalogue that will serve as a central point to facilitate discovery, use and re-use of government-held data. The Catalogue will increase the transparency of government-held data holdings, reduce duplication, and enable greater re-use and sharing of data.

The Catalogue will draw on agency data inventories developed through the Data Inventories Pilot Program (DIPP), as well as open and other data sources to help users find Australian Government data. Under the DIPP, the ONDC is working with Australian Government agencies to help them discover their data and to develop a standardised list of data assets they hold - known as a data inventory.

**Deliverables:** An Australian Government Data Catalogue

**Linked initiatives:** Data.gov.au;  
Data Inventories Pilot Program

**Timeframe:** 2023-24





## Australian National Data Integration Infrastructure

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

**Primary outcome:** Maximise value from data

**Additional outcome:** Deploy scalable and secure architecture  
Connect data, digital and cyber security

The Australian Government, in collaboration with the states and territories, is developing the Australian National Data Integration Infrastructure (ANDII) as an underlying infrastructure and governance system to support data sharing, integration and national linkage. The ANDII comprises a National Linkage Spine, National Linkage Model, data governance, streamlined data sharing arrangements and a cloud-based ICT solution to connect data from all Australian jurisdictions in an efficient, scalable, and secure way. The ANDII ICT solution will also provide contemporary tools for data preparation, analysis, and management.

The ANDII is the underlying infrastructure for the enduring National Disability Data Asset but is being designed for use in other policy domains as required. The ANDII uses the Data Availability and Transparency Act 2022 Scheme and commitments in the Intergovernmental Agreement on Data Sharing.

**Deliverables:** Australian National Data Integration Infrastructure

**Linked initiatives:** National Disability Data Asset;  
*Data Availability and Transparency Act 2022 Scheme*;  
Intergovernmental Agreement on Data Sharing

**Timeframe:** January 2022 to December 2025







Simple and seamless services

## Digital ID

Department of Finance, Australian Tax Office, Services Australia and Australian Competition and Consumer Commission

**Primary outcome:** Be digital by design

**Additional outcome:** Connect data, digital and cyber security

The Australian Government is investing in its Digital ID Program to support the use of Digital ID across Commonwealth, state, and territory and private sector services. A broad range of government services are already benefiting from the enhanced user experience and efficiency that Digital ID can provide.

By progressing enabling legislation and investment, the Program is embedding strong privacy and security protections for people when they choose to use Digital ID to verify their identity online. Further funding is for relevant regulators such as the Australian Competition and Consumer Commission (ACCC) as the Digital ID regulator and the Office of the Australian Information Commissioner (OAIC) for privacy oversight, ATO's myGovID, the Services Australia identity exchange, future policy development, and measures to increase broader identity resilience and use of the Government's identity matching services.

**Deliverables:** Progressing Digital ID legislation; implementing regulatory oversight; continued investment in the Australian Government Digital ID System

**Dependencies:** Digital ID legislation

**Timeframe:** Ongoing

## National Digital Health Infrastructure Modernisation

Australian Digital Health Agency

**Primary outcome:** Be digital by design

**Additional outcome:** Deploy scalable and secure architecture

Consistent with the National Digital Health Strategy, the Australian 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 real-time and better connecting data across different parts of the healthcare system. The Australian Government's broader digital health modernisation agenda include 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 intra-jurisdictional 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.

**Linked initiatives:** Intergovernmental Agreement on National Digital Health; Strengthening Medicare Taskforce report and Government response.

**Timeframe:** Ongoing



## Australian Centre for Evaluation

Department of the Treasury

**Primary outcome:** Modernise investment approaches

The Australian Centre of Evaluation will improve the volume, quality, and impact of the evaluations across the Australian Public Services (APS), and work in close collaboration with evaluation units in other departments and agencies. It will help ensure government programs deliver value for money. It will put evaluation evidence at the heart of policy design and decision making.

