

NSW Trend Atlas

OECD Observatory Public Sector Innovation – Call for Innovation 2022



Premier
& Cabinet

SHAPING
— FUTURES

SENSITIVE: NSW GOVERNMENT

Project Background



CONCLUDING THE FELLOWSHIP

FOLLOW-UP AFTER THE FELLOWSHIP IS OVER

RUNNING EVENTS

REPORTS & REPORTING

FUTURE OPPORTUNITIES

ATTENDANCE DEPENDS ON TIME & VALUE

THE REPORT WRITING IS HARD WORK IF YOU'RE NOT ACADEMIC

I SPENT MORE TIME NEGOTIATING FORMAT THAN BEING CREATIVE

I NEVER KNEW IT WAS OVER NO COMPLETION DATE

THE NETWORK WAS GREAT. BEING INVOLVED COH.

TAKES 2 WEEKS FOR CMH MARKETING

COLLATING ALL THE INFORMATION AT THE END WAS HARD DISTILLING FRAMING

GOT HELP FROM OTHERS TO GOVERNMENT REPORT

TICKETING IS AN ISSUE BECAUSE PEOPLE DON'T COME

I WOULD HAVE MADE IT PRACTICAL IF IT WAS FOR EVERYONE

THE EXPOSE ADDS VALUE TO MY BRAND

Flexibility of Proj was beneficial
Driven by how you shape it

Professional Strengths were gained s. title of fellow

The NSW Trend Atlas has a unique and compelling value proposition for NSW Government and beyond

The offering: An interactive, strategic intelligence platform where users can easily find rich insights on local and global trends necessary to anticipate possible futures for NSW.



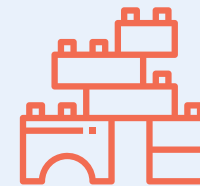
Who is the Audience?

NSW Government decision makers, policy developers, service designers, forecasters and business analysts who need information to explore future options, scenarios and pathways.



What's the Value?

Breaks down silos and delivers substantial efficiency dividends. It reduces resources needed for common research and analysis tasks. We build on each others' research and analysis efforts.



What sets it apart?

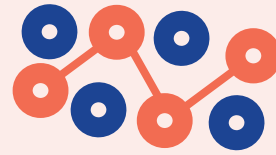
No other futures team or consultancy has a tool like Trend Atlas. It reduces the need for consultancy services and establishes a unique platform for collaborative intelligence.

The NSW Trend Atlas confronts the big challenges for 21st century decision makers



Too much data storage, not enough re-use

Fragmented, agency-based record management systems may meet basic statutory record storage requirements but they are not designed for collaboration and enhancement. The ‘lock it up and leave it’ approach can result in research and analysis often ‘reinventing the wheel’.



Finding the signal in the noise

The volume and velocity of information is rapidly expanding. Organisations are confronted with an explosion in information. Without effective curation governments may struggle to interpret citizen expectations, seize opportunities, generate insights from their own service systems and read the external operating environment.



Mainstreaming collaborative intelligence

Governments have developed innovative digital platforms but many lack interactive sharing and collaboration tools used on private sector platforms. Collaborative intelligence in government could break down portfolio silos, streamline solutions brokerage and diversify knowledge.



Bolster evidence based policy and service design

Digital platforms for insight sharing have the potential to embed evidence evaluation into daily intelligence collection tasks and progressively build new public sector capability. Regular scanning of the operating environment builds greater sector capacity to anticipate change and manage volatility.

The NSW Trend Atlas is a platform that continually grows, but this is what it looks like today



275

Detailed and unique trends spanning social, economic, ecological, political and technological themes with capacity for continued growth.



1163

Reports and datapoints underpinning trends with more than **20 per cent** of those reports using **NSW data**.



426

Unique publishers of reports and data from government, business, universities, civil society and think tanks spanning the globe.



3600+

Timely and curated articles from international and local sources enabling rapid horizon scanning and interjurisdictional analysis.

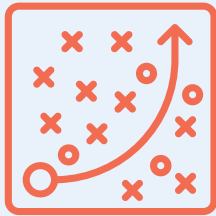


1060+

NSW Agency Users and growing quickly.

The NSW Trend Atlas delivers against three important strategic objectives for NSW

Communities are becoming increasingly aware of the ‘once in a generation’ structural changes emerging in their homes, workplaces and societies. They seek informed and thoughtful actions to manage change.



