

Summary of outcomes

This report summarises the outcomes from the *Opening Place-based Information* Thinktank held on 9 August 2012.

The Thinktank was convened with a view to understanding the expectations, barriers and issues in developing a shared government + industry approach to enabling more open and better access to place-based information in NSW.

Key themes to emerge from the day's discussions include:

The culture of Government

- The culture of Government is seen to be a significant barrier to progress, particularly:
 - An aversion to risk which inhibits innovation and change
 - A lack of incentive or will to share information
 - Politically-based concerns and influence
 - Operational and legislative structures
- The current state of austerity-driven reform is also seen as an opportunity to break current habits and do things differently, if given the political and executive will to do so

A focus on data

- Data is still viewed at senior levels as disconnected from decision-making, and as a cost rather than an asset with value
- Compounding this perception is a lack of consistency across Government when it comes to data discoverability, custodianship, management, maintenance, quality and standards
- An overarching framework for data with matching policies and governance arrangements is urgently needed for progress to be made

Awareness and education

- There is a recognised and serious skill shortage in spatial and data-related disciplines
- Focused efforts and investment needs to be made in a comprehensive education and skill-development program, from schools and tertiary curricula through to professional development, particularly within the public sector

The rationale for action

- There is a shared view that there are significant benefits to government, industry and the NSW community to improved access to place-based information
- Leaders and practitioners across a broad range of industries and sectors are keen to continue the collaboration with government on creating initiatives and programs for mutual benefit
- Existing initiatives such as the ICT Strategy and the Location Leadership Group will be important to drive action and outcomes

Recommendations for focused action

The session also identified a series of priority directions for further investigation and action as part of the ICT Strategy and Location Intelligence Strategy implementation process. These are summarised as:

- Key opportunities to be pursued
- Inhibitors to be overcome in order to pursue these opportunities
- **A consensus view on what is required**
- Priority actions for immediate progress

OPPORTUNITIES

Making fundamental (spatial & non-spatial) data available from a single source

Implementing a coherent, inter-agency information management framework with top-down executive mandate

Unlocking data for citizens, communities and regions

Eliminating data duplication

Creating an appetite to share and better utilise the large number of datasets across government

