



Metro Trial Checker Readiness Assessment Report

DDL Trial Endorsement Paper

Table of Contents

1	Project Overview	3
2	Document Purpose	3
3	Key Objectives	3
4	Required action by stakeholders	3
5	Key Project Dates and Milestones	3
6	Key Communication and Engagement Dates	4
7	Trial Readiness Overview	4
8	Trial Readiness Details	7
8.1	Product Readiness	7
8.2	Regulation and Legislation	7
8.3	Stakeholder Engagement	7
8.4	Checker Readiness	9
8.4.1	Communication Approach	9
8.4.2	Key communication themes	9
8.4.3	Marketing – Support Material	10
8.4.4	Checker Engagement Approach	10
8.5	Checker Support	11
8.5.1	Checker Feedback – Online Surveys	11
8.5.2	Checker Feedback via planned events	12
9	Monitoring and Reporting	12

1. Project Overview

In 2015, the NSW Government announced that a Digital Driver's Licence would be available to the residents of New South Wales by 2019. A project was established with Department of Finance Service & Innovation taking the lead role involving a number of Government Agencies including Service NSW, Transport NSW, Roads & Maritime Services and the NSW Police Force.

The introduction of a Digital Driver Licence (DDL), allows those who hold a NSW Driver Licence the option of carrying a Digital version on their mobile device.

In late 2016, a trial commenced involving 1400 Dubbo residents. The testing of the licence verification involved a number of organized events in participating licensed premises (clubs & Hotels), as well as testing with the Police. This has been an ongoing trial and will continue until the statewide rollout in 2019.

In April 2018, the Road Transport & other Legislation Amendment (Digital Driver Licences and Photo Cards) Bill 2018 passed through Parliament and is awaiting proclamation in 2019. In August 2018, the NSW Government announced that a Metropolitan Trial would commence in 5 postcodes within the Bondi / Coogee areas. The trial will continue in extended Dubbo region and will commence in Metropolitan region on 29 November 2018. Trial will continue until the statewide roll out in 2019. For the purpose of the Trial, DDL Provisional Trial legislation exists.

2. Document Purpose

The purpose of this document is to provide an update on the DDL Metro trial to key Agency and Industry stakeholders participating in the trial, as well as to summarise past and planned checker communication and engagement activities leading to the trial. Together with the stakeholders, we'll assess checker readiness for the DDL Metro Trial in Zone 1 (trial post codes). The focus of this assessment is not to evaluate the readiness for the state-wide rollout and focus exclusively on participating checkers in Zone 1.

3. Key Objectives

There are two key objectives of conducting readiness assessment:

1. **To establish levels of checker readiness** in trial zones and, if required, assign new tasks to accomplish desired levels
2. **To gain industry endorsement** for the start of the DDL metro trial commencing on 29th November '18. This decision will form part of the Go/No-Go decision by Minister (27/11/18) and Steering Committee (19/11/18)

4. Required action by stakeholders

Following the Readiness Assessment meeting, please confirm the endorsement of the start of the DDL trial no later than the **7th November 2018**, by sending an email to:

- Garry Clarke – Project Manager Garry.Clarke@service.nsw.gov.au
- Latica Gajzler – Change Manager Latica.Gajzler@service.nsw.gov.au

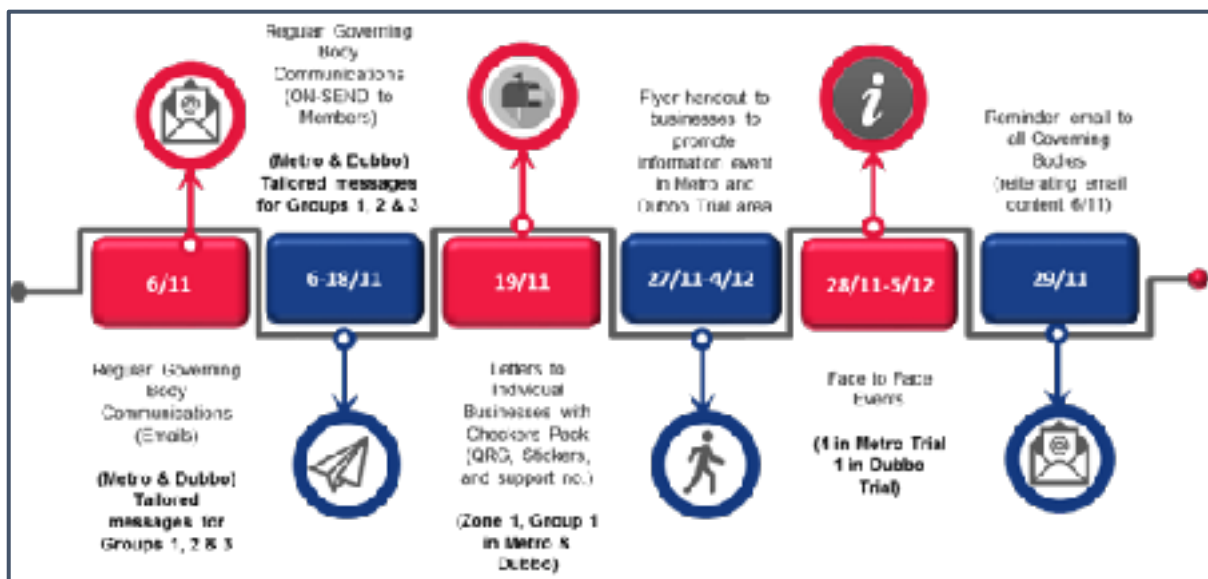
5. Key Project Dates and Milestones

- **October 2017** – Dubbo trial commences

- **30 Apr 2018** - Legislation “Road Transport & other Legislation Amendment (Digital Driver Licences and Photo Cards) Bill 2018” passed by the parliament.
- **20 Aug 2018** - NSW Government announces a Metro trial and the expansion of the Dubbo Trial.
- **19 Nov 2018** – Go / No-Go decision – Steering Committee
- **27 Nov 2018** – Go / No-Go decision - Minister
- **29 Nov 2018** – Commencement of DDL Metro Trial including expansions to the Dubbo Trial area.
- **Mid 2019** – Full state rollout of the Digital Driver Licence

