



PARLIAMENT of AUSTRALIA

DIGITAL STRATEGY

2023-2027

CIO FOREWORD



The Parliament of Australia Digital Strategy 2023–2027 sets out the vision and digital direction for the Australian Parliament.

Parliamentary ICT has recently undergone a rapid evolution and the new strategy builds on the holistic modernisation and transformation of services that has been underway.

The last several years have shattered long-standing preconceptions around what constitutes “typical” ICT delivery. External factors have taught us that moving rapidly does not require a compromise in quality. This revelation is liberating, enabling a highly skilled ICT workforce to drive change, accelerating the improvement of business outcomes in a secure fashion.

Technology is now pervasive in every aspect of life and consumers of parliamentary ICT are no longer bound to office locations or uniform working hours. DPS-provided ICT must be seamless, from onboarding and device provisioning to the flexibility of services and robustness of ICT applications and systems. This extends all the way through to the time that an individual leaves the Parliament or Parliamentary Service.

At the heart of the new digital strategy is an emphasis on customer service. The department recognises that technology for technology’s sake is not the goal. It is an enabler to support parliamentary democracy and business outcomes.

Achieving this requires establishing robust and secure technology foundations, and refreshing ageing technologies that could impede the Australian Parliament’s ability to operate effectively.

These foundations support the opportunity to modernise key parliamentary business systems and explore how Parliament may benefit from emerging technologies such as artificial intelligence. Safe, secure, flexible and robust ICT isn’t simply desirable - it is necessary to enable a modern parliament!

Strong relationships across the Australian Parliament have been, and will remain, crucial to delivering the new digital strategy. Our stakeholder relationships will envelop all our activities. The development of this strategy has incorporated direct input from parliamentarians and their staff, the parliamentary departments, the Department of Finance, and the Parliamentary Workplace Support Service.

Every ICT outcome is delivered through our people. DPS ICT has gathered and is continuing to develop industry leading talent to propel forward the Parliament’s ICT maturity. Key to our success is our understanding of our own industry and an intrinsic appreciation of the detail and nuance of parliamentary business and the Parliamentary Service.

Our modernisation and transformation agenda provides the opportunity to build a stronger, more integrated, more resilient and more secure parliamentary democracy.

James Lawson
Chief Information Officer

INTRODUCTION

The Australian Parliament is an environment with distinct organisations and customer segments that function according to diverse business operating models.

The Department of Parliamentary Services (DPS) is the ICT service provider at Australian Parliament House (APH) and all parliamentary office locations across Australia. The ways in which technology supports the operation of the Parliament include:

- » ICT services and solutions for 227 parliamentarians and their staff
- » ICT services and solutions for 4 parliamentary departments
- » 750,000+ visitors to APH each year
- » Support for 5,000+ people who work for the Parliament
- » Approximately 50 million emails sent or received each year
- » Approximately 1,200+ hours of parliamentary chamber proceedings captured by Hansard each year
- » Approximately 4,100 hours of broadcasting control room operation to record parliamentary proceedings each year with a further 1,100 hours to record interstate committees
- » 400+ IT applications and 150+ technologies
- » Approximately 500+ petitions and 12,000+ committee submissions sent to Parliament each year
- » 5,000+ laptops and desktops
- » 3,800+ mobile devices
- » Approximately 1.3 million phone calls to and from APH per year
- » Approximately 11 million APH website visitors per year

ICT is a critical enabler that delivers the most value by supporting this diverse operation and engagement with our clients and the broader community.

Parliamentarians and staff require a range of highly flexible devices and tools that they can use anywhere, including internationally, to support their business. These solutions need to balance optimal business functionality with industry-leading cyber security practices.

