

ATTACHMENT 1 - DATA AND DIGITAL SUB-COMMITTEE WORK PLAN 2025

Work Plan Overview

<div data-bbox="186 552 388 590">New to the work plan</div> <div data-bbox="186 611 388 657">Completed 2024</div>	<div data-bbox="468 537 902 674">Digital Services</div>	<div data-bbox="943 537 1377 674">Common Systems and Platforms</div>	<div data-bbox="1418 537 1852 674">Information and Data Management</div>	<div data-bbox="1893 537 2326 674">Cyber Resilience and Risk</div>	<div data-bbox="2368 537 2801 674">Digital Workforce Capability</div>
<div data-bbox="222 968 350 1035">Flagship Initiatives</div>	<div data-bbox="522 898 848 982">MyServiceTAS Portal ServiceTAS Support Done</div> <div data-bbox="522 1024 848 1098">WWVP Update Justice Monitor To do</div>	<div data-bbox="997 783 1323 856">HR Transformation Program DPAC Support In progress</div> <div data-bbox="997 898 1323 982">Modernisation of Government Data Networks DSS Support In progress</div> <div data-bbox="997 1024 1323 1108">Digital Communications Transformation Program DSS Support In progress</div> <div data-bbox="997 1140 1323 1224">MRS Business Case Monitor State Growth Done</div>	<div data-bbox="1472 783 1798 909">PSPF Info-Sec Information Classification DPAC State Growth Support In progress</div>	<div data-bbox="1947 783 2273 856">Cyber Hubs DSS In progress</div> <div data-bbox="1947 888 2273 961">Cyber Security Uplift Program DSS Done</div> <div data-bbox="1947 993 2273 1066">State Cyber Emergency Plan (SCEP) - DSS Done</div>	
<div data-bbox="222 1524 350 1591">Enabling Initiatives</div>	<div data-bbox="522 1339 848 1413">Digital Inclusion Strategy DSS Support In progress</div> <div data-bbox="522 1455 848 1570">Citizen Digital Identity and Credentials - Digital Driver License DSS ServiceTAS State Growth Support In progress</div>	<div data-bbox="997 1339 1323 1413">Our Digital Future Refresh DSS Support In progress</div> <div data-bbox="997 1444 1323 1528">Digital Capability and Technology Roadmap DDC Responsible In progress</div> <div data-bbox="997 1570 1323 1644">Employee Identity & Access Health Monitor In progress</div> <div data-bbox="997 1675 1323 1759">Critical Systems Infrastructure Investment Plan DDC To do</div>	<div data-bbox="1472 1339 1798 1413">AI Roadmap 2025-2027 DDC Responsible To do</div> <div data-bbox="1472 1444 1798 1539">Whole-of-government data sharing and access capability DSS OSA Support In progress</div> <div data-bbox="1472 1570 1798 1665">Information and data management framework DSS OSA Support In progress</div> <div data-bbox="1472 1696 1798 1780">Guidelines for Responsible Use of AI DDC Responsible Done</div>	<div data-bbox="1947 1339 2273 1444">TAS Gov Cybersecurity Strategy 2024 -2028 DSS Support Done</div>	<div data-bbox="2421 1350 2748 1444">Digital Workforce Capability Pathway Program DSS In progress</div> <div data-bbox="2421 1465 2748 1549">Digital Careers DSS In progress</div> <div data-bbox="2421 1581 2748 1696">Whole-of-Government Vendor Panel for Professional Services under the Direction of the Customer DSS Health In progress</div>

