



THE AUSTRALIAN GOVERNMENT GRADUATE DATA NETWORK'S ANNUAL DATA FORUM We acknowledge the Traditional Owners and Custodians of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to their Elders past, present and emerging.









ABOUT THIS FORUM

Delving into Data, aims to encourage and inspire our future government leaders on how to best use data to inform decision making. Our diverse line-up of distinguished speakers will provide insights into how the value of data is currently being harnessed across and beyond Australian governments, and how governments can further realise the full value of their data assets to become a modern data-driven society.

This forum is proudly supported by the Department of the Prime Minister and Cabinet through the Office of the National Data Commissioner, Australian Bureau of Statistics through the Australian Public Service Data Profession Stream, Department of Education, Skills and Employment, Department of Health and Department of Social Services.

We welcome you to this event and hope you experience rewarding discussions throughout the day.

THANK YOU TO OUR SPONSORS

We thank the following organisations for their generous support of the Australian Government Graduate Data Network's Annual Data Forum .

















PROGRAM



FORUM MC

David Pattie First Assistant Secretary, Analysis and Data Division, Department of Education, Skills and Employment

9:00am WELCOME AND OPENING REMARKS

David Pattie First Assistant Secretary, Analysis and Data Division, Department of Education,

Skills and Employment

9:12am GRADUATE DATA NETWORK WELCOME

Heshan Inamaluwa Project Lead, Graduate Data Network Forum

9:20am KEYNOTE ADDRESS #1

Dr Gordon de Brouwer PSM President, IPAA National

Data has and will continue to play a huge role within the APS. Delve into data with us as we explore the key role it plays across the Australian Public Service now and in the future.

9:40am MINISTER'S ADDRESS

The Hon Stuart Robert MP Minister for Employment, Workforce, Skills, Small and Family

Business

9:42am KEYNOTE ADDRESS #2

Gayle Milnes National Data Commissioner Designate

Gayle Milnes has championed the use of data to support program and policy development throughout her career across several Federal departments and in her current role as the National Data Commissioner Designate. In her keynote address, Gayle will discuss the DATA scheme, provide an overview of data initiatives across the Australian Government, and

speak to building data capability across the APS.

10:00am IN CONVERSATION

O&A with

Gayle Milnes National Data Commissioner Designate **Dr Gordon de Brouwer PSM** President, IPAA National

10:15am DATA INSIGHTS FROM BEYOND THE APS

Ben Newton General Manager Strategy, Development and Partnerships, Primary Connect (Woolworths Group)

Dr Ian Oppermann NSW Government's Chief Data Scientist

Professor Felix Ritchie Professor, UWE Bristol

Dan Jermyn Chief Decision Scientist, Commonwealth Bank of Australia

We are all using data to be better. From warehouse and transport to banking and government services, the use of data runs deep in most major organisations. Hear about key learnings from expert data champions in some of the largest organisations in our data driven economy.



PROGRA/





MORNING TEA

PANEL DISCUSSION #1 | GOVERNMENT DATA POLICYMAKING

Flora Carapellucci Group Manager, Data and Evaluation Department of Social Services Dr Philip Gould First Assistant Secretary, Health Economics and Research Division, Department of Health

Dr Benjamin Mitra-Kahn Program Manager, Household Income and Expenditure Data Branch, Australian Bureau of Statistics

Teresa Blair Assistant Secretary Data Analytics, Department of Defence

Data utilisation strategies have been applied to policy making decisions across the APS. Hear about the successes and challenges experienced by some of the Australian Government's largest data users.

LUNCH 12:15pm

1:00pm

KEYNOTE ADDRESS #3

Dr David Gruen AO Australian Statistician

In his current roles as Australian Statistician, and head of the APS Data Profession, and previous roles in PM&C and The Treasury, Dr David Gruen has been at the heart of Australia's largest data projects. In this keynote address, David will talk about how the Data Profession is lifting data capability across the APS, and showcase innovative uses of data that are informing Australia's important decisions.