**Deliverables:** Embedding evaluation processes into policy development lifecycle

**Timeframe:** Ongoing

## Digital Services Monitoring Pilot Program (New)

Digital Transformation Agency

**Primary outcome:** Maximise value from data

**Additional outcome:** Be digital by design  
Modernise investment approaches  
Manage data as a valuable national asset

The DTA will conduct a pilot to design effective performance monitoring for digital services at a whole-of-government level. This will allow the DTA to understand the overall performance of digital services for a whole of system view, provide more comprehensive advice on investment decisions, and measure the implementation of the Strategy.

Over a 6 month period, the DTA will conduct the pilot with selected agencies to confirm if the proposed performance measures will provide the insights needed to support data-led decision making that the proposed measures provide insights to understand the overall performance of digital services for a whole of system view, provide more comprehensive advice on investment decisions and measure the implementation of the Strategy.

**Deliverables:** Insights and recommendations on the proposed measures. A monitoring framework, process and implementation plan

**Linked initiatives:** myGov User Audit government response

**Timeframe:** Pilot from 2023-24



Trusted and secure

## Data Ethics Framework (New)

Department of Finance and the Australian Tax Office  
in collaboration with Data Champions Network

**Primary outcome:** Build and maintain trust

A whole-of-government Data Ethics Framework will provide guidance for the APS on best practice for ethical considerations relating to public data use and provide advice on implementation across different major use cases and agency operations.

The Framework will identify next steps for extending beyond current data uses as new technologies emerge and are adopted. It will complement products applying to specific use areas, including the Government's Interim guidance on generative AI for government agencies and the National Statement on Ethical Conduct in Human Research. Adoption of a common data ethics framework across all APS agencies will help agencies safely and appropriately expand their use of data in new and innovative ways while building trust with the public that their data is being used in ethical ways.

**Deliverables:** Data Ethics Framework for the APS

**Linked initiatives:** National Statement on Ethical Conduct in Human Research;  
SES Accountabilities for Data;  
Building Trust in the Public Record policy

**Timeframe:** 2023-24 to 2025-26

## Stronger Privacy Protection and Enforcement through the Notifiable Data Breaches Scheme

Office of the Australian Information Commissioner

**Primary outcome:** Build and maintain trust

**Additional outcome:** Connect data, digital and cyber security

The Australian Government is prioritising protection of personal information by providing the Office of the Australian Information Commissioner with more resources to progress investigations and enforcement actions in response to privacy and data breaches and enhance its data and analytics capability.

Strengthening and streamlining investigations and enforcement through the Notifiable Data Breaches Scheme will increase the public's trust in the Government as a data custodian and ensure community expectations are met. This is one element of the Australian Government's Stronger Privacy Protection and Enforcement commitment in the 2023-24 Budget.

**Deliverables:** Strengthen privacy protections and enforcement for breaches

**Linked initiatives:** Government Response to the *Privacy Act 1998* Review

**Timeframe:** 2023-24 to 2026-27



Trusted and secure

## Government Response to the *Privacy Act 1988* Review (New)

Attorney-General's Department

**Primary outcome:** Modernise legislation

**Additional outcome:** Build and maintain trust

The Australian Government will strengthen the framework for the protection of personal information to reduce privacy risks to individuals. Individuals will be provided with more transparency about what is being done with their information and will have more control over what happens with it. By updating the *Privacy Act 1988* to respond to the growth of data and digital technology, the Government will have a stronger privacy framework to maintain social license and build trust.

The Government will engage with the states and territories to work towards harmonising key elements of Commonwealth, state, and territory privacy laws.

**Deliverables:** Amendments to the *Privacy Act 1988*

**Timeframe:** In development





## Data Governance Framework (New)

Department of Finance

**Primary outcome:** Manage data as a valuable national asset

**Additional outcome:** Grow APS maturity

The Australian Government will develop a whole-of-government Data Governance Framework to define common rules, processes, and accountabilities for adoption across the APS to ensure privacy and compliance of government data is maintained. The Framework will provide APS agencies with direction on how to ensure the quality, integrity, security, discoverability, accessibility, and useability of data assets.

