



Innovate VIC

Takeaway Cheat Sheets

2024 Showcase | Melbourne

ENHANCING INNOVATION IN THE VICTORIAN PUBLIC SECTOR

Welcome to this comprehensive report on the recent Public Sector Network Showcase featuring prominent leaders and innovators from the Victorian Government.

Our aim is to provide a distilled version of these rich discussions, highlighting the strategic directions, innovative practices, and crucial considerations that emerged from these conversations.

These cheat sheets capture the essence of each speaker's contributions, focusing on integrating data into decision-making, maintaining robust data governance, and empowering staff at all levels. We delve into the broader applications of AI, emphasising the importance of collaboration, recognising good practices, and ensuring traceability and trust in digitally-driven strategies.

Additionally, we address critical challenges such as evolving policies, enhancing leadership capabilities, and fostering a culture of continuous improvement in government services.

In the coming pages, you'll find succinct summaries of priorities in service delivery, the impact of emerging technologies, and the evolving landscape of digital transformation, among other critical areas.

This resource is designed to equip you with clear action points and thought-provoking ideas to enhance your approach to public service and policy implementation. Whether you are involved in digital transformation, policy design, or service delivery, these insights will help you navigate the complex environment of public sector innovation with confidence and clarity.

By examining these key areas, we aim to provide you with valuable insights and practical strategies to foster innovation and drive digital transformation within the public sector.

Patrick Joy
Head of Research & Analysis
Public Sector Network



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The Hon. Victor Dominello

Co-Founder ServiceGen

1. DIGITAL TRANSFORMATION AS AN ESSENTIAL INVESTMENT

Victor emphasised that investing in digital transformation is not just beneficial but essential for the government. This investment is crucial for improving productivity, supporting economic growth, and maintaining high standards of living. He stressed that digital services are a key driver of productivity across various sectors, including government, business, and citizens.

2. GOVERNMENT'S ROLE IN DRIVING ECONOMIC PRODUCTIVITY

With the government representing 27% of the economy, its adoption of digital services can significantly impact overall productivity and growth. Victor highlighted the importance of governments leading by example and investing in digital solutions to stimulate broader economic benefits.

3. KEY DIGITAL PRODUCTIVITY INITIATIVES

The session identified five major digital initiatives with high productivity potential: Digital ID, Digital Skills Wallets, Digital Front Doors, Digital Health Records, and Digital Driver's Licenses. These initiatives are customer-facing, proven in other contexts, and capable of delivering substantial productivity benefits and economic gains.

4. NEED FOR SIGNIFICANT PRODUCTIVITY IMPROVEMENTS

The presentation highlighted the declining productivity rates and the urgent need for significant improvements to maintain economic growth and standards of living. Digital transformation in government services was presented as a critical solution to counterbalance declining population growth and participation rates.

5. EXAMPLES OF GLOBAL SUCCESSES IN DIGITAL TRANSFORMATION

Victor pointed to successful examples from around the world, such as SingPass in Singapore and Aadhaar in India, demonstrating the significant productivity gains achievable through comprehensive digital identity and service initiatives. He urged government departments to prioritise digital transformation as a must-have investment for future sustainability.

“THE TEAM AT EMBER ADVISORS HAVE ESTIMATED THAT THE PRODUCTIVITY OF JUST DIGITAL ID ALONE IS EQUIVALENT TO 0.7% OF GDP. THAT'S JUST DIGITAL ID ALONE - \$19 BILLION. THAT'S 19 NEW HOSPITALS, BRICKS AND MORTAR STYLE, A YEAR.”

SPARKING COLLABORATIVE INNOVATION: EXPLORING EMERGING TECHNOLOGIES TO SOLVE COMPLEX CHALLENGES



Moderator

Ash Dhareshwar
Head of Innovation & Improvement, Cenitex



Brigid Monagle
Commissioner, Victorian Public Sector Commission

1. DEFINITION AND IMPORTANCE OF INNOVATION

Innovation was defined as making changes that add value to government services, improving efficiency, integrity, and trust. It encompasses both small and large changes, and it's crucial for evolving and enhancing public service delivery.