Flagship initiatives supported by DDC

Ref	Initiative	Stream	Alignment	Lead OU	Status
22/02	<p>Human Resources Transformation Program (H RTP)</p> <p>DDC continues to provide advice, support as required.</p> <p>Name change from HRIS.</p> <p>In 2020, the Tasmanian Government approved a HRIS Business Case which sought funding to replace many disparate HR systems, for the Department of Health (DoH) with the potential for it to be a precursor for a single integrated solution across the State Service.</p> <p>Program has moved on to whole of government implementation coordinated by SSMO in DPAC.</p> <p>Whilst the program is focused on transformation change in HR, the program is dependent on establishing the supporting software to deliver services along with data and digital infrastructure.</p>	Common Systems and Platforms	TSSR 22, 34 Keeping Children Safe	SSMO (DPAC)	<p>Health continuing with its implementation.</p> <p>The critical CMS module has been rolled out across government.</p> <p>New governance arrangements in place to support whole-of-government outcomes.</p> <p>Work underway to procure system integration and application management services.</p> <p>Program implications for – reporting, analytics and insights, data governance and integration.</p> <p>Multi-year program</p>
22/04	<p>Modernisation of Government Data Networks</p> <p>Evolve services to meet agencies requirements and the adoption of new and emerging technologies, including establishing a new panel arrangement for modern data and internet services.</p>	Common Systems and Platforms	TSSR 22 ODF 1.4, 3.3	DSS (DPAC)	<p>Governance in place with DDC oversight, program is progressing – core upgrades, new network security framework, new data and internet panel, enhanced DDOS controls.</p> <p>Multi-year program</p>
22/05	<p>Digital Communication Services (DCS) Service Model Transformation (SMT) Project.</p> <p>DDC provides oversight and governance.</p> <p>Formally Telephony Transformation Program.</p> <p>Replace the existing telephony service arrangements within government with a new operating model with access to contemporary communications platforms and solutions.</p>	Common Systems and Platforms	TSSR 22 ODF 3.3	DSS (DPAC)	<p>Phase 3 definition completed – detailed service model design is complete and endorsed by key stakeholders.</p> <p>Progressing through tender evaluations and contracts becoming available for transition mid to late 2025.</p> <p>Multi-year program.</p>
22/15	<p>Protective Security Policy Framework – InfoSec</p> <p>DDC provides advice and support on INFOSEC module.</p> <p>The development and implementation of a Tasmanian PSPF will establish whole-of-government policy requirements and guidance on implementing and maintaining effective protective security practices</p>	Data and Information Management	ODF 3.1 Keeping Children Safe	RRT (DPAC)	<p>DDC members collaborated with OSEM to help develop the INFOSEC module.</p> <p>Email Information Classification validation work completed by DPFEM in 2022</p> <p>Information Classification implementation pilot underway at DPAC.</p>
22/20	<p>Cyber Hubs</p> <p>Develop and validate a whole-of-government functional leadership solution for cyber security by establishing a desirable, feasible and viable operating model for managing cyber security risk across government.</p>	Cyber Resilience and Risk	TSSR 21, 23 ODF 3.4	DSS (DPAC)	<p>Project initiation commenced late in 2023, initially disrupted by operational cyber security requirements has now moved through discovery.</p> <p>Next phase is conduct of a pilot to validate a shared incident management process and to implement suggested improvements in whole of government cyber governance and assurance.</p>

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25/01	<p>Registration to Work with Vulnerable People (RWVP) Expansion Program</p> <p>Aims to enhance protections for vulnerable individuals in Tasmania, the program includes legislative changes and the implementation of a new IT system for better administration and user experience. This will also include improvements in the RWVP system integration with the myServiceTas platform.</p>	Digital Services	Keeping Children Safe	Justice	<p>* New to work plan</p> <p>Tender opened 08/03/2025 for a “Registration and Licensing Solution to support Registration for Working with Vulnerable People”.</p>

Enabling initiatives progressed through DDC

Ref	Initiative	Target Outcomes	Stream	Alignment	Lead OU	Status
22/01a	<p>Our Digital Future Refresh</p> <p>DDC is a key government stakeholder for this work.</p> <p>Minister for Innovation, Science and the Digital Economy has requested a refresh of the Our Digital Future strategy. This includes a new strategic action plan for digital government.</p> <p>The Strategic Action Plan associated with Our Digital Future has not been updated since 2021. The actions prioritised for Government (Our Digital Government) set priorities for digital in government and are in need of better alignment with current broader government priorities. These priorities are also needed to guide related work in 22/01b and 22/01c.</p>	To improve the alignment and relevance of strategic actions under Our Digital Future, with more recent priorities of government.	All	Government Priorities Keeping Children Safe TSSR 22, 24, 19	DSS (DPAC)	<p>* New to work plan</p> <p>DDC had undertaken work to review a possible update to the original action plan.</p> <p>Work will now progress through a consultation process with community, industry and government stakeholders.</p> <p>The Secretaries Board will be engaged to articulate their digital ambitions for Government.</p>
22/01b	<p>Digital Capability and Technology Roadmap</p> <p>Develop an abstract visualisation that depicts how capabilities are aligned and integrated to deliver on the government’s priorities. Key domains of capability would ideally be set out with strategic directions/vision, lifecycle and implementation status, current roadmaps, and active initiatives.</p> <p>This is a core strategy and planning artifact to support the establishment of a Platform Based Functional Leadership Model based on capabilities and provide agreed roadmaps for those capabilities.</p>	<p>Contribute to establishing platform-based functional leadership.</p> <p>Improve leadership and direction for agencies planning digital investments.</p> <p>Provide transparency with respect to government strategies and future proposals.</p> <p>Assist to deliver integrated customer journeys, as opposed to siloed digital services.</p>	All	<p>TSSR 22, 24, 19</p> <p>Keeping Children Safe</p> <p>ODF 3.2</p> <p>ICT Strategy, Critical Systems, and Investment Audit 2020</p> <p>Digital Initiatives Audit 2023.</p>	DSS (DPAC)	<p>Work has not significantly progressed on this initiative due to time and resource constraints and the need to articulate the roadmaps as part of plan or digital priorities for government. Notwithstanding there is agreement amongst DDC members that setting light weight strategic directions for critical digital capability priorities offers a pathway forward.</p> <p>Demonstrator strategic directions documents for digital identity and credentials, digital communications, data networking, and cyber security have commenced drafting.</p>