The Framework will be centred on four foundational pillars of data governance: data quality; data privacy; data authority; and data innovation.

**Deliverables:** A whole-of-government framework

**Timeframe:** 2023-24 to 2025-26

## APS Digital Workforce Plan (New)

Australian Public Service Commission

**Primary outcome:** Build a data and digital-capable APS

**Additional outcome:** Grow APS maturity

The Workforce Plan represents an enterprise-wide view on how to equip the APS workforce to tackle immediate and emerging skills required for digital technologies. It will identify a suite of actions under key principles to guide Australian Government agencies to empower and skill their workforce with the capabilities needed to thrive in the digital space.

It will build on the foundational work of the APS Workforce Strategy Action 2 – Embrace data, technology, and flexible and responsive workforce models, tailoring the plan with a digital focus. It will embed strategies to assist Australian Government agencies to build on current APS capabilities and grow our digital workforce to meet future demand.

**Deliverables:** A strategic digital workforce plan

**Linked initiatives:** APS Digital Profession;  
APS Reform Agenda, Pillar 4

**Timeframe:** 2023-24 to 2025-26



## APS Capability Reinvestment Fund - Round Two

Australian Public Service Commission

**Primary outcome:** Build a data and digital-capable APS

The APS Capability Investment Fund is an innovative approach to investing in the organisational capability of the APS. Round One successfully funded 10 projects across six (6) focus areas, including: embedding evaluation across the service; improving gender impact analysis in policy; and developing APS capability in foresight, scenario and futures analysis.

Round Two will seek funding to address key APS-wide challenges, 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

**Linked initiatives:** APS Data Profession;  
APS Digital Profession

**Timeframe:** 2023-24

## SES Accountabilities for Data

Department of Finance

**Primary outcome:** Build a data and digital-capable APS

**Additional outcome:** Grow APS maturity

The SES Accountabilities for Data initiative helps agencies empower their data leaders, treat data as an asset, make data driven decisions and build appropriate data literacy and capability. The report outlines six principles to strengthen data governance; including that agencies have a data strategy, a Chief Data Officer (CDO), a Data Champion, and all SES officers have data accountabilities.

Embedding the six accountability principles into their operations and governance arrangements will give agencies greater oversight of their data holdings, enabling more effective, efficient, economical, and ethical management of data, and leading to better policy, programs, and services for Australians.

This report is accompanied by a regularly updated CDO Information Pack to help APS CDOs understand their responsibilities, the Commonwealth data ecosystem and its underpinning governance arrangements.

**Deliverables:** The SES Accountabilities for Data Report and Placemat

**Timeframe:** Published 2023-24





## Data Maturity Assessment Tool (New)

Department of Finance

**Primary outcome:** Grow APS maturity

The Australian Government is developing a Data Maturity Assessment Tool (the Tool) to help APS agencies self-assess their data maturity at each stage of the data lifecycle. The Tool will be released in 2024-25 for annual completion by in-scope government agencies. The Tool's results will help agencies understand and strengthen their data capabilities, identify their capability gaps, compare their progress against other agencies over time and support cross-agency activities. The Tool will also provide evidence of the data maturity of the APS as a whole to support decision making and target investment.

The Tool will align with and complement existing mechanisms and will be an important source of metrics to measure progress towards the Strategy's 2030 vision.