1:30pm

PANEL DISCUSSION # 2 | BEST DATA PRACTICES IN THE DIGITAL AGE

Associate Professor Ellen Broad School of Cybernetics, Australian National University Dr Joshua Meltzer Senior Fellow, Global Economy and Development Program, Brookings Institution

Professor Sallie Pearson Head of the Medicines Policy Research Unit, UNSW Sydney

We use data for a variety of purposes, from increasing knowledge, to promoting collaboration and solving real world problems. However, how can organisations and governments ensure they use their data appropriately and ethically for their intended purposes? Hear from our panel of industry and academic experts as we explore best practices employed to collect, utilise and manage data appropriately in this digital age.

2:15pm **AFTERNOON TEA**



PROGRAM



APS DATA SHOWCASE

Dive into practical examples of how government agencies have used data effectively.

| STREAM A | Andrew Lalor Assistant Secretary, Data and Digital Branch, Department of the Prime Minister and Cabinet Dr Louise Rawlings Head BITRE, Department of Infrastructure, Transport, Regional Development and Communications | Facilitator David Pattie First Assistant Secretary, Analysis and Data Division, Department of Education, Skills and Employment | |
|----------|--|--|--|
| STREAM B | Jessica Robinson Assistant Secretary - Policy, Engagement and Governance, The Treasury Simon Costello Branch Head, National Location Information. | Facilitator Dr Justin Iu Head of Bureau, Bureau of Communications, Arts & Regional Research Department of Infrastructure, Transport, Regional Development and Communications | |
| | Geoscience Australia | | |
| STREAM C | Dr Susie Kluth Chief Data Officer, Data Analytics Branch, Department of Education, Skills and Employment | Facilitator Cathryn Geiger Assistant Secretary, Portfolio Strategy Department of Agriculture, Water and the Environment | |
| | Celia Moss Program Manager, Data Strategy, Integration and Services Division, Australian Bureau of Statistics | | |
| | Louise Gates Group Head, Data Strategies & Discovery Group, Australian Institute of Health and Welfare | | |



PROGRAM





BREAK

FACILITATED TABLE DISCUSSIONS 3:45pm

> Data has a huge role to plan in the future of the APS and it is essential that it is used as effectively as possible. In this session, discuss how the knowledge learnt from the Graduate Data Forum can be applied in your own workplace and beyond as fellow public servants.

GRADUATE DATA NETWORK HANDOVER 4:15pm

Zeke Coady Co-Chair, Graduate Data Network

CLOSING REMARKS 4:30pm

David Pattie First Assistant Secretary, Analysis and Data Division, Department of Education,

Skills and Employment

4:45pm **NETWORKING**

ENDS 5:15pm









DAVID PATTIE (FORUM MC) First Assistant Secretary, Analysis and Data Division, Department of Education, Skills and Employment



David is a professional aeronautical engineer with 26 years' experience in both military and civil aviation internationally including aircraft design, production, maintenance and operations. David's passion for education saw him move to what is now the Department of Education, Skills and Employment in 2009 where he has worked in corporate, employment, income support, schools, skills and training and now higher education and international. His current role as First Assistant Secretary Analysis and Data and the Department's Data Champion includes the tertiary collection of student data, the Office of the Chief Data Officer and continuing the department's development of its data strategy and capabilities.

THE HON STUART ROBERT MP Minister for Employment, Workforce, Skills, Small and Family Business



Stuart Robert has been the Federal Member for the northern Gold Coast seat of Fadden since November 2007.

He is a passionate advocate for the northern Gold Coast in Canberra, working hard to influence the decisions affecting local residents in the community.

In March 2021, Stuart was appointed Minister for Employment, Workforce, Skills, Small and Family Business. In this role, Stuart is working to continue Australia's economic recovery through protecting jobs, connecting Australians with work and building a workforce with the right skill set to secure our future prosperity.