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22/11	<p>Digital Inclusion Strategy</p> <p>Establish a working group to oversee the coordination of digital inclusion initiatives across government and to develop an initial strategy, a roadmap and KPIs to progress improvements in digital inclusion. Acknowledging that there are programs already underway across government (from a delivery perspective) that need to be incorporated into this work.</p>	<ul style="list-style-type: none"> Increased understanding of the current digital inclusion initiatives being implemented across government. Improved communication of information relating to digital inclusion initiatives to external stakeholders. An agreed and coordinated set of for digital inclusion priorities for Tasmania. An ability to measure and validate the performance and value of digital inclusion initiatives. Increased understanding of how the core dimensions of digital inclusions impact disaster resilience. 	Digital Services	TSSR 65 ODF 1.1 PESRAC	DSS (DPAC)	<p>Originally funded in 2023 budget.</p> <p>Considerable work across Internal stakeholders. National alignment and information sharing via DDMM working groups, and inter-jurisdictional CIO forum.</p> <p>Internal Community of Practice established.</p> <p>Internal strategy drafted and maintained from Q2 2024, although strategy endorsement delayed due to election changes of ministers and a review initiated in DECYP.</p> <p>External forums with industry and community sector to be held H1 2025 and integrated with the Our Digital Future refresh.</p>
22/16	<p>Revised framework for whole of government information and data management.</p> <p>In consultation with key stakeholders, develop a new / revised framework that addresses critical aspects of information and data management – leadership, strategy, governance and information asset management.</p> <p>Additionally, as part of the strategy development facilitate the development of an agreed plan and roadmap to establish the foundational capability for information management, sharing and linkage across government.</p> <p>This initiative is a dependency for 22/14.</p>	<ul style="list-style-type: none"> Improve whole-of-government coordination of data and information management. Provide reusable capabilities to address existing and emerging government priorities for information sharing and data linkage. 	Data and Information Management	TSSR-19 TSSR 5,9 ODF 3.1 Keeping Children Safe (COI 19.8(1))	OSA (DECYP) DSS (DPAC)	<p>A Working group was originally established in Q4 2022.</p> <p>Considerable work has been undertaken with limited resources in DSS and in-kind support from the State Archivist and other agencies.</p> <p>A draft strategy and roadmap were developed with a view to addressing key governance, leadership and asset management issues at a whole of government level.</p> <p>Options were also developed to establish an operating model.</p> <p>Feedback from Secretaries Board in Dec 2023 asked that we seek greater alignment with work linked to Keeping Children Safe Strategy.</p> <p>An updated approach linked to the Keeping Children Safe Strategy will be finalised in Q2 2025.</p>

