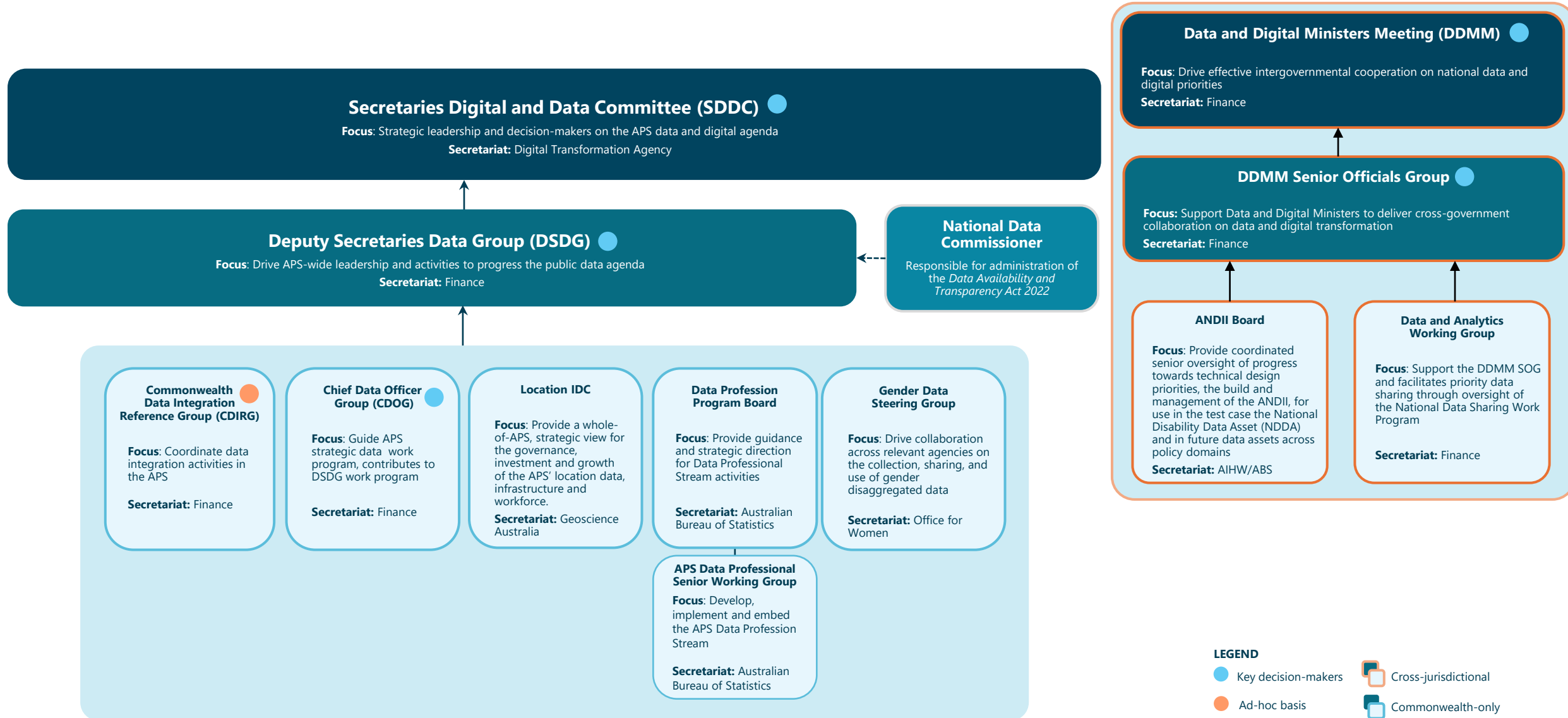


Whole of Government Data Governance Groups





Secretaries' Digital and Data Committee

Terms of Reference

1. The Secretaries' Digital and Data Committee (the Committee) is convened as a sub-committee of the Secretaries Board. The purpose of the Committee is to provide strategic leadership to promote an APS enterprise approach to the planning, coordination, investment, assurance, and delivery of trusted and secure digital and data capabilities across government.
2. No other digital or data governance forums will be established without this Committee's approval.
3. Without limiting the scope of matters to be considered, the Committee will:
 - a. Drive enterprise wide digital and data transformation to support the APS reform agenda, including advice on the strategic direction of whole of government digital and data priorities, strategies and policies.
 - b. Drive the adoption of common patterns, platforms, and services to promote the sharing and re-use of digital and data capabilities across government, consistent with the Australian Government Architecture policies and standards ahead of consideration by Cabinet.
 - c. Drive improvements in strategic planning for digital and ICT investment including through the Integrated Digital Investment Plan and Digital Investment Overview, with advice to Ministers ahead each Budget.
 - d. Drive whole-of-government data priorities, including through improved data management, governance, handling and use.
 - e. Guide a structured approach to assurance activities of critical initiatives that are high risk or have dependencies associated with delivery and recommend interventions to Government where programs and projects are not delivering.
 - f. Support the development of the Data and Digital Profession and initiatives to develop digital and data talent across the Australian Public Service.
4. The Committee will support the Digital Transformation Agency, Department of Finance and the National Data Commissioner to fulfil their whole-of-government digital and data leadership roles.
5. The Committee will report to the Secretaries Board on a bi-annual basis (or as otherwise determined) to provide advice on significant issues, trends and opportunities.