Leveraging a new environment with an opportunity to rethink

Improving understanding around GIPA to facilitate release of information

Leveraging existing governance structures

INHIBITORS

Lack of resourcing and know-how

Fear of being open to attack or criticism

Perception of risk, particularly about cloud and privacy

Legislation does not reflect the possibilities available through the technology

No incentives to work collaboratively

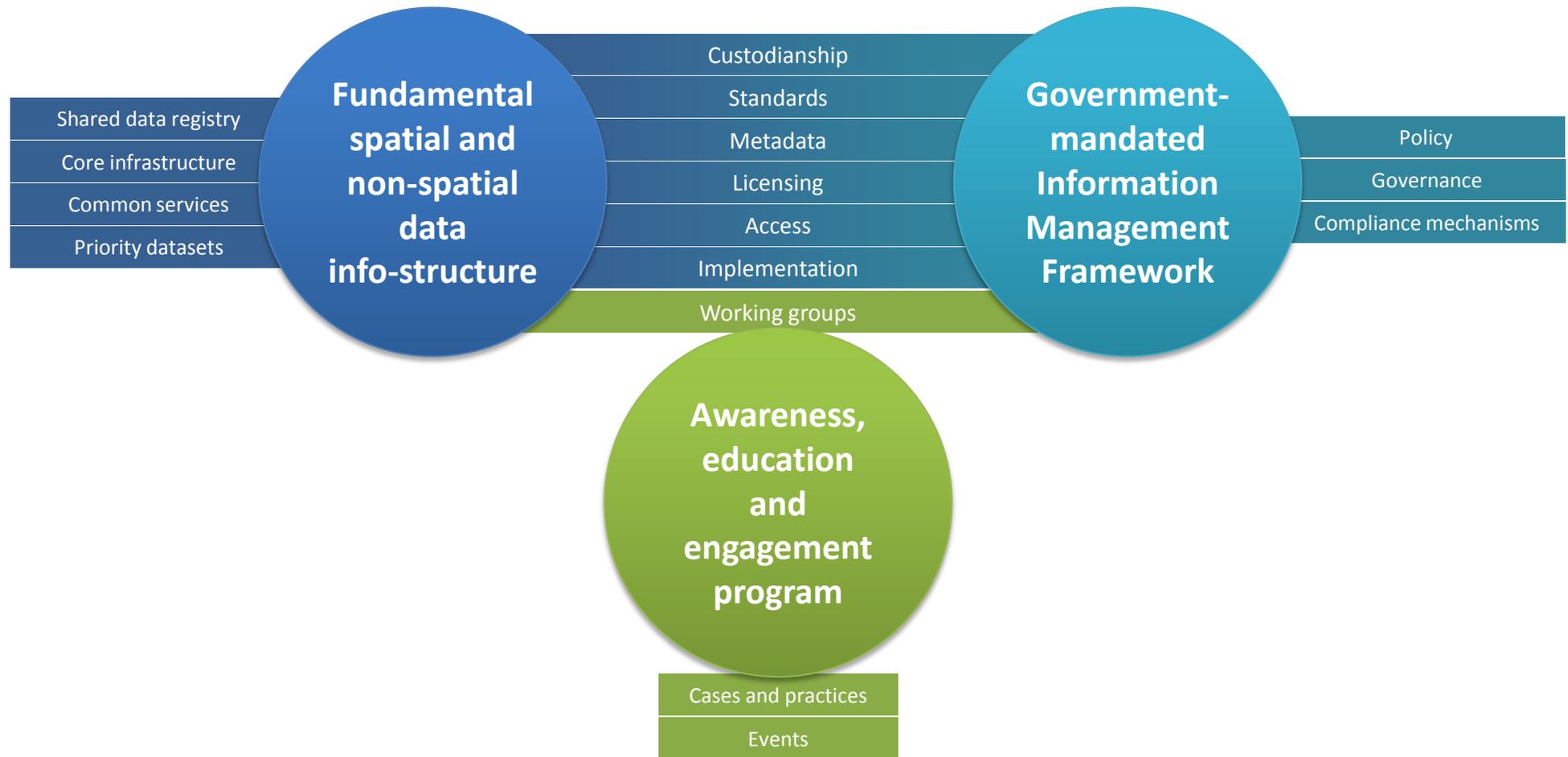
Lack of communication about initiatives within and across government

Changing from an agency-centric culture to whole of government

Lack of mandated standards

Old organisational structures and lack of executive support

Consensus view on what is required



Priority actions

Develop an engagement model for government-to-government data exchange including the development of a template SLA

Identify common web services to support common business needs

Define priority datasets, assign custodian and enforce making these available

Create a central government registry of data which forms a catalogue of what's available, under what conditions or licensing and who to contact

Develop a top-down communication strategy focused on publication and delivery of (spatial) data

Develop and implement foundation spatial datasets and infrastructure

Undertake an executive education program to articulate the benefits

Establish collaborative forums and working groups of industry and government to focus on priority actions

Endorse a Location intelligence strategy to support the ICT strategy

Develop an Information management framework that is approved and mandated at the Executive level of Government and which contains policies, guidelines and implementation plans

Create one government plus industry catalogue for spatial and aspatial data as a Public Private Partnership

Nominate data advocates inside each department to own, coordinate and identify data suitable to be location-enabled and released

Identify the top 10 geo data sources that have biggest impact on NSW that have not been released and have them released in IT/data standards with a basic metadata profile preference as scalable web service feeds

Build a team from the Thinktank to take lead on the awareness program and drive the following activities:

- A geohack fest focused on a specific business outcome
- Building and promoting case studies
- Conducting a workshop/outreach program including relevant industry bodies

Create a publicly-available mechanism where people can submit data, request datasets to be made available and provide feedback on priorities

The Government + Industry Thinktank

The Thinktank brought together a diverse group of senior managers and leaders from across NSW business, government, community and spatial information sectors to share their perspectives and experiences as users, suppliers and producers of place-based data and business information to identify and prioritise needs and implementation actions.