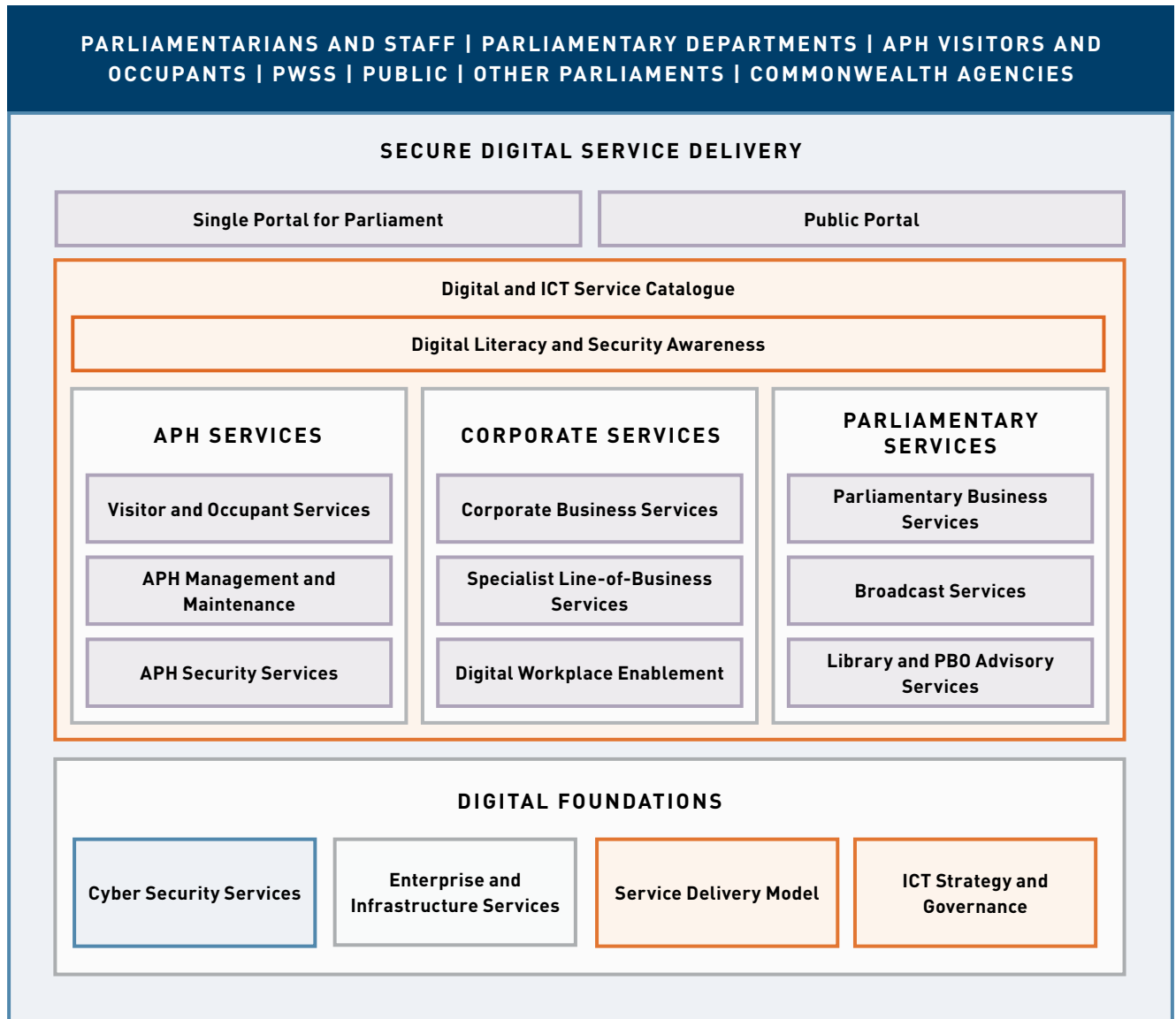
The parliamentary departments have a shared responsibility of serving, supporting, and upholding the institution of Parliament. This digital strategy incorporates the ambitions of the parliamentary departments to leverage digital services to meet their responsibilities. As outlined in the *Strategic Framework – The Parliamentary Service*, the departments together provide services to ensure:

- » Parliament and its committees are supported effectively
- » Senators and members are supported to undertake their work
- » The community can easily access and engage in the work of the Parliament and parliamentary committees
- » National, international and regional relationships are maintained with other parliaments, parliamentary bodies and organisations
- » APH is sustained as a workplace and national cultural institution
- » The Parliamentary Service is independent and non-partisan

VISION

To deliver **modern, accessible, and seamless digital services for the Australian Parliament.**

The layered approach of robust digital foundations, modern business applications, a secure parliament, and embedded digital ways of working can be best represented by the figure below:



Strategic theme:

- Customer focused digital services
- Modern and economically sustainable ICT
- Safeguard the Australian Parliament and its people and assets
- Digital ways of working

DRIVERS FOR CHANGE

NEED FOR COHESIVE AND MODERN TECHNOLOGY

The technology needs of the Parliament need to be driven forward in a consistent and cohesive fashion - with an emphasis on comprehensively addressing legacy technology and practices.