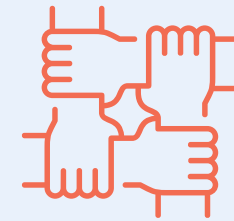
Evolve strategic planning for adaptable and resilient futures

The NSW Government has developed long-term strategic plans to guide its vision for the future. However recent disruptions have created a need for detailed revisions. Agencies need tools to help make their plans more resilient and adaptable to change and uncertainty.



Support NSW in the innovation arms race

Innovation-led international competition is driving governments to find emerging industries and transformative technology. Sophisticated and NSW-specific insights are crucial to keeping ahead of the pack.



Foster collaborative intelligence to break through silos

Beyond eCabinet there is no existing NSW Government platform that crowd-sources ideas to break down traditional agency silos. The private sector and civil society are already finding opportunities to tap into the wisdom of the crowd.

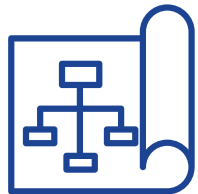
The NSW Trend Atlas is a credible source of evidence for several important government functions and uses

Established use cases



Strategic Planning and Visions

Develop preferred futures and alternative scenarios to better inform long-term strategy and visions.



Asset and Business Management Planning

Identify future opportunities and challenges to inform investment and prioritisation decisions of agencies in asset and business plans.



Forecasting and Modelling

Collect inputs and diversify assumptions about future conditions to run effective sensitivity analysis.



Business Transformation & Service Redesign

Explore and anticipate future customer and citizen needs.



Policy Development and Advice

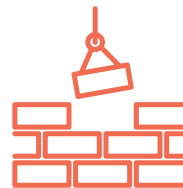
Provide evidence to inspire new thinking or test assumptions behind proposals. Enable rapid project scoping and problem definition.

Planned / growth use cases



Place making and community engagement

Explore NSW scale trends at a local level via a map view tool to enhance place making engagement processes.



Post disaster recovery

Help communities and decision makers explore opportunities and options for rebuilding back better.

The NSW Trend Atlas is already being used by NSW Government agencies on major strategies and projects



State Infrastructure Strategy 2022-2024, Infrastructure NSW

Infrastructure NSW used Trend Atlas to develop scenario planning content, and provided trend analysis to test assumptions in thematic chapters.



Future Transport 2060 , Transport for NSW

Trends in transport use and population distribution informed the development of the long-term strategic thinking within Transport for NSW.



Pathology 2035, NSW Health Pathology (NSWHP)

Trend Atlas used to explore the plausible dynamics for pathology service demand and supply and opportunities and risks associate with service reconfiguration.



Horizon scanning, Department of Planning and Environment

Trend Atlas formed the foundation for a horizon scanning exercise in DPE to advise the incoming Secretary of arising opportunities and risks.



2021-22 Intergenerational Report, NSW Treasury

Trends shared for overall IGR narrative. Contributed section on digital transformation in government.