6. The Committee will publish a communique after each meeting to provide advice on key strategic decisions made.
7. The Committee will be co-chaired with agreement being sought prior to the meeting as to which chair will lead proceedings.

Membership

8. The Committee will comprise:
 1. The Secretary of the Department of Finance (co-chair)
 2. The Secretary of the Department of Social Services (co-chair)
 3. The Secretary of the Attorney-General's Department
 4. The Secretary for Public Sector Reform
 5. The Secretary of the Department of Defence
 6. The Secretary of the Department of Home Affairs
 7. The Secretary of the Department of Industry, Science and Resources
 8. The Secretary of the Department of the Prime Minister and Cabinet
 9. The Commissioner of Taxation
 10. The Australian Statistician, Australian Bureau of Statistics
 11. The Chief Executive Officer of Services Australia
 12. The Chief Executive Officer of the Digital Transformation Agency
 13. The Director-General of the Australian Signals Directorate

Attendance

9. It is expected that Members will be available for committee meetings. All members are full members although a quorum will consist of 4 secretaries, inclusive of representatives formally acting in their Member's position.
10. If the chair presiding over the proceedings is unavailable, the alternative co-chair will lead proceedings.
11. If a member is unable to attend, they may seek approval (via the Secretariat) from the responsible chair to send a proxy delegate in an observer capacity.

Meeting frequency

12. The Committee is expected to meet bi-monthly (approximately every 8 weeks) with a minimum of 5 meetings per calendar year.
13. The Committee may consider matters out-of-session, as appropriate.

14. Members are encouraged to bring forward agenda items for consideration at a future meeting.

Committee performance

15. The Committee will assess its performance every 6 months against agreed performance measures.

Secretariat

16. Secretariat services for the SDDC will be provided by the Digital Transformation Agency.
17. Agenda papers will be provided to Members at least 5 working days before each meeting. Agencies will provide papers to the Secretariat a minimum of 15 working days prior to the meeting date.
18. Draft minutes of meetings will be provided to Members for review within 5 working days after each meeting.

Subordinate Committees

19. The Committee will be supported by a Digital Leadership Committee that will provide executive oversight of whole of government digital outcomes, and the Deputy Secretaries' Data Group which provides oversight of whole-of-government data outcomes.

Date: 19 October 2022



Terms of Reference

Purpose

Data is a valuable economic and social asset. Better management and use of data can support citizen-centred service delivery, improve policy outcomes, increase public sector efficiency and support private and research sector innovation.

Leadership across the Australian Public Service (APS) is essential to realise the benefits of improved data management and use, including through coordination of cross-agency action and responding to systemic challenges.

Responsibilities

The Deputy Secretaries Data Group (DSDG) is responsible for shaping and driving collaboration on a whole-of-government data agenda and supporting data and relevant digital initiatives under the APS Reform Plan.

The DSDG is a sub-committee of the Secretaries' Digital and Data Committee (SDDC) and will raise matters to and undertake taskings from the SDDC as appropriate.

The DSDG focusses on:

- supporting the safe, ethical and responsible management and use of data by Australian Government agencies and a whole of government approach to further data opportunities
- providing guidance and leadership to support the implementation of the Data and Digital Government Strategy across the APS, in particular:
 - meeting the Government's data-related commitments and expectations
 - identifying ways to lift data capability across the APS
 - keeping people and business at the centre of APS data transformation
- embedding a culture of data sharing by default within the Commonwealth and between the Commonwealth and jurisdictions
- advising on and building partnerships outside of the Australian Government to support data policy objectives, including:
 - improving access to and the openness, utility and re-usability of non-sensitive government data
 - working with non-government stakeholders to address common data challenges
- providing governance and oversight of commissioned data bodies.

Meetings

Meetings will be held quarterly, with additional meetings convened as necessary, and chaired by the Department of Finance.

The Secretariat can be contacted via dsdg-coord@finance.gov.au.

Sub-committees and working groups

The DSDG may form sub-committees or working groups to consider specific issues, with SDDC endorsement sought at the DSDG's discretion.



The following sub-committees support the DSDG and can seek the DSDG's advice and endorsement of relevant whole-of-government data issues at their discretion:

- Chief Data Officer Group
- Commonwealth Data Integration Reference Group
- Data Profession Program Board
- Gender Data Steering Group
- Location Interdepartmental Committee

Reporting and Review

The DSDG will report annually to the SDDC in the first quarter of each calendar year on its performance during the previous calendar year.