More cohesive services will be simpler to maintain and operate but will also allow the parliamentary departments to place an emphasis on higher quality technology services and solutions.

Legacy technology generates risks to the cyber security posture of our national parliament whilst also inhibits the ability of the Parliament to adapt to emerging trends and to integrate seamless ICT into business practices. These solutions are also costly to run and introduce a degree of vulnerability to ICT operations.

LEVERAGING ADVANCEMENTS ACROSS THE INDUSTRY AND TECHNOLOGY

The near-constant emergence of new technology and practices has ongoing disruptive potential for a digitally empowered Parliament. Staying abreast of these emerging trends and ensuring that the ICT estate of the Parliament is prepared to realise future benefits using technology such as generative AI, data analytics and sharing, and citizen development, is paramount.

RESPONDING TO THE DYNAMIC THREAT ENVIRONMENT

Cyber and security threats are always evolving. Guided by the Parliament of Australia Cyber Security Strategy, the Parliament's security capabilities must also continually evolve and improve, informed by the threat environment, to manage risk to the operation of the Parliament. This extends to the electronic security systems that underpin the building's critical physical security capabilities.

ENABLING BUSINESS THROUGH ACCESSIBLE DIGITAL SERVICES

There is a continuing need to further improve the public's ability to engage and interact with the Parliament and this must be supported through accessible digital services.

The parliamentary departments also seek to build upon our successful partnership and share ownership of the delivery of digital business outcomes. We will encourage and support our people to grow their digital and data literacy an essential skill to empower them to be more effective parliamentary officers.

STRATEGIC THEMES

This digital strategy has four strategic themes that describe how we will organise and shape our work between 2023 and 2027.

Each theme consists of a high-level goal and discrete objectives that need to be delivered to achieve the goal.

THEME 1

CUSTOMER FOCUSED DIGITAL SERVICES

THEME 2

MODERN AND ECONOMICALLY SUSTAINABLE ICT

THEME 3

SAFEGUARD THE AUSTRALIAN PARLIAMENT AND ITS PEOPLE AND ASSETS

THEME 4

DIGITAL WAYS OF WORKING

CUSTOMER FOCUSED DIGITAL SERVICES

Customer service and experience will be at the heart of what we do. Improving engagement with our services, customer-centric product design, delivery of innovative front-line products, and high-quality service delivery at points of contact will be intrinsic to our offering.

We will:

- » shape the delivery of the work we do, and importantly how we think, so that the customer need and experience is at the centre of our decision-making and design
- » create applications and services that focus on achieving a better customer experience
- » deliver services that are intuitive for customers to find, easy to use and support contemporary mobile ways of working, and
- » innovate to deliver accessible, inclusive digital services to support workplace diversity and public engagement with the business of the Parliament.

GOAL

DELIVER ACCESSIBLE, MODERN, DIGITAL SERVICES THROUGH INNOVATION THAT PROVIDE AN INTUITIVE, SEAMLESS USER EXPERIENCE



Provide a central point of access for customers to consume all the services they need



Enhance and connect digital services for a seamless, transparent and consistent user experience



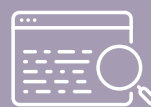
Support parliamentarians to engage with constituents using enhanced multimedia and accessibility features



Provide constituent management capability



Digitally transform manual business processes for corporate areas using enterprise workflow, forms and automation



Improve search capability across business information and data

MODERN AND ECONOMICALLY SUSTAINABLE ICT

Modernisation will support the Parliament and users with ICT equipment, resources and information, so that all customers can perform their roles successfully. It will also result in the adoption of economically sustainable ICT platforms.

We will:

- » continue to promote a cloud-first approach and drive application modernisation
- » support our people and customers with modern mobile and performant ICT equipment and learning resources
- » partner with the parliamentary departments to modernise parliamentary business applications
- » optimise management of ICT costs and realise opportunities to rationalise and simplify the Parliament’s ICT environment, and
- » be judicious with our strategic technology choices to ensure ICT can be delivered in an economically sustainable way into the future.