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22/22	<p>Digital workforce capability pathway program</p> <p>Develop a whole of government digital workforce capability development framework and roadmap that is aligned to government priorities and risk, supporting the vision for digitalisation reform outlined in Our Digital Future and the Tasmanian State Service Review.</p> <p>The roadmap outlines targeted strategies and initiatives that align with three key focus areas: Digital skills profiling and workforce planning; Digital careers development; and Digital talent pipelines aimed at addressing the TSS digital (including data and cyber) workforce challenges and maximise on opportunities.</p>	<ul style="list-style-type: none"> Improvement in the Tasmanian Government’s ability to attract, recruit, develop and retain its digital workforce. Alignment of digital and ICT skill descriptors in job roles with national and international standards – Skills Framework for the Information Age. Improve the understanding of our workforce skills profile and empower individuals to understand and plan their own path for growth within the digital and ICT professions. 	Digital Workforce Capability	TSSR 40, 41 ODF 3.5	DSS (DPAC) SSMO (DPAC)	<p>DSS initially developed a long-term plan and roadmap to address some of the core issues with the digital workforce.</p> <p>Work was also initiated work to establish an intern program, improve the graduate recruitment process, aligning ICT and cyber-SODs with an international standard known as the Skills Framework for the Information Age (SFIA).</p> <p>Additional work was also undertaken to improve gender, cultural and age diversity within TSS.</p> <p>DSS has also worked with SSMO and other states, territories and the Commonwealth to share and assimilate good practices.</p> <p>TAS Gov is seen as a leader in applying SFIA to employee skills profiles and has garnered significant support from the Australian Computer Society and the Australian Public Service Digital Profession in this area.</p> <p>Working with industry to benefit broader Tasmanian Digital, ICT and cyber workforce ecosystem.</p> <p>Ideally, we are looking to move this work into a core action within the refreshed Our Digital Future and expand the practices beyond government into industry and for learners.</p>
24/23	<p>Digital Careers</p> <p>A schedule of work for 2025 to support the promotion of digital careers within the TSS, through industry and community events and related initiatives.</p>	<ul style="list-style-type: none"> Increased awareness of digital career pathways across the community. Increased support for School/College/ICT Career Pathways programs being run by DECYP. 	Digital Workforce Capability	Manage strategic risk and opportunities.	DPAC	<p>* New to work plan</p> <p>This initiative requires a review pending recent government announcements regarding “right sizing” the workforce.</p>

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22/08	<p>Citizen Digital Identity and Credentials: Digital Driver License</p> <p>This initiative has pivoted towards establishing a pathway for the introduction of digital driver licenses in Tasmania.</p> <p>Initial work had focused on governance and stakeholder engagement for the use of digital identity and credentials with Government services, and to build a policy foundation to support and embrace digital identity and credentials at a national level.</p> <p>The pivot to focus on digital driver licenses was undertaken to align the objectives of establish capabilities to support digital identity and credentials with directly attributable community outcomes and benefits.</p>	<p>Leverage the benefits of digital drivers licenses for the community:</p> <ul style="list-style-type: none"> • Create a better experience for driver license holders, making it easier, more convenient and more secure for Tasmanians to manage their driver license and identity credentials. • Improve the efficiency of managing and verifying driver licenses and identities, by streamlining processes and reducing delivery costs. • Address future opportunities and risk – better position Tasmania to engage and participate in the digital economy initiatives linked to the use of digital identity and credentials. 	<p>Digital Services</p> <p>Common Systems and Platforms</p>	<p>TSSR 25, 65</p> <p>ODF 1.7</p>	<p>DPAC</p> <p>DSG</p>	<p>DSS has considerable involvement with the Commonwealth forums and an independent inter-jurisdictional forum on digital ID and verifiable credentials.</p> <p>DSS and DSG have engaged with Austroads for the design and testing of an interoperable digital driver license.</p> <p>Strategic Infrastructure Investment Proposal (SIIRP) has been prepared seeking funding to further understand the options and develop a detailed business case for future government investment.</p>
24/12	<p>AI Roadmap 2024-2026</p> <p>With the completion a preliminary roadmap for AI the end of 2024, the Data and Digital Committee convened an AI roundtable to agree on a new set of recommendations for taking the AI agenda forward at the whole-of-government level.</p> <p>Recommendations and priorities were developed to inform a new 2-year roadmap for AI through to 2027.</p>	<ul style="list-style-type: none"> • Establish directions and deliver whole-of-government AI policy • Understand the opportunities for Government • Increase collaboration and knowledge sharing for AI • Adapt procurement and technology sourcing controls to address risk and opportunity in AI • Establish longer term governance for AI 	<p>Data and Information Management</p>	<p>Manage strategic risk and opportunities</p>	<p>DPAC</p>	<p>* New to work plan</p> <p>New working group established, Workplan focused on target outcomes to be progressed.</p> <p>With Government focus on efficiencies it is expected that the roadmap might require uplift to explore use cases for AI that can facilitate automation and productivity improvement.</p>
24/13	<p>Whole-of-Government Vendor Panel for Professional Services under the Direction of the Customer</p> <p>Establish a whole of government panel for ICT professional services labour hire i.e. a contract for services under the direction, control, and supervision of the customer.</p>	<ul style="list-style-type: none"> • Streamline the procurement process for critical resources • Enhance the responsiveness of Government Departments to meet urgent project demands. 	<p>Digital Workforce Capability</p>	<p>Manage strategic risk and opportunities</p>	<p>Health</p> <p>DPAC</p> <p>Treasury</p>	<p>* New to work plan</p> <p>Requested sent to Treasury to provide implementation guidance and support.</p>
25/02	<p>Critical Systems and Infrastructure Investment Plan</p> <p>Establish a whole of government critical systems register, extend the register into an investment plan.</p>	<ul style="list-style-type: none"> • Improved understanding of risk associated with critical government ICT systems and infrastructure. 	<p>Common Systems and Platforms</p>	<p>Manage strategic risk and opportunities</p>	<p>DSS (DPAC)</p>	<p>* New to work plan</p> <p>Register is initial focus, moving on to an investment plan once the register is populated.</p> <p>Exploring the use of SAP LeanIX as an information repository.</p>