He has a particular focus on increasing workforce participation for women, ensuring there is an environment for small and family business to thrive, and building a care workforce to support our veterans, our childcare centres, provide services for people with disability and our aged care sector.

Since entering public life Stuart has held a number of Ministerial appointments, including Assistant Treasurer, Minister for Human Services, Assistant Minister for Defence, Minister for Veterans' Affairs and Minister Assisting the Prime Minister for the Centenary of ANZAC.

Prior to this, Stuart served in the Army for 12 years in Infantry and Intelligence Corps units including, deploying operationally to Bougainville in 1998 as part of the Peace Monitoring Force.





TERESA BLAIR Assistant Secretary Data Analytics, Department of Defence



Teresa is currently the Assistant Secretary Data Analytics, responsible for the implementation of the Defence Data Strategy and establishment of the new Data Division.

Teresa is a former Navy officer and ADFA graduate who has also worked as a senior project and program manager in Defence industry for a number of years, before rejoining the Department in 2008 as a public servant. Some key roles include working as a project manager in the Space Systems Program Office within the then-Defence Materiel Organisation, as well as the Director of Major Program Control within CASG.

In 2020, Teresa came on board to support the Associate Secretary by leading the development and launch of the Defence Transformation Strategy. The Transformation Strategy is the accompaniment to the 2020 Defence Strategic Update and the 2020 Force Structure Plan, and sets out the strategic guidance for enduring transformation and reform of the Defence enterprise.

Following the launch of the Transformation Strategy in November 2020, Teresa established the new Enterprise Analysis Branch.

ASSOCIATE PROFESSOR ELLEN BROAD School of Cybernetics, Australian National University



Ellen is an Associate Professor with the School of Cybernetics, founded by Distinguished Professor Genevieve Bell at the Australian National University, where she focuses on designing responsible, ethical and sustainable Al. Ellen has spent more than a decade working in the technology sector in Australia, the UK and Europe, in leadership roles spanning engineering, data standards development and policy for organisations including CSIRO's Data61, the Open Data Institute in the UK and as an adviser to UK Cabinet Minister Elizabeth Truss. She has written for publications including The Guardian, New Scientist, Harper's Bazaar and Griffith Review and is a regular keynote speaker and commentator on technology issues. She is the author of Made by Humans: the Al Condition (Melbourne University Publishing, 2018) and co-designer of a board game about open data, alongside ODI Vice President Jeni Tennison, called Datopolis that is being played in 19 countries.

FLORA CARAPELLUCCI Group Manager, Data and Evaluation Department of Social Services



Flora is Group Manager, Data and Evaluation Group, and Chief Data Officer, in the Department of Social Services. The Group is responsible for data strategy, policy and governance, data access and integration, data analytics, policy modelling, and research and evaluation.

Flora has over 20 years' experience in senior roles advising governments on employment and social policy matters.

She has been involved in policy development, advice and implementation on issues including disability and carer policy, children and family policy, family safety, welfare reform, harmonisation of Australia's work health and safety and workers' compensation arrangements, workplace relations and industry reform.





ZEKE COADY Co-Chair, Graduate Data Network



As Co-Chair of the Graduate Data Network, Zeke leads graduates from across the APS in uplifting data capability. Zeke sees the Network as an opportunity to build data skills and knowledge among future leaders in the APS. Zeke is also a Senior Policy Officer at the Department of Infrastructure, Transport, Regional Development and Communications, where he works on the National Freight Data Hub.

SIMON COSTELLO Branch Head, National Location Information, Geoscience Australia



Simon Costello leads the National Location Information Branch at Geoscience Australia. He is responsible for many of the national datasets which underpin decision-making by defence, border protection, environmental management and economic development activities in Australia and the Asia/Pacific region. He works closely with states, territories, other Australian Government agencies, and international partners to ensure those national datasets can be used appropriately and across borders. Simon's 20-year career includes experience with Geoscience Australia, PSMA Australia, and the United Nations, and membership of national and regional working groups. Simon was Chair of the Intergovernmental Committee on Surveying & Mapping for Australia and New Zealand between 2018 and 2020.