GOAL


MODERNISE, RATIONALISE, AND SIMPLIFY THE AUSTRALIAN PARLIAMENT’S TECHNOLOGY ESTATE TO REALISE ECONOMICALLY SUSTAINABLE ICT SERVICE DELIVERY



Finalise the digital transformation of infrastructure, platforms and technology services




Modernise parliamentary and corporate business solutions




Ensure parliamentarians and staff have fit for purpose and modern ICT equipment with improved connectivity



Improve support arrangements for parliamentarians’ offices with enhanced modern ICT equipment



Enhance broadcasting and video capture services



Deliver a modern and consistent telephony experience across APH and other parliamentary office locations



Support parliamentary business with modern integrated applications that can be sustained and enhanced on the Australian Parliament’s terms

SAFEGUARD THE AUSTRALIAN PARLIAMENT AND ITS PEOPLE AND ASSETS

Safeguarding the business of the Parliament, its people and its assets extends beyond just cyber security into the important electronic capabilities that also underpin physical security at APH.

We will:

- » deliver effective and best practice cyber security
- » deliver electronic security services to support the work of DPS security and the Australian Federal Police providing security for the Parliament
- » innovate to proactively enable digital capability to support business, and
- » partner across parliament, government and industry to improve security and mutually build capability.

GOAL

ENABLE A DISRUPTION-RESILIENT AUSTRALIAN PARLIAMENT







Improve cyber security practices and awareness programs



Ensure cyber security capabilities are responsive and can effectively address the evolving threat environment



Enhance building security to optimise screening and management of the precincts




Streamline onboarding and offboarding practices for building passes and ICT accounts



Ensure the safety of APH occupants and visitors



Ensure protection of assets through enhanced electronic security capability



Introduce the secure adoption of sovereign generative artificial intelligence (AI) that meets the Parliament's needs

DIGITAL WAYS OF WORKING

Digital ways of working will better help the diverse and distinct organisations and business operating models within the Parliament to realise their objectives.

We will:

- » support the adoption of digital solutions to address business needs
- » invest in our people, skills and partnerships centred around strategic technology choices that enable the business of the Parliament
- » foster a culture that embraces learning, digital literacy, data literacy and security awareness to support digital transformation and citizen developers, and
- » partner to share an outcome-focused and action-oriented approach to delivery.

GOAL

THE AUSTRALIAN PARLIAMENT EMBRACES THE BENEFITS OF AND ACHIEVES VALUE THROUGH DIGITAL WAYS OF WORKING





Implement common digital ways of working that are shared and accepted




Improved training programs for key technology platforms and business solutions



Align workforce capability with digital objectives and ensure integration with strategic workforce planning



Build digital and data literacy and capability to enable business led digitisation and improvement of services



Underpin business operation with re-usable ICT solutions and flexible platforms that enable citizen development



Guide strategic technology investment decisions, prioritise delivery and manage capacity to deliver the digital strategy through matured enterprise architecture and portfolio management functions

GUIDING PRINCIPLES

The Parliament of Australia Digital Strategy 2023–2027 is supported by guiding principles that are designed as guardrails to support decision-making.

The guiding principles provide DPS with clear direction to ensure decisions are aligned with progress towards, and the realisation of, the strategic vision.

CUSTOMER-CENTRIC DESIGN

We will design solutions and services that focus on intuitive, seamless, and accessible ICT that is developed iteratively by partnering with stakeholders.

STRONG DIGITAL FOUNDATIONS

We will build modern, supportable digital foundations that are resilient, robust, and economically sustainable.

CLOUD-FIRST

We will harness the power of cloud computing as the most secure, scalable, flexible and cost-effective means of supporting parliamentary business.

SECURITY BY DESIGN

We will ensure solutions and services are designed and built securely from the outset to protect the Australian Parliament.

INVEST IN OUR PEOPLE

We will champion digital and data literacy as an essential skill for all stakeholders and nurture a culture that adopts modern ways of working.

MEET OUR COMMITMENTS

We will continue to partner across the Australian Parliament to improve our delivery culture and outcomes for our stakeholders.

DIGITAL BY DEFAULT

We will continue to enhance all our services to make them available digitally and to improve speed, inclusivity, accessibility and convenience for our diverse stakeholders.