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22/03	Employee Identity Access Management (IdAM) Health are currently progressing work for contemporary IdAM solution that could potentially be used by whole-of-government.	<ul style="list-style-type: none"> Single employee identity management for whole-of-government, including integration of identity with the Human Resources Management System. 	Common Systems and Platforms	TSSR 22, 34 H RTP	Health	DOH are positioning to provide Whole of Government options in contracts.

Potential Future Initiatives

Ref	Initiative	Stream	Alignment	Lead OU	Status
22/10	Establish a whole-of-government Digital/ICT Services Catalogue Publish and maintain a catalogue of whole-of-government services (government-to-government)	Potential Future Initiatives	TSSR 24, 65 ODF 3.5	DSS (DPAC)	Concept only, easy to implement, significant support
22/09	Digital service design and delivery standards Develop standards to guide digital service design and solution delivery. Based on human centred design principles.	Potential Future Initiatives	TSSR 65 ODF 3.5, 3.8	Government Services (DPAC)	Concept only
22/14	Whole-of-government information sharing and access capability Establish a whole-of-government capability for sharing, accessing, linking and analysing data. Establish a formal governance model, system ownership and assign a functional leader to deliver services to, and/or build capability across, all agencies. This initiative is dependent on 22/16	Data and Information Management	TSSR 19 TSSR 5, 9 COI indirect priority ODF 3.1	Linkage/National Accreditation – DSS (DPaC) Other - TBA	H RTP may establish some of the foundational capabilities Data Linkage capability and associated National accreditation is currently being investigated to support national data initiatives such as NDDA, FDSV and Human Services Youth at risk. Seeking to have capability/accreditation within 12 months
22/06	Whole-of-government Digital Workplace Establish a common digital operating environment for the majority of TSS employees – common hardware, software and communications tools.	Common Systems and Platforms	TSSR 5,9		Concept only
22/17	Functional leadership for spatial and location intelligence capabilities More detailed exploration of the options for shared spatial and location intelligence capabilities and platforms.	Common Systems and Platforms	TSSR 22		Concept only
24/01	Whole-of-government policy and standards library Provide central repository of data and digital standards and policies.	Common Systems and Platforms		DPAC	Concept only, easy to implement.
24/02	Whole-of-government Learning Management System Standard learning management platform for whole of government.	Common Systems and Platforms			Concept only
24/03	Contract Negotiation Establish a contract negotiation capability.	Common Systems and Platforms		Health	Concept only, access to skills and capability for large scale procurements and contracts are becoming critical.

