



Systems of Work in Public Sector

Customer Centric Trends, Taking Government
from Siloed to Streamlined

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From Siloed to Streamlined: Creating a System of Work for Improved Customer Outcomes

1. Goal-Oriented Work for Policy and Service Impact

Public sector leaders are under growing pressure to not only optimise budgets, but to **clearly demonstrate how government spending delivers real-world outcomes**. With taxpayer dollars under scrutiny, transparency across strategy, execution, and results is essential for public trust and policy impact.

To enable this level of insight, public sector initiatives require clear strategic direction. Without alignment across government departments, the sector risks a lack of visibility causing duplication, inefficiencies, and missed deadlines, all culminating in potential budget overspend.

Instead, a structured system of work tackles clarity head on, placing all work, goals, and knowledge on display. This view is exactly what teams need to orient themselves towards a well-defined mission and aligned customer outcomes, to ultimately increase speed to value through collaboration.



“The true system of work is where culture meets technology – where teams align around goals, track work transparently, and unlock collective knowledge.”

Dean Smith
Head of Enterprise Sales for Australia and New Zealand, Atlassian

Key Challenges:

- **Disconnected Execution and Policy Intent** - Siloed operations make it difficult to translate strategy into outcomes and demonstrate cohesive progress.
- **Limited Real-Time Visibility** - Without live insights, agencies struggle to show how initiatives are tracking against national priorities.
- **Eroding Public Trust** - When results aren't visible or measurable, it becomes harder to justify investments and build community confidence.

Enablers:

Integrated Portfolio Execution and Visibility

- **Outcome-Centric Dashboards** - Real-time performance tracking enables leaders to link spending directly to outcomes, reinforcing accountability.
- **Transparent Execution Data** - Automated insights ensure investments are aligned with public goals, enabling timely adjustments and improved impact.
- **Whole-of-Government Collaboration** - Unified platforms break down barriers across agencies, ensuring coordinated action and clearer value delivery.

A connected **system of work** ensures:

- **Unified strategic direction** across departments, so that teams work centrally toward common, measurable outcomes, improving flow.
- **Visibility into how each project contributes to overarching policy goals**, preventing wasted effort and reducing cost of government.
- **Real-time tracking of initiatives and investments**, ensuring transparency and data-driven decision-making, unlocking faster and more coordinated response to shifts in environment.

Evidence from APAC: The Impact of Goal-Driven and Transparent Systems

Singapore has taken significant steps to enhance strategic alignment and visibility in government initiatives. A key example is the **Singapore Public Sector Outcomes Review (SPOR)**, a biennial assessment that measures the government's performance across various national priorities. This structured framework ensures that every public sector initiative contributes to overarching policy objectives, reducing duplication and improving service delivery.

The **SPOR framework** offers a **real-time, outcome-based approach** to tracking public sector work by:

- **Providing clear visibility** into how each initiative aligns with national priorities, reducing inefficiencies and ensuring public resources are effectively utilised.
- **Enabling data-driven decision-making**, allowing agencies to identify areas for improvement and adjust strategies dynamically.
- **Enhancing cross-agency collaboration**, ensuring that efforts across different ministries and departments are synchronised to maximise policy impact.

Through SPOR, the Singapore government has built a **goal-driven, evidence-based culture**, reinforcing transparency and accountability. The framework has helped ensure that **strategic priorities translate into measurable public service improvements**, accelerating the government's ability to respond effectively to evolving challenges.

Meanwhile, in **Australia**, the Australian Public Service Commission (APSC) has emphasised the importance of structured performance management systems in the **APS Performance Management Framework**. This ensures that employees and departments set clear goals, align their work, and measure success effectively. Studies show that public sector agencies using HPWS-style goal-setting frameworks experience higher levels of accountability and improved service outcomes.

A report by the Australian HR Institute (AHRI) found that 76% of public sector employers use structured recruitment and performance management systems, compared to just 39% in the private sector. This investment in goal-setting frameworks has directly contributed to improved strategic alignment and service efficiency ([AHRI, 2024](#)).

2. Coordinated Planning and Execution Across Agencies

Cross-agency projects may face misalignment, duplication, and bureaucratic delays. A connected system of work centralises project timelines and dependencies, deploying resources more effectively.