The Thinktank also featured panel sessions with key government representatives to provide insight into existing policies and programs, and to highlight the benefits of place-based information to business, government and the community.

The facilitated program covered issues including:

- Government and industry working together to progress a collaborative agenda
- Mapping the way forward - key drivers, objectives, benefits and enablers
- Identifying key opportunities, inhibitors and priority actions

A pre-workshop kit was circulated to all participants prior to the session, which was used as reference material at the workshop to assist in identifying and prioritising issues.

Objectives of the Thinktank

The Thinktank benefited from an unusual mix of government, industry and sectoral representatives with a very broad range of experiences and views.

The primary objectives of the day were twofold:

1. To achieve “rough consensus” on the key opportunities, inhibitors and priority actions when it comes to more open and accessible place-based information
2. To start an authentic, ongoing conversation between industry and government about these issues.

Panel segments

The workshop included 3 panel sessions.

The opening panel was themed “**The location of anything is becoming everything**” and featured:

- Prof Mary O’Kane: NSW Chief Scientist and Scientific Engineer, Chair of the CRC for Spatial Information, and a director of PSMA
- William Murphy: Executive Director, ICT Policy in the NSW Government Department of Finance & Services
- Rohan Fernando: Head of Geospatial Enterprise for Google in Australia and NZ



The panel provided the participants with a high-level view of the value and importance of location-based information, with specific international and Australian examples. The subsequent discussion also covered the value of initiatives such as the ICT Strategy and Location intelligence Strategy to provide form and context for a wider program of action.

The afternoon session panel was themed **“Place-based information in action”** and featured:

- Paul Williams: Regional Director for the Australian Bureau of Statistics
- Des Mooney: General Manager of Land and Property Information in NSW, NSW Surveyor General and NSW Registrar General.
- Ed Garvin: Board Advisor to NSW Board of Surveying & Spatial Information and a former Director and Treasurer of the Spatial Industries Business Association



The panel previewed a range of policies, initiatives and infrastructure already in place nationally as well as within NSW. The subsequent discussion also touched in issues relating to the cost and value of data, and the potential role of non-government data.

The final session of the day was the Executive Report-back where senior government executives gathered to hear and respond to the outcomes from the day’s workshop sessions. This panel featured (*pictured below from left*):

- William Murphy: Executive Director, ICT Policy in the Department of Finance & Services
- Michael Coutts-Trotter: Director-General of the Department of Finance and Services
- Des Mooney: General Manager of Land and Property Information in NSW
- Deirdre O’Donnell: NSW Information Commissioner
- Prof Mary O’Kane: NSW Chief Scientist and Scientific Engineer



Workshop segment: understanding challenges, opportunities, benefits and enablers

“Investment logic” is a methodology that assists with the planning, mapping and tracking of programs, particularly with an ICT focus, by providing a simple yet comprehensive snapshot which captures the high level context and goals in relation to the mid-level action planning.

One of the key components of this approach is a map that defines the problems, solutions and benefits of a potential program or project. The map draws together on a single page the following key elements:

- Drivers – the reason that action needs to be considered at this time.
- Objectives –high-level actions (or strategic interventions) to respond to identified drivers.
- Benefits - the value that the investment will provide to the organisation or its customers.
- Enabling assets – resources or assets that can be leveraged or will be needed to enable the priority actions to occur
- Priority actions - the things that must be done by stakeholders if the benefits are to be delivered

The points raised against each of these elements then build towards a focused action plan, with priority activities identified that can directly address the challenges, achieve the objectives, create or leverage the assets and realise the benefits.

