Service NSW
Data Governance Strategy

2023 - 2026

Introduction

At Service NSW, the customer is at the heart of everything we do. By providing our function as a one-stop-shop for the people of New South Wales, we are entrusted with safeguarding their data. It is therefore crucial that our data management practices mature at the same rapid rate as our products and services.

Data Governance at Service NSW ensures we properly value and care for our data as an asset. The principles, goals, and initiatives within this Strategy bring our whole organisation together to deliver trusted and secure data management.

An important priority of Service NSW's Towards 2030 Customer Service Vision is enabling Actionable Insights and Data Sharing. I believe this Data Governance Strategy provides the necessary underpinnings to deliver upon this goal. Ultimately, good data governance leads to high-quality data of which there can never be enough.

Greg Wells
Managing Director, Service NSW

👁 Our Vision

Built upon a trusted & secure foundation, Service NSW manages data as an asset to best serve our customers.

⚙ Data Governance Strategy Scope

The Service NSW Data Governance Strategy aims to provide direction on our shared responsibilities over the management of data and information assets across the organisation.

Guiding principles

Service NSW Data Governance Strategy sets the direction for proactive maturity and governance of our information. Working with the Executive and a series of stakeholders, the Information and Data Governance team undertook a series of workshops and interviews to understand current state maturity against a series of data management practices and worked to define future state maturity. This enabled the development of a roadmap to set the foundation for our Data Governance practices.

Underpinning the strategy, is a set of guiding principles that define the core value and priorities. These principles aim to support an agile approach to maturity development even if specific actions change.

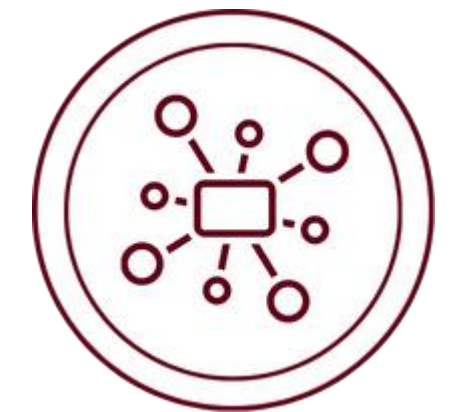| ETHICAL DATA CULTURE	DATA IS VALUED AS AN ASSET	HIGH VALUE, HIGH RISK FIRST	AN ENTERPRISE-WIDE VIEW OF DATA
Driving a data culture that is trusted and secure, requires ethical behaviour and considerations.	Data is regarded as an asset when it is seen as offering value relevant to Service NSW, its customers, or the broader community.	To ensure that efforts are resourced and prioritised appropriately, a high value / high risk first approach should be taken.	An enterprise-wide view of data implies knowledge of what data is important to the organisation and where and how it is used.

'Managed well, data is an asset. Managed poorly, data is a liability.'

Strategic focus areas

This strategy sets five focus areas that will embed governance foundations for Service NSW and help it achieve its Towards 2030 goals. Through consultations, key opportunities, risks, and challenges were identified that contributed to the organisation's current state maturity in data management and governance practices.

These five areas set to address those risks and opportunities by:

INFORMATION ASSETS ARE KNOWN AND PROTECTED	INFORMATION IS STORED APPROPRIATELY THROUGHOUT ITS LIFE	RECORDS ARE MANAGED	DATA HAS VALUE AND IS READY TO BE SHARED	OUR OPERATING MODEL CLARIFIES RESPONSIBILITIES
Ensuring we have a whole of organisation understanding of what information we have, its value to the organisation and community, and how it is protected.	Enabling lifecycle management of our records, information and data.	Supporting the protection and management of our organisation's records.	Establishing consistent data sharing practices that enable digital trust through consent and transparency.	Clarifying and supporting staff responsibilities when creating, using, sharing, storing and disposing records and information.
We will do this by: • documenting data assets and their attributes. • monitoring data, ensuring its privacy, confidentiality, and security.	We will do this by: • managing data from acquisition to disposal. • training staff on their information management responsibilities.	We will do this by: • complying with NSW State Records requirements. • defined planning, implementation, and control activities of Service NSW records.	We will do this by: • maintaining the privacy and data sovereignty of individuals. • consistent, unified, and transparent practices in data sharing.	We will do this by: • outlining responsibilities in roles, policies, training and operating models. • embedding a Data Governance Committee to address tactical issues.

Implementation

Horizon Roadmap

The delivery of our Data Governance Strategy is organised through three horizons. The horizons represent milestones of data maturity that help ensure alignment between data policies, processes, and technologies. Ultimately this will foster integrity, security, and trust in Service NSW data and records.

FOUNDATIONS

2023 - 2024

Sets the guidelines to inform practices and prioritises assets which are of high value, or present high risk should they be compromised.

Outcomes:
- Standards defined for what and how assets will be catalogued
- Policies for data lifecycle management, especially for customer data
- Data Sharing Framework and standards to inform data handling
- Data Governance operating model defined with responsibilities

INTEGRATED

2024 - 2025

Incorporate policies and guidelines into practice, integrate processes and systems, broaden scope of assets to monitor.

Outcomes:
- Organisation wide view of data to inform analytics and controls
- Retention and disposal practices in place for records and customer data
- Strengthened capabilities in records management through training
- Enhanced data sharing through additional data quality controls

ALL IN PLACE

2025 - 2026

Establish functionality that further integrates processes and technologies and transition to proactive management and monitoring.

Outcomes:
- Risks reduce and efficiencies increased through automation
- Automated retention and disposal by design
- Data sharing and analytics environments embedded with controls