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24/04	<p>Microsoft Strategic Platform Management</p> <p>Establish a program to coordinate the sourcing adoption of Microsoft products and services to meet the objectives of PSPF and COI.</p> <p>Design services to meet agencies requirements for interoperation and security in the Microsoft ecosystem.</p>	Common Systems and Platforms		DPAC, Treasury	Concept only
24/05	<p>IT Service Management</p> <p>Explore options for consolidating the number of IT Service Management Platforms (ITSM) across government.</p> <p>DOJ recently procured Service Management System that could be broadly procured by other TSS Agencies, without the need to repeat an RFT exercise.</p> <p>DECYP and DEPFM also utilise the Service Now platform.</p>	Common Systems and Platforms		Justice	Concept, with interest from several agencies.
22/01c	<p>Digital/ICT Investment and Assurance Framework.</p> <p>Investigate suitable options to establish a framework for investment and assurance associated with strategic or high risk digital and ICT investments. The framework would be used to provide guidance and advice on investment value (desirability, feasibility, viability) and monitor the performance, risk and benefit realisation of initiatives.</p> <p>NB: This initiative would include the implementation of a digital initiative tracker per the Digital Initiatives Audit 2023 report.</p> <p>Enable effective decision making for digital investments at a whole of government level.</p> <p>Ensure the establishment of connected and interoperable systems, platforms and services.</p> <p>Facilitate the efficient use of common systems and platforms.</p>	All	<p>ODF 3.2</p> <p>ICT Strategy, Critical Systems, and Investment Audit 2020</p> <p>Digital Initiatives Audit 2023.</p>	DSS (DPAC)	<p>DSS has undertaken discovery work across Commonwealth and States and Territory governments on assurance frameworks, including detailed briefings from NSW Government and Commonwealth (DTA),</p> <p>We are preparing a request for research and advice from our advisory partner Gartner.</p>

Completed Initiatives 2024

Ref	Initiative	Stream	Alignment	Lead OU	Status
22/07	<p>Service Tasmania Customer Experience Program (myServiceTas)</p> <p>Development of a digital Service Tasmania portal to provide Tasmanians with a secure and easy-to-use access point for Government services. There are two stages for this program – redevelopment of the Service Tasmania website to make it easier for Tasmanians to find the government services they need; and the development of an initial digital service portal which builds on the new website by providing a personalised customer account and access to initial digital citizen services.</p>	Digital Services	TSSR 65, 5, 22 ODF 1.3,1.7	Service TAS (DPAC)	Completed MyServiceTas Portal Goes live Q2/2024 Service TAS website experience updated in 2022. Service TAS has a strategy and roadmap to add more capabilities/services.
23/03	<p>Guidelines for the Ethical and Responsible Use of AI</p> <p>To provide interim guidance for agencies to ensure a consistent baseline approach to the use of artificial intelligence in Tasmanian Government.</p>	Data and Information Management	ODF 3.1, 3.8	DSS (DPAC)	Completed Working group established, work is aligned with the DDMM National AI working group national guidelines.
22/23	<p>Review Communities of Digital Practice</p> <p>Establish desirability, feasibility, and viability of various Digital CoPs, assist to renew and promote those with good value propositions.</p>	Digital Services	TSSR 47 ODF 3.5, 3.8	DSS (DPAC) noting SSMO looking at all CoPs	Completed There are a number of old groups no longer active or relevant (short lived topics). Considerable success with the Design Thinking and Change Management groups. Recently established a Digital Inclusion Community of Practice and Citizen ID reference group (ran as a CoP). Digital Inclusion Community of Practice, Data and Information Management Working Group and Citizen Identity Reference Group calendars and updated terms of reference have been circulated. Full Calendar will be tabled with the DDC for information.
23/01	<p>Tasmanian Government Cyber Security Strategy 2024-2028</p> <p>Review the existing Tasmanian Government Cyber Security Strategy via a cross-functional (business and technical) and cross-agency working group</p>	Cyber Resilience and Risk	TSSR 21, 23 ODF 3.4	DSS (DPAC)	Completed, released Feb 2025 Undertook extensive internal and external stakeholder consultation.
23/02	<p>State Cyber Emergency Plan (SCEP)</p> <p>Development of an emergency management plan under the TEMA framework to manage cyber emergencies – incidents that require cross government collaboration and resourcing to manage incident and consequences.</p>	Cyber Resilience and Risk	TEMA	DSS (DPAC)	Completed Plan complete, exercised and used operationally. Waiting to formalise final acceptance with SEMC.
22/18	<p>Whole of Government Cyber Security Uplift Program</p> <p>A four-year program established and funded in FY2020/21 to address a number of critical cyber security risks. Includes projects to deliver – vulnerability management for public facing services, incident response capability, education, training and awareness, and agency guidance for cyber reliance.</p>	Cyber Resilience and Risk	TSSR 23 ODF 3.4	DSS (DPAC)	Completed Key deliverables met after a slower than expected start. Still work to complete H2 2024, work focused on vulnerability management, information sharing/observability, training and awareness.