DR GORDON DE BROUWER PSM President, IPAA National



Gordon de Brouwer is Professor of Economics, jointly appointed to the Crawford School of Public Policy and College of Business and Economics. He is committed to public value, high-quality policy and implementation, and effective government.

Gordon has about 35 years' experience in public policy and administration in Australia, including as Secretary (CEO) of the Department of the Environment and Energy (2013-17) and senior roles in the Department of the Prime Minister and Cabinet (including Associate Secretary of Domestic Policy Group and G2O Sherpa, 2008-13), Treasury (2002-08), ANU (Professor of Economics, 2000-02) and the Reserve Bank of Australia (1991-99).

Gordon is a Director of the Australian Nuclear Science and Technology Organisation (ANSTO)(including Chair of the Risk and Audit Committee) and the Committee for the Economic Development of Australia (CEDA). He is a member of the Advisory Board of the Nature Conservancy Australia and the Reef Resilience and Adaptation Program. He is National President of the Institute of Public Administration Australia, Chair of the Australian National Committee of the Pacific Economic Cooperation Council (AusPECC), and a facilitator in Jeff Whalen Learning Groups for senior public servants in Australia and New Zealand. He is a senior advisor in the Economics Program at the Center for Strategic and International Studies, Washington. D.C.

Gordon has a PhD in economics from the Australian National University. He was awarded a Public Service Medal and made a Knight in France's Legion of Honour for his work on G20 and public service.





LOUISE GATES Group Head, Data Strategies & Discovery Group, Australian Institute of Health and Welfare



Louise Gates is Group Head of the Data Strategies and Discovery Group, whose core functions include leading the development of the Institute's strategies for acquiring, managing, and integrating major data assets (linkage), managing key relationships across government in support of the public sector data agenda; reporting on veterans' health and welfare, including suicide monitoring; and leading the development, monitoring, and reporting of information and statistics on maternal and perinatal health. Ms Gates is also the Chief Statistical Officer of the Institute.

Louise has been working in data and particularly health data related roles for over 20 years, primarily at the Australian Bureau of Statistics. She has a Bachelor of Science with 1st class honours majoring in Statistics, a Masters in Statistics and is currently studying a Masters in International Population Health.

CATHRYN GEIGER Chief Data and Analytics Officer, Department of Agriculture, Water and the Environment



Cathryn Geiger is the Chief Data and Analytics Officer in the Department of Agriculture Water and Environment. She heads up the newly created Data and Analytics Office. The Office provides a central hub to deliver geospatial and analytics services, as well as uplift capability across the department. Ms Geiger is an experienced SES leader having driven policy reforms in several government departments including infrastructure, regional development and Prime Minister and Cabinet. She has a passion for continuous improvement through genuinely connecting to stakeholders.

DR PHILIP GOULD First Assistant Secretary, Health Economics and Research Division, Department of Health



Dr Phillip Gould is the First Assistant Secretary, Health Economics and Research Division in the Department of Health. In this role, Phillip is passionate about strengthening the Department's evidence based approach to decision making, through funding new health research, improving the use of health data across the Commonwealth and State and Territories and economic modelling.

Phillip's team is responsible for the continued development of the Department's strategic economic outlook across Australia's health system and providing specialised modelling, costings for the Commonwealth's health and aged care programs. Additionally, Phillip has oversight of the administration of the Medical Research Future Fund 10 year plan and Biomedical Translation Fund.