The Terms of Reference and Secretariat support will be reviewed each calendar year.

Membership

The Chair may invite new agency representatives to the DSDG as necessary.

The group is comprised of:

- Attorney-General's Department
- Australian Bureau of Statistics
- Australian Institute of Family Studies
- Australian Institute of Health and Welfare
- Australian Public Service Commission
- Australian Taxation Office
- Commonwealth Scientific and Industrial Research Organisation
- Department of Agriculture, Fisheries and Forestry
- Department of Climate Change, Energy, the Environment and Water
- Department of Defence
- Department of Education
- Department of Employment and Workplace Relations
- Department of Finance
- Department of Foreign Affairs and Trade
- Department of Health and Aged Care
- Department of Home Affairs
- Department of Industry, Science and Resources
- Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- Department of the Prime Minister and Cabinet
- Department of Social Services
- Department of the Treasury
- Department of Veterans Affairs
- Digital Transformation Agency
- Geoscience Australia
- National Archives of Australia
- National Emergency Management Agency
- National Indigenous Australians Agency
- Office of the Australian Information Commissioner
- Office of the National Data Commissioner
- Services Australia



TERMS OF REFERENCE

Context

Public sector data is a valuable national asset which is essential to realising economic and social outcomes. Better collection, management and use of data leads to improved citizen-centric service delivery, policy outcomes, and public sector efficiency and can also support private sector innovation.

Leadership across the Australian Public Service (APS) and within each agency is required to access these benefits whilst building trust, keeping data safe and ensuring privacy is respected.

Purpose

The Chief Data Officers Group (CDO Group) was established in January 2025 and is a strategic decision-making group providing stewardship for data at a whole of APS level, reporting to the Deputy Secretaries Data Group (DSDG).

Responsibilities

The CDO Group will:

- Champion a coordinated approach to data and digital activities across the APS, acknowledging that data and digital reform are codependent.
- Support DSDG to shape and drive a whole-of-government data agenda, including maximising value from data through sharing; traditional and advanced analytics; and emerging technologies.
- Support practical implementation of data-related commitments in the Data and Digital Government Strategy, including by providing guidance and leadership on:
 - Safe, ethical and responsible management of data at all stages, including collection, transformation, analytics, use and storage.
 - Strengthened information and data sharing between Australian Government entities to support data policy development, decision making and service delivery.
 - Strengthened partnerships with the public, industry, academia and state and territory jurisdictions to maximise the value from data.
 - Building a strong, capable and sustainable APS workforce in both specialist and generalist roles that embodies safe and responsible data use.
 - Build and uplift data capability of the APS to ensure the APS can attract, engage, develop and retain people with the necessary skills to deliver against the data and digital strategy.
 - Build an APS-wide culture that recognises our obligation to Australians to utilise data as a valuable national asset and encourage innovation.
- Integrate CDOs as key data stakeholders in all activities and decisions in the data system, driving collaboration and efficiencies across the APS.

As a sub-committee of the DSDG, the CDO Group will escalate matters to and undertake taskings from the DSDG as appropriate.

The CDO Group will from time-to-time commission the Data Champions Network to undertake projects to investigate issues in the Australian Government data system.

Governance

The inaugural chair is Gemma Van Halderen, Department of Social Services.

The CDO Group may appoint a new chair at any time, with the agreement of the Group. The position of chair will be open for Member nominations at the beginning of each calendar year. The incumbent Chair may be re-endorsed or a new Chair appointed.

The CDO Group will meet every six weeks, with additional meetings or working groups convened as necessary.

Review

The Terms of Reference will be reviewed annually.

Secretariat and contact details

Secretariat for the CDO Group is provided by the Data Policy and Assurance Branch in the Department of Finance.

The Secretariat can be contacted at ChiefDataOfficersGroup-Coord@finance.gov.au.

Membership

The CDO Group consists of Chief Data Officers from

- Attorney General's Department
- Australian Taxation Office
- Australian Bureau of Statistics
- Australian Institute of Health and Welfare
- Department of Agriculture, Fisheries and Forestry
- Department of Climate Change, Energy, the Environment and Water
- Department of Education
- Department of Employment and Workplace Relations
- Department of Finance
- Department of Foreign Affairs and Trade
- Department of Defence
- Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- Department of Industry, Science and Resources
- Department of Health and Aged Care
- Department of Home Affairs
- Department of Prime Minister and Cabinet
- Department of Social Services
- Department of Veterans Affairs
- Digital Transformation Agency
- Geoscience Australia
- National Archives of Australia
- Office of the National Data Commissioner
- Productivity Commission
- Services Australia
- Treasury