A **system of work** can provide:

- A shared framework for planning and tracking work across agencies.
- Integrated tools to connect project timelines, dependencies, and deliverables.
- The ability to integrate or overlay AI-driven insights which streamline decision-making and allocate resources impactfully.

Central and shared service agencies can play a leading role in this enablement, from standardised sourcing, assurance, and marketplaces, to combined purchasing bodies easing more efficient procurement across the Government sector.

Case Study

At a high level, **the likes of Australia's Federal Budget 2024-25** (with its introduction of performance-based funding to ensure government investments deliver measurable public value) and **New Zealand's Digital Public Service and Government Investment Strategies (GIS)** (which enables real-time tracking of digital transformation projects to reduce delays and improve transparency) have sparked a new wave of centrally-led efforts that bridge the gap between strategic intent and on-the-ground execution:

Strengthening Digital Project Coordination Across Australian Government

The **Major Digital Projects Report (MDPR)**, established in 2025, is a key initiative by the Australian government to improve oversight, coordination and resource allocation for large-scale digital projects. It provides transparency across 110 active digital projects spanning 46 agencies, with a total budget of \$12.9 billion. The MDPR strengthens cross-agency collaboration by ensuring projects are aligned with strategic priorities and delivered efficiently.

The report enhances coordinated planning and execution through:

- **Centralised oversight:** The MDPR categorises projects into three tiers based on complexity and impact. This framework ensures projects receive appropriate levels of monitoring, enabling better alignment with national digital transformation objectives.
- **Integrated planning tools:** The report establishes a consistent framework for tracking project timelines, dependencies and deliverables across government agencies. This structured approach minimises duplication and improves coordination.
- **Data-driven decision-making:** Delivery Confidence Assessments (DCAs) are used to evaluate project performance. As of February 2025, 98.4% of Tier 1 and Tier 2 projects included a DCA—up from 52.1% in 2024—demonstrating a commitment to informed decision-making and resource allocation.

The MDPR highlights how a connected system of work improves visibility, accountability and efficiency in government-led digital projects. By leveraging real-time insights and structured reporting, agencies can make evidence-based decisions to achieve better public service outcomes.

3. Unleashing Institutional Knowledge for Government Efficiency and Continuity

Government agencies house vast repositories of institutional knowledge—from policy guidelines and legislative records to case studies and best practices. However, without a structured system of work, critical knowledge is often lost in disparate databases, outdated document repositories, or inaccessible archives.

Key Challenges:

- **Duplicated Research Efforts -** Inaccessible information leads to wasted resources.
- **Loss of Institutional Knowledge -** Ineffective retention systems result in gaps when staff leave.
- **Slow Information Retrieval -** Without streamlined knowledge management systems, public sector employees often spend excessive time searching for the right data, reducing efficiency and slowing decision-making.

Enablers:

AI-Enabled Knowledge and Policy Management

- **Automated Knowledge Retrieval -** AI-powered tools reduce search time and improve efficiency.
- **Integrated Collaboration Platforms -** Enable seamless knowledge sharing and real-time tracking of initiatives across agencies.
- **GenAI-Enabled Policy Updates -** Ensure government reports remain current and data-driven.

A modern system of work enables public sector teams to:

- **Find -** Quickly surface the most relevant resources at the exact moment they are needed, ensuring employees can take action faster. AI-powered search and automation reduce time spent searching and improve knowledge retrieval.
- **Learn -** Connect information, derive insights, and make sense of complex data by linking related policies, case studies, and best practices. Once connected, conversational AI and knowledge graphs can further enhance understanding by structuring institutional knowledge in context.
- **Act -** Enable employees to take informed action directly through intelligent chat interfaces, AI agents, and workflow automation, streamlining decision-making and execution.



“When you subscribe to a modern system of work, you’re not subscribing to a tool — you’re subscribing to outcomes, like subscribing to a news article that updates itself.”