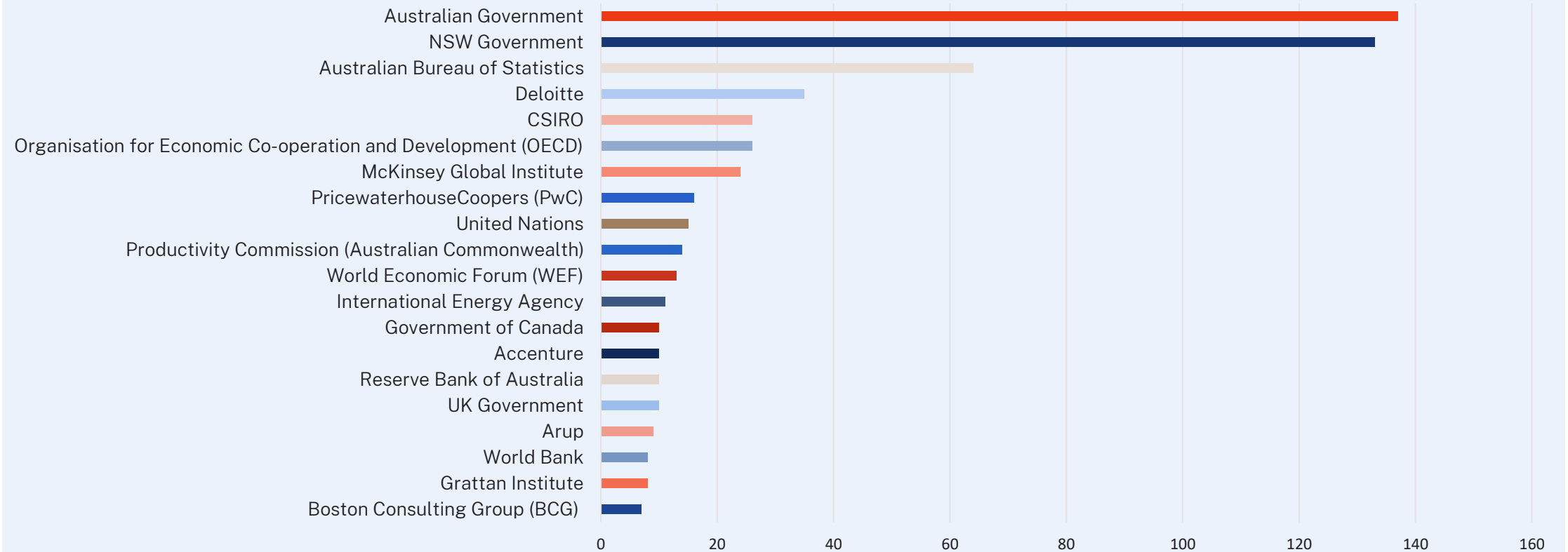


NSW Government Research & Development Action Plan, 2021,

Office of the NSW Chief Scientist and Engineer
Trends contributed for research and analysis of investment opportunities in the biotechnology and advanced manufacturing sectors.

The NSW Trend Atlas is a strategic intelligence aggregator across international, national and local data sources

Total unique trend sources and data points across the 275 trends in Trend Atlas (top 20 sources)



As at 01 August 2022

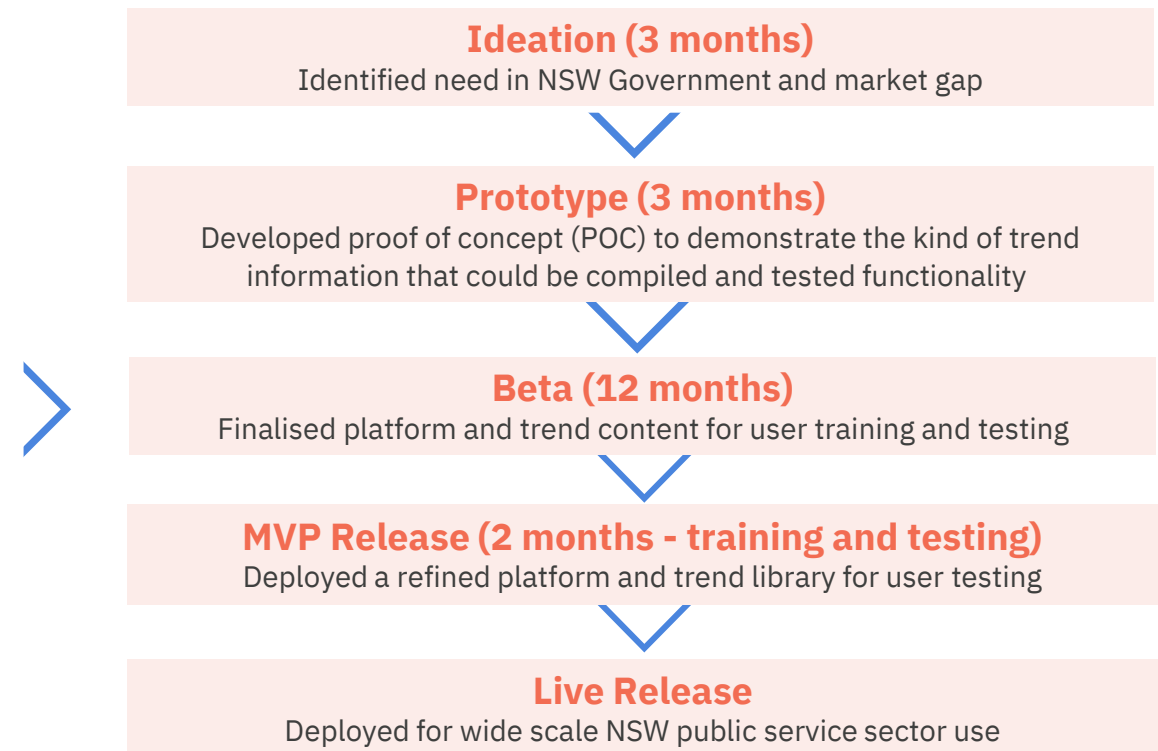
The NSW Trend Atlas team has a proven track record of innovation and delivery that can be scaled for big impact