Phillip was formerly the Assistant Secretary, Office of the National Data Commissioner at the Department of the Prime Minister and Cabinet where he worked on whole-of-government reforms to the public sector data system to deliver improved service, policies and research outcomes for Australians. He led the work to develop a new data sharing legislation to promote a culture of safely using data to its maximum potential. Phillip also brings significant experience as the methodology and data integration lead at the Australian Bureau of Statistics. His previous experience is in the field of banking and finance, and he holds a PhD in Time Series Econometrics.





DR DAVID GRUEN AO Australian Statistician



Dr David Gruen AO was appointed Australian Statistician on 11 December 2019. As Agency Head of the Australian Bureau of Statistics, he is accountable for the functions and operations of the Bureau.

David was previously the Deputy Secretary, Economic and Australia's G20 Sherpa at the Department of the Prime Minister and Cabinet. Before joining the Department in September 2014, he was Executive Director of the Macroeconomic Group at the Australian Treasury. David joined the Treasury in January 2003, before which he was the Head of the Economic Research Department at the Reserve Bank of Australia from 1998 to 2002.

Before joining the Reserve Bank, David worked as a research scientist in the Research School of Physical Sciences at the Australian National University.

With financial support from a Fulbright Postdoctoral Fellowship, David was visiting lecturer in the Economics Department and the Woodrow Wilson School at Princeton University from August 1991 to June 1993. He holds PhD degrees in physiology from Cambridge University, England and in economics from the Australian National University.

David was appointed an Officer of the Order of Australia (General Division) in 2022 for distinguished service to public administration, to economic research, to business, and to education.

HESHAN INAMALUWA Project Lead, Graduate Data Network Forum



Heshan is the Project Lead of the Graduate Data Network (GDN) Annual Data Forum. He also briefly acted as the Co-Chair of the GDN in 2021. Heshan is currently seconded to the Parliamentary Budget Office in the Parliament of Australia, and he is also currently studying a master's degree in Public Administration at the Australian National University.

Heshan completed a graduate program at the Department of Veterans' Affairs in 2021 after graduating with a Bachelor of Science from Monash University. Heshan also has experience in working at the Victorian Public Sector Commission, Department of Premier and Cabinet Victoria and the Level Crossing Removal Project. He has a wide array of career interests including Public Policy, Data Science and Project Management.

DR JUSTIN IU Head of Bureau, Bureau of Communications, Arts & Regional Research, Department of Infrastructure, Transport, Regional Development and Communications



Justin Iu is the Department's Data Champion, leading work to embed best practice in the use and sharing of data across the portfolio and implementing initiatives to improve our data capability and literacy. BCARR undertakes research and provides economic and data analysis on communications, arts and regional portfolio issues to support evidence-based policy development and advice. Justin has worked in the Department of the Prime Minister and Cabinet and the Australian Treasury. He holds a PhD in Sociology from the Australian National University.

DAN JERMYN Chief Decision Scientist, Commonwealth Bank of Australia







DR SUSIE KLUTH Chief Data Officer, Data Analytics Branch, Department of Education, Skills and Employment



Dr Susie Kluth is the Chief Data Officer at the Department of Education, Skills and Employment.

Susie has extensive experience in data and analysis from previous roles the Australian National University, the Australian Bureau of Statistics, Treasury and the Department of Social Services.

As Chief Data Officer, Susie leads the delivery of the DESE Data Strategy and drives the use of integrated data in the department. She is passionate about building capability to use and manage data and a strong advocate for the data graduate program. She sponsors the data grad stream at DESE chairs the Australian Government Graduate Program data stream - Senior Working Group.

ANDREW LALOR Assistant Secretary, Data and Digital Branch, Department of the Prime Minister and Cabinet



Andrew is the Assistant Secretary, Data and Digital Branch at the Department of the Prime Minister and Cabinet where he oversees whole of government public sector data policy, engagement and governance and supports the Australian Government's digital transformation agenda.

Previously Andrew worked at the Department of Industry, Innovation and Science where he led the Data Management and Analytics Taskforce. Andrew has also held senior roles relating to skills policy and programs, aviation security, broadband infrastructure and innovation policy.