Dean Smith

Head of Enterprise Sales for Australia and New Zealand, Atlassian

Real World Examples:

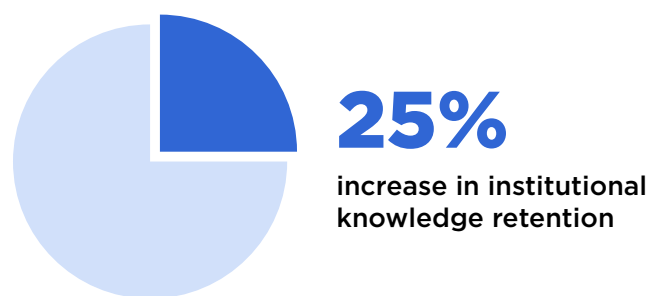
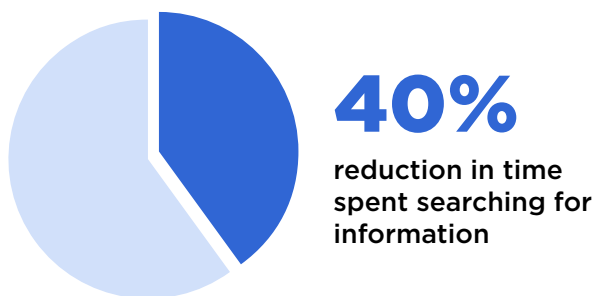
Governments that apply data-driven execution management have achieved measurable improvements in efficiency, resource allocation and financial discipline, yet every agency can still improve execution alignment, where a structured system of work enhances cross-agency coordination and amplifies the scale and impact of initiatives like these:

- **Singapore’s Digital Government Blueprint (DGB)** - emphasises the development of a Government Data Architecture for common data standards, enabling seamless data sharing between agencies. The blueprint also includes the creation of the Singapore Government Technology Stack (SGTS), comprising shared software components and infrastructure to facilitate efficient and cost-effective application development.
- **Data.gov.sg** - serves as Singapore’s one-stop portal offering government datasets. By collaborating with government agencies, it consistently creates valuable data that empowers individuals to innovate and make informed decisions. This platform enhances transparency and facilitates data-driven decision-making across the public sector.
- Recent research by Forrester highlights Atlassian as a leader in AI-first knowledge strategies for the public sector. Its **Confluence ecosystem**, with more than **5,000 integrations** and **AI-enabled templates**, supports the automation of knowledge retrieval, real-time policy updates and AI-summarised reporting. By centralising policy documents and execution frameworks, government agencies can break down silos, enhance transparency and maintain strategic alignment. Integrated dashboards also support real-time visibility across departments, promoting faster decision-making and more efficient knowledge sharing.

With more accessible data and knowledge access fundamentals, the impact of AI-driven knowledge-sharing systems then becomes clear:

- 80% of public sector leaders state that AI has enhanced their ability to make data-driven decisions.
- 79% indicate that AI technologies are improving customer service delivery.
- 78% report that AI adoption has positively impacted workforce efficiency.

Overall, public sector agencies leveraging AI-powered platforms have reported a **40% reduction in time spent searching for information** and a **25% increase in institutional knowledge retention**.



4. Financial Infrastructure for Oversight and Responsiveness

Once strategic priorities are set, and information is accessible, agencies must have the operational infrastructure to monitor and manage spending in real time. Delayed financial oversight and fragmented tools often result in cost overruns, compliance issues, and missed opportunities to reallocate resources more effectively. A modern system of work should enable public sector teams to **track, adjust, and report on spending dynamically**, reinforcing fiscal discipline while maintaining momentum on delivery.

Key Challenges:

- **Delayed Oversight** - Without real-time monitoring, overspending is often detected too late for corrective action.
- **Siloed Tracking Systems** - Agencies using disconnected financial tools struggle to maintain accurate, timely reporting.
- **Manual Inefficiencies** - Reliance on spreadsheets and legacy systems slows down forecasting and impairs data quality.

Enablers:

Integrated Financial Operations and Automation

- **Real-Time Budget Tracking** - Cloud-based dashboards provide a centralised, always-up-to-date view of spending across programs and portfolios.
- **Automated Forecasting & Alerts** - AI-powered tools surface anomalies and overrun risks early, enabling proactive interventions.
- **Streamlined Financial Workflows** - Modern platforms reduce reporting delays and errors by automating reconciliation, approvals, and compliance steps.

By embedding financial oversight directly into systems of work, agencies can improve spend efficiency, avoid surprises, and deliver services with greater confidence. This operational capability complements strategic investment planning, ensuring that good intentions translate into sustained, measurable impact.