2. CREATING DELIBERATE SPACES FOR INNOVATION

The hackathon highlighted the need for creating intentional spaces like hackathons and innovation labs where diverse teams can collaborate, experiment, and test ideas without fear of failure. These environments foster creativity and rapid problem-solving.

3. ROLE OF LEADERSHIP AND CULTURE IN INNOVATION

Effective leadership is essential for innovation, providing support, resources, and a safe environment for teams to experiment. A culture of respect, openness, and continuous improvement is necessary to encourage innovation and ensure it aligns with shared values and goals.

4. COLLABORATION AND USE OF EXISTING RESOURCES

Innovation is not about working in isolation. The hackathon emphasised the importance of collaboration across departments and leveraging existing resources and technologies to create new solutions. This approach can lead to effective and efficient outcomes without significant additional investment.



Frances Cawthra
Chief Executive Officer, Cenitex



Alexis Ewing
Executive Director Infrastructure Services, Cenitex



Steve Berridge
Chief Engagement Officer, Melbourne Business School

5. PROTOTYPING AND PRACTICAL IMPLEMENTATION

The hackathon's winning solutions, such as the avatar-based multilingual feature for non-English speakers, are being prototyped and tested in real-world scenarios. This practical approach to innovation ensures that ideas are not only generated but also developed and implemented to benefit the public.

6. EMBRACING A STEWARDSHIP MINDSET

Emphasising stewardship as a core value, the panellists highlighted that innovation is a responsibility of the public sector to ensure services remain relevant and effective for future generations. By embracing innovation as part of their stewardship role, public servants can help modernise government services and maintain public trust.

SAVING LIVES WITH ARTIFICIAL INTELLIGENCE



Lance Emerson

Deputy Secretary, eHealth
Department of Health

1. CURRENT CHALLENGES IN HEALTHCARE

The healthcare system is facing significant pressures due to the increasing complexity of patient needs, siloed data systems, and the lack of integrated digital records. Approximately 30% of beds in Victoria are still managed with pen and paper, highlighting the need for digital transformation.

2. DATA LINKAGE AND PREDICTIVE ANALYTICS

The Department of Health is leveraging data linkage and predictive analytics to bridge the gap between primary healthcare and acute care. By sharing data with GPs and using predictive risk analytics, the department can identify patients at risk of hospitalisation and intervene early, improving patient outcomes and reducing hospital admissions.

3. CONSUMERS AS DIGITAL PARTNERS

The department is exploring the use of digital nudging and behavioral economics to influence patient behaviors and improve health outcomes. Digital nudging involves using AI to provide personalised recommendations and reminders to patients, encouraging healthier behaviors and better management of chronic conditions.

4. DIGITAL FRONT DOOR FOR HEALTHCARE

There is a vision to develop a digital front door for the Victorian health sector, enabling patients to access real-time information about healthcare services, waiting times, and virtual care options. This integrated digital platform would improve patient navigation and streamline access to care.

5. DIGITAL TWIN MODELING

Digital twin modelling is being used to simulate and optimise various aspects of healthcare delivery, such as emergency department layouts and planned surgery workflows. This modelling allows the department to test different scenarios and make data-driven decisions to enhance efficiency and patient care. The success of digital twin modelling has already contributed to significant improvements in surgical waitlists and emergency department operations.

“EVERYONE WANTS TO TALK ABOUT AI, BUT WITHOUT GOOD DATA + DATA INTEGRITY + DATA GOVERNANCE, YOU DON'T GET AI. YOU DON'T GET THE GREAT SPARKLING TECH.”



Janet Rowe

Head of Emergency Management
Department of Justice and
Community Safety

1. CRITICAL ROLE OF DATA IN EMERGENCY MANAGEMENT

Janet Rowe highlighted the importance of accurate, timely, and reliable data in emergency management. Reliable data is crucial for making informed decisions, such as sending timely alerts about fires or floods to the community, thereby saving lives and resources. Data-driven decision-making helps in securing funding and demonstrating the return on investment for innovations like AI and generative AI.