DR JOSHUA MELTZER Senior Fellow, Global Economy and Development Program, Brookings Institution



Dr Meltzer is a senior fellow at the Brookings Institution. His research focuses on international economic relations and the intersection of technology and trade policy. He co-leads the Forum on Cooperation in AI (FCAI) along with Cameron Kerry - a multistakeholder track 1.5 dialogue with government officials from seven countries (US, EU, Canada, UK, Singapore, Japan and Australia) as well as AI experts from industry and academia. He also leads the USMCA initiative which focuses on how USMCA can strengthen international cooperation in North America. Meltzer has testified before the U.S. Congress, the U.S. International Trade Commission and the European Parliament. He was an expert witness in the Schrems II litigation in Europe on data flows and privacy and a consultant to the World Bank on trade and privacy matters. He is a member of the Australian government's National Data Advisory Council as well as the Australian government's AI Action Plans Committee. Meltzer teaches digital trade law at Melbourne University Law School and has taught digital trade law at the University of Toronto Law School as an adjunct professor and ecommerce and digital trade at the UK Foreign, Commonwealth and Development Office diplomatic academy. Before Brookings, Meltzer was a diplomat at the Australian Embassy in Washington D.C. and prior to that an international trade negotiator in Australia's Department of Foreign Affairs and Trade. Meltzer has appeared in print and news media, including the Economist, the New York Times, CNN, Bloomberg the Asahi Shimbun and China Daily. Meltzer holds an S.J.D. and LL.M. from the University of Michigan Law School, Ann Arbor and law and commerce degrees from Monash University in Melbourne, Australia.





GAYLE MILNES National Data Commissioner Designate



As National Data Commissioner Designate, Gayle is responsible for overseeing a new scheme for sharing Australian Government data safely.

Gayle has held a range of senior leadership positions across the Australian Public Service - with the Departments of Infrastructure, Transport, Regional Development and Communications, the Environment, and Foreign Affairs and Trade; and as CEO of the Climate Change Authority. In these roles she has driven nationally significant reforms, strengthened enterprise data governance and management and been a heavy data user across a range of sectors.

DR BENJAMIN MITRA-KAHN Program Manager, Household Income and Expenditure Data Branch, Australian Bureau of Statistics



Dr Ben Mitra-Kahn is an economist who has served as the economic advisor to the UK Intellectual Property Office (2009-12), Chief Economist at IP Australia (2012-21), and is currently the program manager of the Household Expenditure and Income Data Branch at the Australian Bureau of Statistics. He has published research on the economics of copyright and patents, as well as development and the history of national accounts. Before joining the UK civil service he spent time in academia, and running his own business. He holds a PhD in Economics from City University London, M.Sc. in Development Economics from the School of Oriental and African Studies, University of London and B.Sc. (Hons) Economics from Royal Holloway, University of London.

CELIA MOSS Program Manager, Data Strategy, Integration and Services Division, Australian Bureau of Statistics



Celia Moss has over 30 years experience working with data and statistics, both in Australia and internationally. She is currently the Program Manager of the Data Strategy and Services Branch at the Australian Bureau of Statistics, and is involved in a wide range of initiatives across the data system - including development of infrastructure for safe and secure data sharing, integration and analysis; establishment and enhancement of integrated data assets for research; and strategies to build social licence and trust in ABS and wider government use of data. Prior to her current role, Celia has held leadership roles in social statistics, the Census of Population and Housing, and organisational transformation.