EMBRACE TECHNOLOGY CHANGE

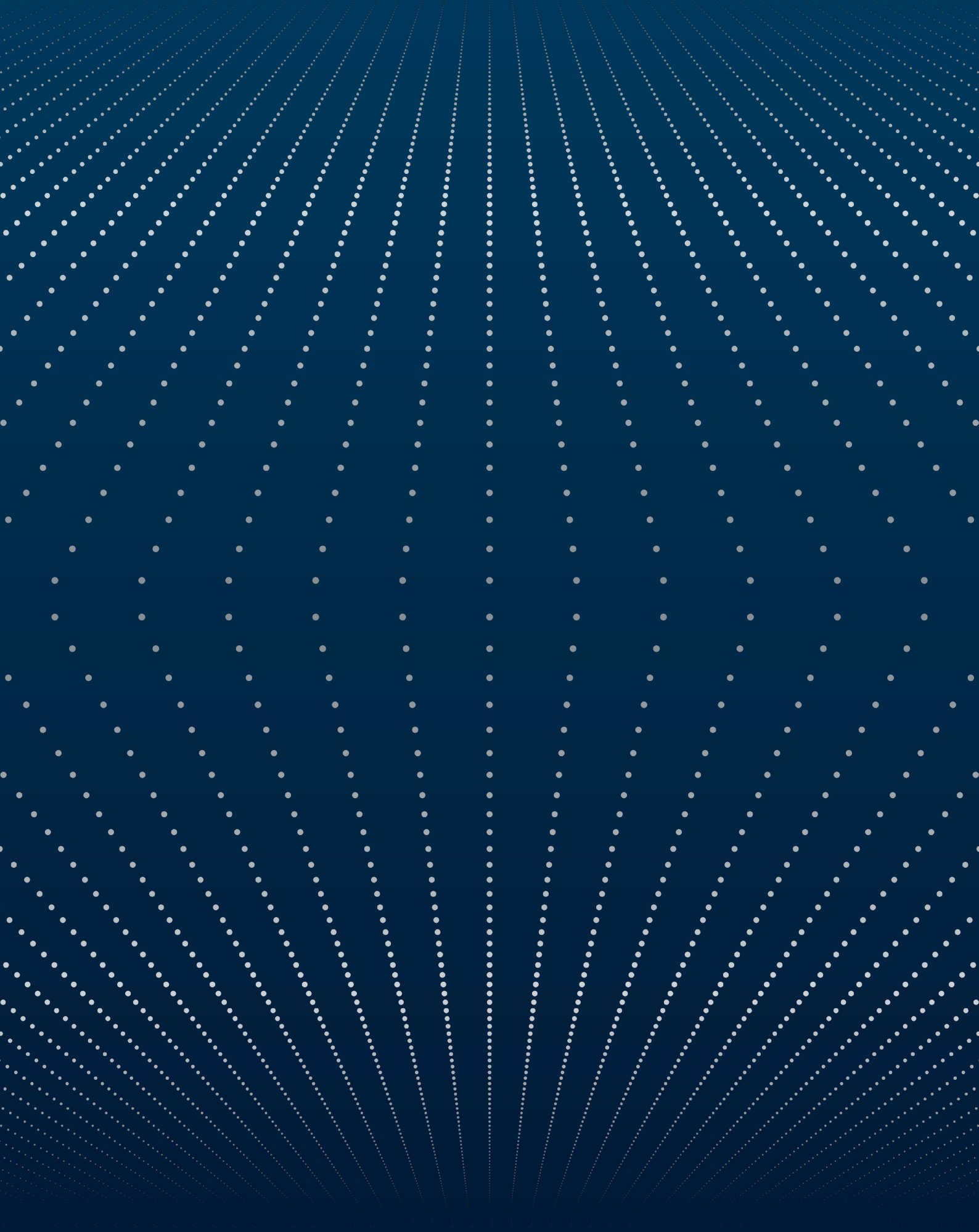
We will embrace innovation, learning and technological change and acknowledge that they are essential enablers for business.

HOW SUCCESS WILL BE MEASURED

We will measure our progress delivering the goals of this strategy in an open and transparent way, consistent with the Parliamentary Service Values.

The following aspects will be measured over the course of the Parliament of Australia Digital Strategy 2023–2027:

- » Realisation of business benefits, outcomes and improvements in customer satisfaction
- » DPS achievement of, and progress towards, the goals and objectives underpinning the vision, published as part of annual updates to the supporting roadmaps
- » Achievement of project milestones and budgets as part of formal performance reporting
- » Strengthening relationships and partnerships between parliamentary departments, other parliaments and government agencies.



PARLIAMENT of AUSTRALIA