We have a team with a proven track record to take the project forward

Trend Atlas has been developed by a small group of policy specialists, data analysts and UX practitioners within the Shaping Futures team. The team has:

- Turned conceptual or theoretical ideas into tangible products that carry unique intellectual property
- Acquired advanced digital capability and learnt by doing
- Continuously refined project planning and management approaches to maximise impact of limited time and resources
- Developed enterprise architecture, library content, workflow systems and data ecosystems from scratch and with no capital or operating budget wholly within the MS365 environment
- Executed two waves of major platform enhancements
- Built critical relationship networks and commenced training public servants to use the tool across government

We used an iterative product development process to go from concept to live release



Visions for the NSW Trend Atlas are built upon broad engagement and discussion with 40+ stakeholders

The eight design options for the Trend Atlas platform are informed by digital product design methods and more than 40 stakeholder demonstrations and discussions throughout 2021 and 2022. In addition to the user testing and training campaign, our presentations and stakeholder engagement discussions highlighted eight interconnected design considerations that could form the foundations for on-going platform development. Some of these stakeholders include:

NSW Government Agency Stakeholders

- Land and Housing Corporation: Policy and Innovation team
- Regional NSW: Data and Futures Teams
- Department of Customer Service: Spatial, Digital Transformation, Life Journeys, LiveNSW teams
- NSW Pathology
- NSW Treasury: Centre for Evidence and Evaluation, Industry Insights
- Schools Infrastructure NSW
- Infrastructure NSW
- Multicultural NSW
- Department of Planning, Industry and Environment: Strategy and Innovation, Environment Protection Authority
- NSW Police
- Ministry of Health

Federal Government / External Stakeholders

- CSIRO
- UK Government Office of Science
- Australia New Zealand Policing Advisory Agency (ANZPAA)
- Commonwealth Department of Industry, Science, Energy and Resources (DISER)
- Infrastructure Australia
- Australian Federal Police
- The Future Laboratory
- ANU National Security College
- Australian Cross Jurisdiction DigiGov Network
- Human Centred Design Community of Practice

Performance metrics are designed to measure platform functionality, credibility and reliability

Number of users, platform visits and training

What it tells us?: Whether users find the content and platform functionality helpful, relevant and credible.

Measurement: PowerBI user and platform metrics, training and induction sessions.

Expansion and Maintenance of Trend Library

What it tells us?: Whether users have access to the most recent and relevant content. Sufficient resources are allocated to trend writing and updating.

Measurement: Trend Atlas summary dashboard

Collaborative Intelligence Network Activity

What it tells us?: The degree to which users are generating content, providing feedback and sharing their insights.

Measurement: User feedback system analytics

User efficiency benefits

What it tells us?: Quantification and verification of projected efficiency dividends

Measurement: User surveys and number of references to Trend Atlas in government documents.

12 quantitative and qualitative KPIs form the NSW Trend Atlas performance targets for December 2022

Active User Target	Average platform visits per week	Number of training session	Newsletter engagement per month	Research and analysis efficiency enabled By the NSW Trend Atlas	References and acknowledgement of NSW Trend Atlas in government documents
<i>1500 users</i>	<i>75 visits</i>	<i>10 sessions</i>	<i>250 Click-throughs</i>	<i>Positive Qualitative survey feedback</i>	<i>Qualitative survey feedback</i>
No. of feedback submissions per month	No. of new sources recommended per month	No. of trend edits suggested per month	Trends added or edited per week	Sources added per week	Horizon-scanning articles per week
<i>30 submissions</i>	<i>30 sources</i>	<i>20 suggestions</i>	<i>5 New trends</i>	<i>20 New sources</i>	<i>50 New articles</i>