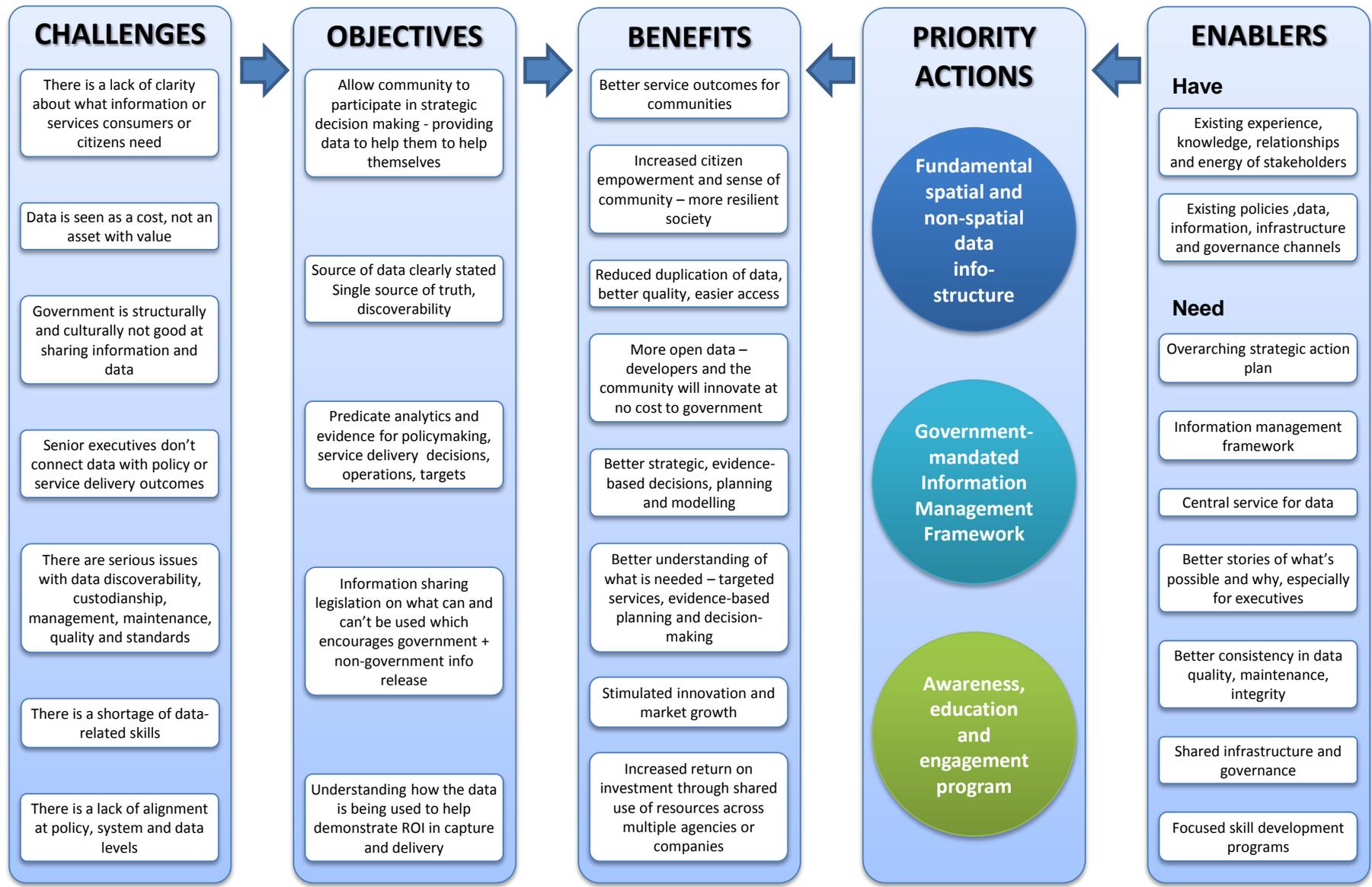
A version of this process was used at the workshop to focus participants on the key issues relating to better access to place-based information by asking the following questions:

- What are some of the key **problems, issues or challenges** that your industry, sector, agency or organisation is facing over the next 2-3 years?
- How would more open and better access to place-based information help **address some of these challenges**?
- What are the **benefits** of more open and better access to place-based information?
- What **resources, systems or other enabling factors** already exist that can be leveraged to create more open information? What's missing?