Government Case Studies

Singapore’s Single Source of Truth (SSOT) and Data-Driven Budgeting

A key pillar of Singapore’s national data strategy is the adoption of Single Source of Truth (SSOT) principles, as highlighted in the UN E-Government Survey 2024. This ensures that all government agencies work with the same authoritative, up-to-date data, reducing duplication and enhancing transparency. Singapore’s Data.gov.sg platform provides centralised, real-time budget tracking and project performance data, enabling agencies to align execution with strategic priorities efficiently.

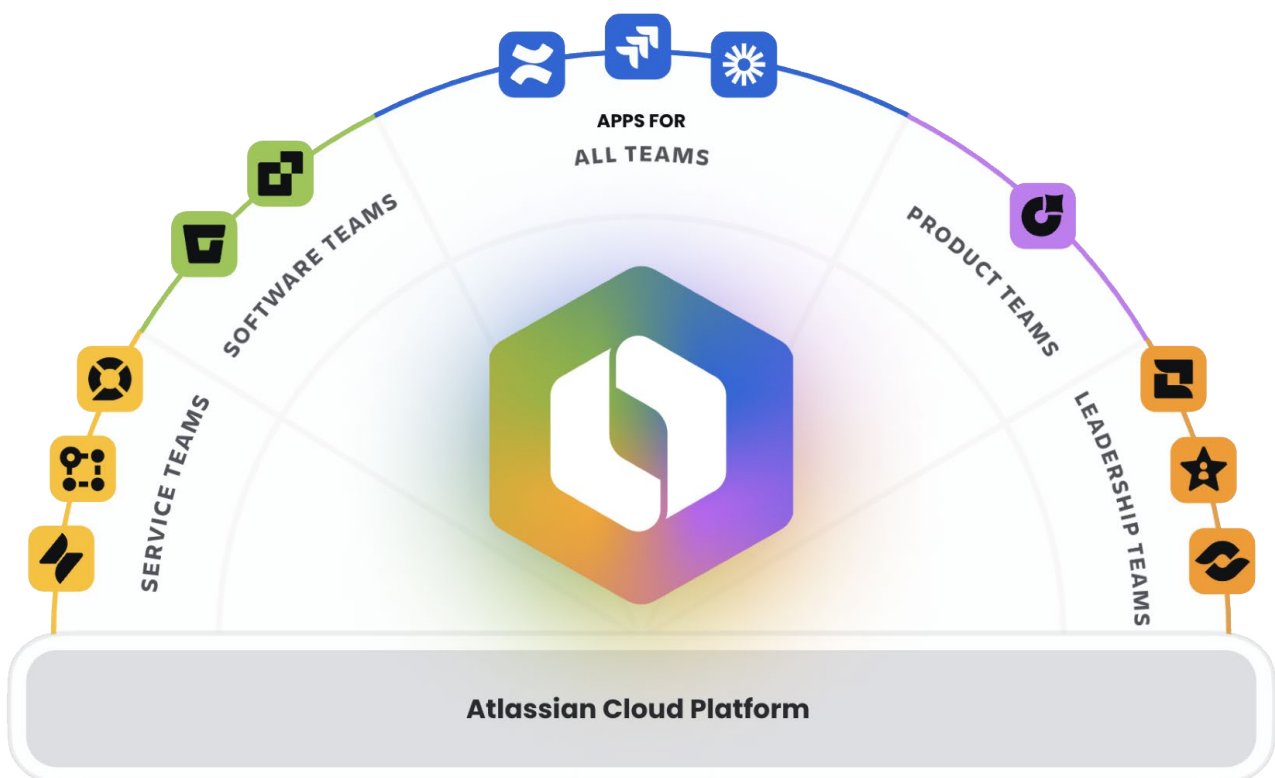
Singapore Government on Commercial Cloud (GCC): Enabling Scalable, Secure Public Sector Innovation

To further streamline execution, GovTech Singapore has introduced the Government on Commercial Cloud (GCC) platform, a unified cloud infrastructure that enhances observability, auditability, and monitoring across agencies. More than 70% of eligible government systems now operate on commercial cloud, allowing real-time budget tracking, AI-driven forecasting, and automated resource allocation.

Conclusion: A System of Work is Essential for Modern Governance

A structured system of work is not just a convenience—it is a necessity for delivering effective, transparent, and impactful government services. By integrating AI-driven tools, secure platforms, and data-driven strategies, governments can move beyond siloed operations and create more efficient, resilient, and citizen-centric public services.