2. EMBEDDING DATA LITERACY AND CONTINUOUS LEARNING

Su Jella emphasised the significance of data literacy within the workforce. Continuous learning and development programs, coupled with change management strategies, are essential to enhance data literacy. Organisations should integrate data practices into their values and philosophy, ensuring employees are equipped to interpret and utilise data effectively for decision-making.

3. COLLABORATION AND INTEGRATION TO BREAK DOWN SILOS

Janet Rowe discussed the need for better collaboration and integration of data across different agencies and sectors. Breaking down silos and ensuring that data is shared and integrated across systems can improve response times and the accuracy of services provided, such as emergency services and healthcare.



Su Jella

Director Data & Insights | Top 25
Analytics Leaders Australia
Tennis Australia

4. BALANCING SPEED AND CAUTION IN AI IMPLEMENTATION

Su Jella noted that the decision to prioritise speed over caution in AI implementation depends on the volume and urgency of the tasks. High-volume, time-sensitive sectors like emergency services may benefit from AI to enhance efficiency and responsiveness. However, it's crucial to ensure that AI practices are embedded alongside human oversight to maintain accuracy and reliability.

5. BUILDING TRUST THROUGH RELIABLE SYSTEMS AND DATA

Trust in data systems is built by meeting community expectations with reliable services. Accurate and timely data helps ensure that emergency services reach the right location promptly, which in turn builds community trust. Successful implementation and continuous improvement of data systems can lead to better funding and support for future projects.

6. FOSTERING A CULTURE OF CONTINUOUS LEARNING AND ADAPTABILITY

Continuous learning and development is necessary to adapt to technological advancements and disruption. Organisations should focus on data-driven change management processes, incorporating training and development programs that enhance data literacy and technical skills. This approach ensures that employees are not only equipped with the latest skills but also prepared to leverage new technologies like AI effectively in their roles.

DEMOCRATISING ANALYTICS: WELL-EVIDENCED, INFORMED, INCLUSIVE, REAL-TIME AGILITY IN DECISION MAKING



Syed Ahmed

Executive Director Data & Analytics Department of Transport & Planning

1. IMPORTANCE OF DATA DEMOCRATISATION

Data democratisation is crucial for making data accessible to all stakeholders, enabling efficient decision-making, enhancing innovation, and ensuring transparency. It allows real-time decisions for customers, such as knowing the exact location of a bus, and supports operational efficiency through automation.

2. PUBLIC TRANSPORT DATA PROGRAM

The PTDP is focused on creating an integrated architecture to bring multiple data sources into a single platform, establishing a single source of truth. This integration helps manage the diverse data from merged agencies within the department and supports comprehensive planning across transport and planning sectors.

3. ADVANCED ANALYTICAL CAPABILITIES

The department is leveraging technologies like natural language processing to enable easy interaction with data. This allows users to ask questions and receive insights without needing technical expertise, enhancing the ability to derive value from data.

4. COLLABORATION AND DATA SHARING

The department collaborates with various agencies such as the Department of Health, Victorian Police, and local councils to enrich data and drive comprehensive planning and safety initiatives. This collaboration is essential for ensuring that data is used effectively to improve public transport and infrastructure planning.

5. KEY INITIATIVES

- Transport Intelligence Platform: A centralised data platform that ingests and integrates data from various sources, providing secure access and enabling advanced analytics.
- Data Governance Platform: Ensures data quality, lineage, and governance, making data discoverable and accessible through a user-friendly interface.
- Map Manager: Integrates various maps used within the department, facilitating planning and impact analysis of new infrastructure projects.

“IF THE DATA IS AVAILABLE AND PEOPLE KNOW WHAT IT ACTUALLY MEANS, THEY CAN ENABLE AUTOMATIONS WITHIN THEIR OWN SYSTEMS.”