The outcomes of these discussions are summarised in the Rationale Map on the following page.

Rationale for improved access to place-based information



Workshop segment: Opportunities, inhibitors and priority actions

The focus of these parallel workshop sessions was to generate 'rough consensus' on the key opportunities, inhibitors and actions around four themes:

- Linking NSW Government data to location
- Leveraging whole-of-Government services and platforms
- Creating, managing and releasing government spatial data
- Building awareness, capacity and capability



The outcomes of these workshop sessions can be summarised as follows:

Theme 1: Linking NSW Government data to location		
<p>What are the key <u>opportunities</u>, <u>inhibitors</u> and <u>priority actions</u> to:</p> <ul style="list-style-type: none"> • Help Government agencies to spatially enable their functional data and make it available • Develop procedures and standards for data and information exchange • Make Government data open, discoverable and accessible • Ensure participation from all levels of Government 		
Opportunities	Inhibitors	Priority actions
<p>Availability of fundamental (spatial & non-spatial) data from a single source, which is discoverable and understandable</p> <p>A coherent, inter-agency information management framework with top-down executive mandate</p> <p>Unlocking data for citizens, communities and regions; influencing behaviour and improving service delivery</p>	<p>Risk aversion</p> <p>Lack of mandated standards</p> <p>Old organisational structures are no longer appropriate</p>	<p>Define priority datasets, assign custodian and enforce making these available</p> <p>Develop a top-down communication strategy focused on publication and delivery of (spatial) data</p> <p>Create a central government registry of publishable and non-publishable data</p> <p>Create a mechanism where people can submit and request data</p>

Theme 2: Leveraging whole-of-Government services and platforms

What are the key opportunities, inhibitors and priority actions to:

- Create a State-wide framework to make location-based data easily discoverable, accessible and usable
- Extend existing platforms for whole-of-Government capability
- Expand whole-of-Government management arrangements for location-based information

<i>Opportunities</i>	<i>Inhibitors</i>	<i>Priority actions</i>
<p>New environment with an opportunity to rethink where cost cutting is driving cultural change and initiatives like the ICT strategy provides opportunities for new practical initiatives like cloud and web services</p> <p>Leverage existing governance structures such as the Regional leadership group, Location Leadership Group and 2021 group</p> <p>Appetite to share and better utilise the large number of datasets across government</p>	<p>Cultural change from thinking of an agency as a priority rather than thinking whole of government; silo mentality and 'tin hugging', security and trust within and across agencies</p> <p>Poor communication stops the promulgation of initiatives within government, across layers of government, organisations like the CRC, Federal Government</p> <p>Structures – there's no incentive to work collaboratively, and legislation does not reflect the possibilities available through the technology</p>	<p>Identify common web services to support common business needs</p> <p>Develop and implement foundation spatial datasets and infrastructure</p> <p>Engagement model for government to government data exchange including the development of a template SLA</p>

Theme 3: Creating, managing and releasing government spatial data

What are the key opportunities, inhibitors and priority actions to:

- Develop policies to enable consistent whole of government usage of location intelligence infrastructure
- Develop policies, processes and standards for collecting and accessing data

<i>Opportunities</i>	<i>Inhibitors</i>	<i>Priority actions</i>
<p>Mandate agencies to become responsible for mandated data</p> <p>Eliminate data duplication</p> <p>Increase understanding around GIPA to facilitate release of information</p>	<p>Lack of executive support</p> <p>Perception and fear, especially around things like cloud services and privacy</p> <p>Lack of resourcing – people and money</p>	<p>Executive education - articulating the benefits and tie-ins to existing regulations and legislation</p> <p>Endorse Location intelligence strategy to support ICT strategy</p> <p>Establish collaborative forums of industry and government – need more working groups</p> <p>Information management framework including location enabled data that is mandated at the Executive level of Government</p> <p>Identify data custodians as the authoritative source</p> <p>One government plus industry catalogue for spatial and aspatial data as a Public Private Partnership</p>