**Deliverables:** A Data Maturity Assessment Tool and supporting Guide

**Linked initiatives:** Data and Digital Government Strategy

**Timeframe:** Released 2024-25



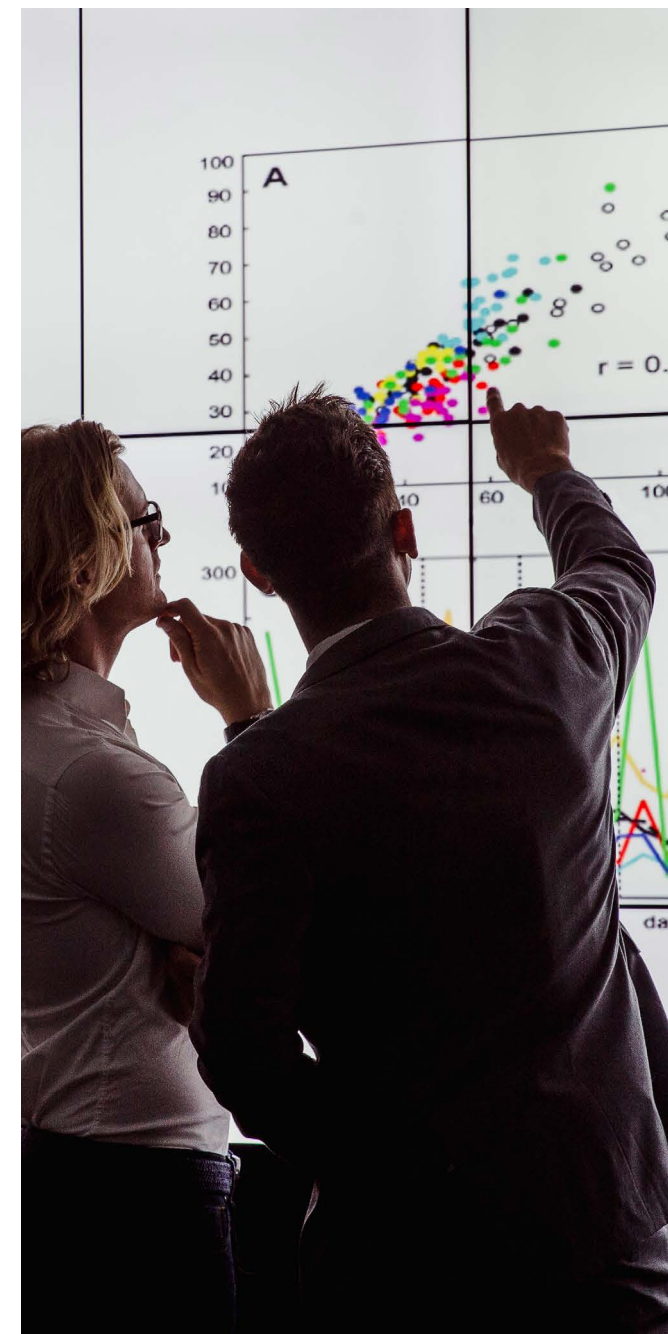
# Governance and reporting

Implementation of the Strategy outlined in this Plan will be a joint commitment from the Department of Finance and the Digital Transformation Agency.

The Plan will be updated each year to track progress towards the 2030 vision, respond to emerging issues and technologies, and identify initiatives to continue the data and digital transformation. Updates will be completed in consultation with Government entities responsible for the initiatives.

The metrics framework below 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. This first Plan includes metrics to establish the baseline against which future outcomes will be compared, where available. Metrics and measurement sources will continue to evolve and be developed as initiatives are progressed, existing sources are enhanced, and new sources identified. This does not replace the need for entities to progress program-level reporting on their individual initiatives featured in the implementation plans.

Future updates to the Plan will report on performance since the previous Plan and the objectives and measures of the next iteration.



