Recommendations

Recommendation 1

1.35 **With the increasing demands for government to improve the digital delivery of services and functions, the committee recommends that the government undertake a review of the digital, cyber and data policy functions performed across government—and then establish key digital performance measures shared and reported across departments and agencies.**

Recommendation 2

1.36 **The committee recommends that the success of government digital transformation should prioritise measurement of user experience—as this is likely to also drive process improvements beyond simply the application of digital technology.**

Recommendation 3

1.37 **The committee recommends that the government deliver an annual Ministerial Statement on Digital Transformation that reports on cross-portfolio progress to improve digital transformation, identifying leading performance in departments and agencies and also publicly explaining steps to lift performance on projects failing to meet budget or delivery expectations.**

Recommendation 4

1.48 **The Committee recommends that the government establish a regular timetable to independently audit ICT contracting and subcontracting arrangements to identify whether government is taking on a level of risk that is consistent with the contract price and community expectations - and to help identify or improve contracting standards or set better principles based approaches to future contracting..**

Recommendation 5

1.53 **The Committee recommends that departments examine project budgets to identify and eliminate unnecessary spend on contractors, consultants and external vendors. Further, it should consider developing a longer term strategy to build internal public service capability to help drive the development or in house build of digital activities regularly contracted out by government.**

Recommendation 6

1.65 **The committee recommends that the Australian Public Service Commissioner be tasked with developing a whole-of-government Australian Public Sector Information and Communications Technology career stream with mandated competencies and skill-sets for Information and Communications Technology professionals, government procurement officers, and Information and Communications Technology project managers.**

Recommendation 7

1.66 **The committee recommends that the government routinely report on how it intends to lift the number of digital apprentices and trainees that it is currently recruiting into the public service.**

Recommendation 8

1.70 **The committee recommends that the DTA be tasked with developing education and training initiatives to enhance the digital competency of all APS employees, including SES officers.**