Theme 4: Building awareness, capacity and capability

What are the key opportunities, inhibitors and priority actions to:

- Communicate and promote the importance, value and benefits of place-based information and location intelligence
- Improve the capacity and capability of government and industry to take advantage of place-based information
- Conduct research and contribute to innovation in government and industry to encourage and demonstrate good practice

<i>Opportunities</i>	<i>Inhibitors</i>	<i>Priority actions</i>
<p>Use what we've got (eg Data NSW) to publish web service data feeds and make it available to business, community and government in one place and let them build new capabilities, solutions to problems and issues</p> <p>Build an awareness program run by a team from the Thinktank</p> <p>Prioritise the geocoding of government information, with a particular focus on high-impact datasets</p>	<p>Fear of being open to attack or criticism, fear of change</p> <p>Lack of knowledge and know-how</p> <p>Priorities / funding – internal capabilities could be re focused on external/sharing programs, need to overcome the “tragedy of the commons” – what’s in it for me?</p>	<p>Nominate data advocates inside each department to own, coordinate and identify data suitable to be location enabled and released with two provisions</p> <ul style="list-style-type: none"> ➤ Need a leader to coordinate / own the process to avoid falling into a vacuum ➤ Must have CIO uptake / involvement <p>Identify top 10 geo data sources that have the biggest impact on NSW that have not yet been released and have them released in IT/data standards with a basic metadata profile preference as scalable web service feeds (eg Live Bus tracking)</p> <p>Hearts and Minds Outreach - Build a team from the Thinktank to take ownership/leadership of an awareness program and drive the following activities</p> <ul style="list-style-type: none"> ➤ Geohack fest focused on a specific business outcome ➤ Build and promote case studies ➤ Workshop/outreach program including relevant industry and sectoral bodies

Workshop representation

Facilitator

Allison Hornery

Panellists

Michael Coutts-Trotter

Director General
Department of Finance & Services

Deirdre O'Donnell

NSW Information Commissioner

Professor Mary O'Kane

NSW Chief Scientist and Engineer
Department of Trade & Investment, Regional Infrastructure & Services (DTIRIS)

William Murphy

Executive Director, ICT Policy
Department of Finance & Services

Des Mooney

General Manager
Land and Property Information

Rohan Fernando

Head of Geospatial Enterprise, Australia and New Zealand
Google

Paul Williams

Regional Director
Australian Bureau of Statistics

Ed Garvin

Spatial Industries Business Association (SIBA)

Government organisations represented

Art Gallery of NSW	NSW Office of Environment & Heritage
Australian Bureau of Statistics (ABS)	NSW Office of Science and Research
Commonwealth Department of Resources, Energy and Tourism	NSW Police Force
Fire & Rescue NSW	NSW State Emergency Service
Information and Privacy Commission NSW	Public Health Intelligence Unit
Land & Property Information NSW	State Library of NSW
NSW Department of Finance & Services	State Records Authority of NSW
NSW Department of Planning and Infrastructure	Sydney Catchment Authority
NSW Department of Premier and Cabinet	Transport Management Centre (TMC)
NSW Department of Primary Industries	Transport NSW
NSW Ministry for Police and Emergency Services	

Industry organisations represented

Australian Information Industry Association (AIIA)	Mercury Project Solutions
Ajilon	New South Wales Minerals Council Ltd
Angry Koala	National ICT Australia (NICTA)
Google Australia and New Zealand	NSW Business Chamber
C3 Business Solutions	NSW Farmers' Association
City of Ryde	Objective Corp Ltd
Communica	Ramin Communications
Council of Social Services of NSW	Recordkeeping Innovation Pty Ltd
CRC for Spatial Information	Spatial Industries Business Association (SIBA)
Doll Martin Associates	Social & Emerging Technologies
Insight Telecommunications Consulting	Surveying and Spatial Sciences Institute
Insurance Council of Australia	Technology One Limited
Integeo Pty Ltd	Telstra NSW Government
Intel Australia Pty Ltd	Urban Development Institute of Australia (UDIA)
Intermedium	Yahoo
Intersect Australia	