- ✔ **AI as a Force Multiplier** – AI-driven insights, integrated planning tools, and secure platforms provide the strategic foundation needed to automate repetitive administrative tasks. This shift allows public officials to focus on complex problem-solving, policy innovation, and strategic functions—ultimately enhancing productivity ([Governing with Artificial Intelligence: Are Governments Ready?](#)).
- ✔ **Faster Speed to Value and Higher ROI** – Governments worldwide are investing in scalable digital infrastructure and experimenting with emerging technologies like automation and AI to make public services more efficient. These efforts are driving faster project success rates, reduced operational costs, and measurable improvements in service delivery ([Global Trends in Government Innovation 2024](#)).
- ✔ **Maximising Team Impact** – High-performance work systems (HPWS) have been directly linked to **better organisational performance, increased innovation, and improved workforce productivity** in the public sector ([AHRI, 2024](#)).



Maintaining Cybersecurity and Trust: Foundations for Digital Government Modernisation

Public sector agencies manage some of the most sensitive and high-value data, including citizen records, financial transactions, and national security intelligence. Yet, cybersecurity is still treated as an IT function rather than a strategic enabler of digital transformation. Without centralised security governance, interoperable digital infrastructure, and resilient cyber frameworks, governments remain reactive to threats rather than proactively securing digital services.

The crux is, to modernise digital government securely, agencies need a secure-by-design foundation in order to support real-time monitoring, automated compliance, and cross-agency visibility.



“The cloud is invisible — it’s intangible. So trust becomes the foundation for everything we do.”

Phil Rodrigues
Global Head of Customer Outcomes, AWS

The Challenge: Fragmented Security and Rising Threats

1. Unsecured, Disconnected IT Environments

Across APAC, legacy infrastructure and siloed security policies have led to significant cyber incidents, increasing the risk of data breaches, financial fraud, and disruption of public services.

- In **Australia**, government agencies were the worst-performing sector in the 2024 Data Breach Report, with **87% of breaches taking longer than 30 days to identify** (OAIC, 2024).
- In **Singapore**, ransomware and phishing threats remained persistent, with **132 reported ransomware cases in 2023**—mirroring 2022 levels (CSA, 2023). The rise of deepfake-enabled phishing scams and AI-powered social engineering attacks has also increased the risk of fraud.

Without cohesive systems of work built on secure, interoperable platforms, gaps in IT governance will persist — weakening digital resilience and increasing vulnerability to cyber threats, including those from nation-state actors.

2. Lack of Visibility & Connection: Delayed Breach Detection Undermines Security Resilience

Detection and response delays remain one of the most critical weaknesses in APAC’s government cybersecurity landscape.

- Australia’s financial sector—also a high-risk target—**identified 84% of breaches within 30 days**, while **government agencies lagged behind at 87% detection times beyond a month** (OAIC, 2024).
- **Singapore’s public sector faced a 10% rise in data breaches in 2023**, with **201 reported cases** despite no high-severity incidents (CSA, 2023). Medium-severity breaches—caused by inconsistent compliance enforcement and fragmented IT monitoring—remain a pressing concern.
- **Major data leaks in Singapore**, including the **Moneylenders Credit Bureau hack (2024)**, **exposed 324,000 individuals’ financial records**, demonstrating the risks of slow detection and reactive security measures.

Governments that lack real-time threat monitoring and automated risk detection are at risk of large-scale financial and reputational damage, eroding public trust in digital services.

3. Human Error Remains a Persistent Vulnerability

Across APAC, cybersecurity awareness remains inconsistent, with human-driven vulnerabilities continuing to enable cyber threats.

- In **Australia**, **30% of all data breaches in the first half of 2024** were due to **human error**, including misconfigured access controls, leaked credentials, and phishing attacks (OAIC, 2024).
- In **Singapore**, the **2022 Cybersecurity Public Awareness Survey** found that while awareness of cyber risks is increasing, adoption of best practices remains low. Many breaches stemmed from **weak password policies and insufficient identity verification measures**.

Without automated security workflows, zero-trust architectures, and AI-driven anomaly detection, human-driven errors will continue to be exploited by cybercriminals.