# Metrics framework

	Outcomes	Metrics	Baseline	Why this measure?
	Embed co-design	% of citizens satisfied with government services	72% (June 2023) Source: Trust in Australian Public Services (TAPS) Survey	An indicator of well-designed, accessible and inclusive services.
	Embed inclusion and accessibility	% of users satisfied while engaging with government services	New metric to be piloted in 2023-24 Source: Digital Transformation Agency	An indicator of service satisfaction during use.
	Strengthen partnerships	% of services co-designed in line with the requirement of the Digital Service Standard	New metric to be established in 2023-24 to support new services from 1 July 2024, as per the Digital Service Standard Transition Plan Source: Digital Transformation Agency	New co-design metric to be considered as part of the Digital Service Standard metrics and evaluation framework in 2024
	Maximise value from data	# of data sharing agreements (including on Dataplace)	0 agreements on Dataplace (30 June 2023) Source: Office of the National Data Commissioner	An indicator for the strength of partnerships between the Commonwealth and other entities.
		# of organisations onboarded to Dataplace	47 organisations onboarded to Dataplace (30 June 2023) Source: Office of the National Data Commissioner	An indicator of organisations using and sharing of Australian Government data via the Dataplace platform.
		# of data assets discoverable and available for use	106,619 datasets on data.gov.au (December 2023) Source: data.gov.au	An indicator for the publication and availability of Government data as open data. Release of public data as open data has been shown to have productivity and economic benefits.
	Be digital by design	% of services that are started digitally and successfully completed (digital service completion rate)	New metrics to be trialed in 2024 Source: Digital Transformation Agency	Digital completion measures the number of users that start and complete the transaction.
	Deploy scalable and secure architecture	# of users accessing interoperable architecture for services – e.g. myGov, myGovID	Linked Active Accounts Access in 24 months as at 30 June 2023: 21,577,305 Linked to more than 2 Commonwealth services – Access within 24 months: 12,664,498 Linked to at least 1 state service – Accessed within 24 months: 255,221 Source: Services Australia/Digital ID Project Management Office (Department of Finance)	The number of myGov accounts linked to services indicates the number of Australians actively accessing government digital services.
	Tell us once	% of time a service is available to users	New metrics to be trialed in 2024 Source: Digital Transformation Agency	An indicator of the availability of a service.
		% of people reporting having to provide the same information to more than one service	64% of people agreed with the statement “Information I provided to one service didn’t need to be repeated to others” (2022-23 financial year) Source: Trust in Australian Public Services (TAPS) Survey	An indicator of simple and seamless services, and the extent to which the public agrees that the “Tell us once” approach is working
	Adopt emerging technologies	% of digital investment proposals in-scope of the Investment Oversight Framework (IOF) which meet the requirements of the DTA's Benefits Management Policy as assessed by the DTA in a financial year.	New metric to be trialed in 2024 to establish a baseline Source: Digital Transformation Agency	Strengthening benefits articulation, tracking, and reporting is key to driving improved outcomes on digital investments and provides a clear line of sight from digital investments.
	Build and maintain trust	% people who trust government services	61% of people (June 2023) Source: Trust in Australian Public Services (TAPS) Survey	This measures the extent to which users trust the service they are using. Interactions with services can be a proxy for broader issues of trust in government.
	Modernise legislation	Entity security maturity rating	83% of entities manage compliance with all Protective Security Policy Framework policies (2022) Source: Protective Security Policy Framework Reporting	An entity security maturity assessment helps to identify areas for improvement and benchmarks against peers.
	Manage data as a valuable national asset	% 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 as they relate to data or digital.	An indicator of the proportion of APS employed in data and digital job roles. This measure provides visibility of the APS data and digital workforce and whether it changes over time.
	Build a data and digital-capable APS	% 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.	An indicator of the proportion of women employed in APS data and digital job roles.
	Grow APS maturity	% APS employee satisfaction	74% of APS employees (20 June 2023) Source: APS Census - Australian Public Service Commission	An indicator of the proportion of APS employee satisfaction. Employee satisfaction is correlated with customer satisfaction, engagement and productivity.
		Overall entity Data Maturity Rating	New metric to be trialed in 2024 Source: Department of Finance	This measure will benchmark the data maturity of entities over time. It is based on the Data Maturity Assessment Tool currently under development, and will help inform future action where it is needed most.



Delivering for all people and business



Simple and seamless services



Government for the future



Trusted and secure



Data and digital foundations