DR IAN OPPERMANN NSW Government's Chief Data Scientist



Dr Ian Oppermann is the NSW Government's Chief Data Scientist working within the Department of Customer Service. He is also an Industry Professor at the University of Technology Sydney (UTS). Ian has been recognised as a Global Leader in Data and Analytics (Corinium's Global Top 100 in 2020 and 2022) spanning the domains of government, industry, academia and standards. Ian has an MBA from the University of London and a PhD in Mobile Telecommunications from Sydney University. Ian is a Fellow of the Institute of Engineers Australia, a Fellow of the IEEE, a Fellow of the Australian Academy of Technological Sciences and Engineering, a Fellow of the Royal Society of NSW, is a Fellow and Immediate Past President of the Australian Computer Society, and a graduate member of the Australian Institute of Company Directors. He is Chair of Australia's IEC National Committee and JTC1, the NSW AI Review Committee and the NSW Smart Places Advisory Council.

PROFESSOR SALLIE PEARSON Head of the Medicines Policy Research Unit, UNSW Sydney



Professor Sallie Pearson heads the Medicines Policy Research Unit at the Centre for Big Data Research in Health, UNSW Sydney. She is also the Director of the NHMRC Centre of Research Excellence in Medicines Intelligence. Sallie is a leading authority in the conduct of population-based research using routinely collected data, pertaining particularly to the quality use of medicines. Sallie has led national and international studies leveraging 'big health data' to generate evidence about the use, benefits and safety of prescribed medicines in routine clinical care. Sallie is long-standing advocate for the safe and productive use of data to benefit the Australian community. She has published widely on maximising the value data for decision-making in health and is an active member of a number of peak medicines policy and health data linkage committees and advisory groups.

DR LOUISE RAWLINGS Head, BITRE, Department of Infrastructure, Transport, Regional Development and Communications



Louise is Head of the Bureau of Infrastructure and Transport Research Economics (BITRE). Currently celebrating its 50th year, BITRE provides economic analysis, research and statistics on infrastructure and transport to inform both Australian Government policy development and wider community understanding.

Louise has extensive experience working on economic and industry policy at the federal level in the Departments of the Prime Minister and Cabinet, Employment, Industry and Infrastructure.

Louise has a PhD from the University of Queensland on regional economic development and has published on labour economics, health economics and regional innovation, most recently as a Visiting Research Fellow at the Australian National University. She is a member of the Economic Society of Australia and the Women in Economics Network.





PROFESSOR FELIX RITCHIE UWE Bristol



Felix Ritchie is an applied economist with particular research interests in:

- the use, quality and accessibility of government data, and its policy application
- labour economics, particularly low pay
- data management, data confidentiality, security and access
- statistical disclosure control, privacy and identification
- decision-making in the public sector

He joined UWE in June 2012 after working in a range of jobs in the public and private sector in the UK and abroad, many but not all of them related to the effective use of data for decision-making. As a result, his research work on data governance and data management is multidisciplinary, practice-based, and focused on improved use of data. He has extensive experience of working with government departments to ensure that the public value of data is maximised through efficient access, effective confidentiality protection procedures, and a clear use case. He is a regular advisor to governments and data organisations across the world, and has developed many of the best-practice models for data governance including the Five Safes, active researcher management, the principles-based approach to data governance and output checking, and 'safe statistics'. He designs and deliver CPD training on all aspects of data governance, including output checking.

JESSICA ROBINSON Assistant Secretary - Policy, Engagement and Governance, The Treasury



Jessica joined the Consumer Data Right Division (CDR) in Treasury in December 2020 as the Division was being established. Jessica is responsible for the CDR policy, engagement and governance teams. Jessica is passionate about delivering good government policy outcomes. With almost eighteen years of public service experience, she has worked across the Australian Government in various agencies including the Treasury, PM&C, the Attorney General's Department and the Australian Communications and Media Authority leading complex policy and regulatory reforms in topics such as critical minerals and critical technologies, foreign investment, critical infrastructure and cyber policy, and has performed general counsel roles in two Royal Commissions. She is lawyer by training and started her career in private legal practice. In this current role, Jessica is bringing her passion and enthusiasm to building a world-leading Consumer Data Right in partnership with other government agencies and the CDR community.





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