A Secure, Integrated System of Work

Across the Asia-Pacific region, governments are recognising the need for integrated, end-to-end, and security-first cybersecurity approaches that go beyond reactive measures. A unified security governance model enables real-time risk monitoring, automated compliance updates and consistent reporting across agencies, strengthening overall accountability.

To mitigate human-related vulnerabilities, many jurisdictions are adopting automated security workflows and zero-trust architectures, reducing reliance on manual enforcement and improving resilience to insider threats. In parallel, international collaboration is emerging as a key enabler of regional cyber maturity. By working with global partners to develop shared standards, exchange threat intelligence and promote a cyber-aware culture, APAC governments can contribute to a safer and more interoperable digital environment.

Cybersecurity is an undeniably strategic enabler of digital government transformation. By embedding **secure-by-design principles within systems of work**, governments can enhance public trust, protect critical services, and build a resilient digital future.

Recommendations: Embedding Cybersecurity as a Core Digital Capability within Systems of Work

To build a **resilient digital government ecosystem**, leaders must:

- ✓ **Shift from reactive security to proactive cyber resilience** - Embed automated compliance tracking and real-time threat response into digital workflows, ensuring threats are identified and mitigated before they escalate.
- ✓ **Adopt a zero-trust security model** - Reduce reliance on perimeter-based defences by enforcing continuous authentication, least-privilege access controls, and identity-based security measures.
- ✓ **Ensure end-to-end visibility and accountability** - Unify IT security governance across agencies, breaking down silos and reducing risk exposure through integrated security frameworks.
- ✓ **Leverage AI for automated threat detection** - Use predictive security analytics to detect vulnerabilities early and dynamically respond to emerging threats.

Industry Spotlight: Accelerating Secure Cloud Migration for Government

Atlassian and AWS have partnered to **accelerate secure cloud migration for government agencies**, ensuring cybersecurity, compliance, and scalability are embedded within digital transformation initiatives. This collaboration provides public sector organisations with **enterprise-grade security, automation, and real-time monitoring** to drive innovation while safeguarding critical national infrastructure.

Agencies leveraging AWS deploy cost-effective, highly available mission-critical services that protect their staff and serve communities. AWS enables secure inter-agency collaboration, ensuring data protection and compliance while fostering innovation in digital government services.



“Security today must be assumed, not bolted on afterwards. Agencies have to be thinking secure-by-design from the very first line of code.”

Phil Rodrigues
Global Head of Customer Outcomes, AWS

Real-World Applications: Security-First Digital Government

Several leading **public sector cybersecurity strategies** already demonstrate the benefits of **integrated, risk-aware security models**:

- **Singapore’s Government Zero Trust Architecture (GovZTA)** implements a comprehensive framework across all government applications and IT systems, adhering to the principle of “never trust, always verify.”
- **Singapore’s Cybersecurity Talent, Innovation & Growth (Cyber TIG) Plan** commits S\$50 million over three years to bolster the nation’s cybersecurity sector (**Cyber Security Agency of Singapore**).
- **The Australian Cyber Security Strategy (2023–2030)** prioritises government-wide cybersecurity integration, mandating automated security monitoring and AI-driven threat detection.
- **New Zealand’s Cyber Resilience Initiative** promotes **cross-agency risk-sharing platforms** to streamline incident response and strengthen regulatory alignment.
- **The Australian Signals Directorate’s Essential Eight** provides a proven framework to **reduce cyber risks and enhance resilience** for public sector organisations.

Adopt AI with confidence



Zero-day retention



Strict permission enforcement



Compliance certifications



Data residency

Enabling Future-Ready Government Through Secure, Connected Systems

For government leaders driving digital transformation, operational resilience, and citizen-centric service delivery, the ability to align policy with execution, streamline financial oversight, and scale digital services **depends on a systematised approach to technology, governance, and service design.**