NEXT-GEN RECRUITMENT STRATEGIES: TOMORROW'S TALENT



Marija Maher
Former COO
Victorian Ombudsman



Nic Cola
CEO
RMIT Online

1. DIGITAL SKILLS AS A MUST-HAVE

The session emphasised the critical need for a digitally literate workforce in the public sector to enhance citizen experience and productivity. This includes skills in AI, user-centered design, digital user experience, and business analytics. For organisations, this means prioritising digital skills development across all roles, not just tech-specific ones.

2. BRIDGING THE EMPLOYER-EMPLOYEE GAP

There is a significant gap between employers' and employees' perceptions of how AI will impact jobs. Employers believe AI will fundamentally change jobs, while many employees do not. This highlights the importance of education and communication within our organisation to align expectations and prepare the workforce for AI integration.

3. RETHINKING TALENT ACQUISITION

The session urged a rethinking of what talent looks like. Instead of only focusing on technical skills at the point of hiring, organisations should invest in developing these skills in-house. This means hiring for soft skills and potential, then providing robust training programs to build technical expertise.

4. INNOVATIVE PARTNERSHIPS FOR SKILL DEVELOPMENT

Leveraging partnerships with educational institutions and creating work-integrated learning opportunities were highlighted as effective strategies. For example, internship and cadetship programs can help build a pipeline of future talent and expose students to real-world projects, tailored to organisation-specific environments.

5. BALANCING INVESTMENT AND INNOVATION

The public sector must innovate within budget constraints by appealing to the intrinsic motivations of employees who seek meaningful work. This requires a focus on creating purposeful roles and investing in employees' continuous development, rather than competing solely on salary.

6. ADDRESSING REGIONAL TALENT CHALLENGES

The panel discussed the importance of considering regional and remote talent to attract the best candidates. While flexible working arrangements can help draw skilled workers from diverse locations, fostering a sense of team and organisational culture in a remote environment presents challenges. Balancing flexibility with maintaining a cohesive team culture is crucial for effective talent management and service delivery.



Richard Hodge

Director Innovation & Service Experience
Magistrates' Court of Victoria

1. ADAPTING TO CHANGE AND INNOVATION IN THE COURT SYSTEM

The Magistrates Court of Victoria is embracing innovation and digital transformation to enhance its services. This shift is driven by a new vision focusing on being an innovative and accessible court, delivering fair, transparent, and efficient justice. The court recognises the importance of adapting to modern needs while maintaining high integrity.

2. IMPLEMENTATION OF ONLINE HEARINGS AND SERVICE CENTRES

The COVID-19 pandemic accelerated the adoption of online hearings, providing flexibility and safety for court users. This includes enabling family violence victims to attend court from secure, off-site locations. Additionally, the establishment of the MCV Service Centre significantly improved administrative support and public service delivery, reducing wait times and increasing user satisfaction.

3. CHALLENGES AND OVERCOMING LEGACY SYSTEMS

The court has faced challenges due to outdated systems and reliance on paper-based processes. However, efforts are underway to modernise with the upcoming implementation of a new case management system. This system will enhance visibility, provide real-time data insights, and support large-scale business process redesigns.

4. INTRODUCTION OF KNOWLEDGE MANAGEMENT SYSTEMS AND DIGITAL SERVICES

The court introduced a knowledge management system to ensure consistent and accurate procedural advice is available to all staff. This system has improved operational efficiency and supported new staff inductions. Additionally, the court has launched new chat services to provide immediate and standardised responses to common inquiries, reducing need for human intervention in appropriate cases.

5. FUTURE PLANS FOR DIGITAL TRANSFORMATION

The innovation team is focused on further enhancing the court's digital presence and self-service capabilities. Plans include developing a digital counter for online engagement, harnessing AI for guided digital pathways, and creating interactive checklists to help court users prepare for hearings. These initiatives aim to reduce bottlenecks, improve preparedness, and provide better support for those with complex needs.

“THE MAGISTRATES COURT OF VICTORIA WILL BE AN INNOVATIVE AND ACCESSIBLE COURT, DELIVERING FAIR, TRANSPARENT AND EFFICIENT JUSTICE.”