What This Means for Government Leaders

- **For technology modernisation leaders:** The challenge is no longer just modernising legacy systems but ensuring interoperability, security, and compliance across the entire technology ecosystem. A connected digital platform must support automation, AI-driven insights, and real-time policy execution. With advancements in security and regulatory compliance, Australian government agencies and their partners can now leverage **IRAP-assessed cloud solutions**, ensuring their security requirements are met while benefiting from cloud-first innovation.
- **For DevOps, engineering, and data science teams:** Implementing scalable, cloud-first architectures and integrated data-sharing frameworks will improve agility, reliability, and service performance across agencies. Secure-by-design principles, combined with trusted cloud environments, will be critical for protecting sensitive public sector data.
- **For operations, change managers, and transformation leaders:** A whole-of-government approach to digital services must break down silos, optimise resource allocation, and embed measurable performance metrics into service delivery. Secure, integrated platforms provide the foundation for agile service delivery and continuous improvement.
- **For product, delivery, and strategy executives:** The ability to track national priorities in real-time, deliver agile governance, and ensure that policy initiatives translate into tangible outcomes will define the next era of public sector transformation.



Align work to goals



Plan and track work



Unleash knowledge



Make AI part of the team



“Generative AI is the next great technological wave. We must ensure that safety, privacy, and resilience keep pace with innovation.”

Phil Rodrigues
Global Head of Customer Outcomes, AWS

What's the Solution?

Throughout this report, one thing is clear: to meet the demands of a modern, citizen-focused public sector, governments must move beyond fragmented tools and legacy systems. The future lies in a unified, secure **system of work** — one that connects strategy to execution, empowers teams, and ensures resilience at every level.

Atlassian Cloud delivers exactly that.

- **A unified system of work:** Atlassian brings teams, goals, and knowledge together across government — aligning policy with execution, eliminating duplication, and enabling real-time collaboration. From strategic planning to service delivery, it ensures agencies stay focused on what matters most: outcomes for citizens.
- **Visibility and accountability from end to end:** With integrated dashboards, traceability, and cross-functional workflows, public sector leaders gain the clarity needed to optimise resources, measure progress, and rapidly respond to shifting priorities.
- **Security and compliance by design:** As governments face rising cyber threats and stricter regulatory expectations, trust in cloud platforms is paramount. Resources like **Atlassian Cloud's IRAP-protected assessment report** provide confidence that collaboration tools meet the highest security standards — enabling productivity **without compromise**.

By consolidating execution, collaboration, and governance into one secure platform, Atlassian Cloud supports a **future-ready public sector** — one that is more responsive, transparent, and resilient. For agencies striving to align digital investments with national priorities, drive policy outcomes, and build public trust, Atlassian Cloud isn't just a tool.

It's the foundation for the next generation of government services.

UNLEASH KNOWLEDGE
Design your workday around priorities

PLAN AND TRACK WORK
Establish project rituals that create clarity

UNLEASH KNOWLEDGE
Share info online and use meetings to do the work

MAKE AI PART OF THE TEAM
Move quickly with AI as a creative partner



“The future of public sector collaboration isn't about more tools. It's about fewer, better-connected systems that can grow, adapt, and respond.”

Dean Smith
Head of Enterprise Sales for Australia and New Zealand, Atlassian

ATLASSIAN

About Atlassian

Atlassian is a global software company on a mission to unleash the potential of every team. We build tools for team collaboration and productivity—like Jira, Confluence, Loom, and Rovo—to work better together. Our agile & DevOps, IT service management, and work management software help teams organise, discuss, and complete shared work. The majority of the Fortune 500 and over 300,000 companies of all sizes worldwide rely on our solutions to help their teams work better together and deliver quality results on time.

Learn more about our products at <https://atlassian.com>

Australia / New Zealand

P: +61 2 9262 1443

Atlassian

Web: www.atlassian.com

Level 6, 341 George Street,
Sydney, NSW 2000, Australia



About Public Sector Network

Public Sector Network (PSN) is a research company and insights exchange platform for government professionals. PSN connects public sector leaders to share knowledge, collaborate on solutions, and drive innovation in government services. Through events, workshops, and online communities, PSN fosters a culture of continuous learning and improvement in the public sector. PSN's mission is to support government organisations in achieving their goals through knowledge sharing and collaboration.

Australia / New Zealand

P: +61 2 9057 9070

E: info@publicsectornetwork.com.au

Canada

P: +1 (647) 459 8904

E: contact@publicsectornetwork.co

USA

P: +1 (647) 969 4509

E: hello@publicsectornetwork.com

Public Sector Network

ABN: 46 617 870 872

Web: PublicSectorNetwork.com

20-40 Meagher Street,
Chippendale, Sydney NSW 2008, Australia