6. Key Communication and Engagement Dates

- **6 Nov** – Email to Agencies and Governing Bodies
- **6-18 Nov** – Members and businesses in NSW receive the information about the DDL trial
- **19 Nov** – DDL Checker Support Packs mailed out to ~700 businesses in Zone 1
- **27 Nov – 4 Dec** – Walkarounds to Zone 1 Checkers - Evaluate Checker Pack / Invite to Info Sessions
- **28 Nov – 5 Dec** – DDL checker information sessions
- **29 Nov** – Reminder email to Agencies and Governing Bodies to communicate to their members and businesses
- **29 Nov** – Minister’s press release



7. Trial Readiness Overview

Summary of the previous and planned checker readiness activities for the DDL Metro trial are summarised below.

Area	Endorsement Criteria	Progress	Status
Product Readiness			

Release	Released for Checker and Holder use on 29 Nov '18	90%	On track
Features	Features allowing visual and scanning verification	90%	On track
Solutions	Club 'capture' solution planned for January '19. Police 'real time suspension' solution planned for early 2019. Copy solution planned for mid-2019.	50%	Re-scheduled
Legislation and Regulations			
Legislation	Legislation "Road Transport & other Legislation Amendment (Digital Driver Licences and Photo Cards) Bill 2018" passed by the parliament. DDL trial legislation and provisions continues to be in effect for the duration of the Metro Trial.	95%	On track
Regulations	Number of regulated industries require further changes to their internal policies in order to accept the DDL as a form of ID. This is not impacting any industry or agency commencing the trial in November 2018.	30%	Not in trial scope
Stakeholder Engagement			
Stakeholder Engagements	Regular progress updates with key stakeholders	100%	Ongoing
	Expos, Association meetings, Info sessions	80%	Ongoing
	Testing of the trial app in Dubbo (Oct '17 - Oct '18)	90%	On track
	Completion of the initial Readiness Assessment 1 (Aug '18)	100%	Completed
Checker Readiness			
Communication	Metro trial Checker Communication Plan in place	100%	Completed
	Full trial readiness / education - Zone 1 (trial area)	80%	On track
	Trial Information - Zone 2 (surrounding areas)	60%	On track
	Awareness communication - Zone 3 (NSW wide)	70%	On track
	Checker Quick Reference Guide	70%	On track
Marketing	DDL Website	100%	Completed
	"DDL accepted here" A3 wall poster (physical copy + printable)	60%	On track
	'How to' videos (for checkers and holders)	70%	On track
	'DDL accepted here' window stickers (physical copy)	70%	On-track
	Quick Reference Guide (physical copy + printable)	70%	On-track
	DDL checker checklist (training tracking)	50%	On-track
	Trial area walkarounds - raising business awareness - 4 days	0%	Planned
All day information sessions - trial areas - 4 days	0%	Planned	
Checker Support			

Support	Dedicated support channels	80%	On track
	Cross-agency support model for Metro Trial, includes Police, Service NSW and Transport alignment and around the clock escalation process	60%	On track
	Service NSW Hypercare - on the ground support	80%	On track
	Dedicated Checker website with up to date information, support material and 'how to' videos	80%	On track
	Feedback mechanisms to allow checkers to provide insight into their experience, raise concerns, ask questions	80%	On track
Contingency Planning	Robust business and communication contingency plan in place if unexpected issues arise	80%	On track

Trial Monitoring and Reporting

Operational monitoring and reporting	Daily meetings with the Sponsor, key project and business stakeholders - discuss key measures and performance indicators	70%	On track
	Weekly reporting to key Industry and Agency representatives	70%	On track
	Daily activity reporting in the first two weeks of the trial, followed by the weekly dashboard reporting	80%	On track

8. Trial Readiness Details

8.1. Product Readiness

ServiceNSW is currently finalising the upgrade of the mobile app that will, together with other digital licences, host the Digital Driver Licence. The app will retain its current full functionality and transaction capabilities and will be released for the DDL Metro Trial in November '18.

As a result, the trial app that is currently being tested in Dubbo, will be removed and replaced by fully functional ServiceNSW upgraded mobile app. Eligible driver licence holders in Sydney and Dubbo trial regions will there not be required to go through the registration process that we used for the Dubbo trial. Driver licence holders who live in the trial areas will be simply able to opt in to the Digital Driver Licence (using the 'toggle feature' which will allow configuration of the selected post codes in Eastern Beaches and Dubbo).

The Club 'capture' solution will not be ready for the start of the trial and is estimated to be delivered in December '18. This means that the clubs currently participating in Dubbo trial (Dubbo RSL and Club Dubbo, will need to be excluded from the trial until the capability is delivered.

Other product deliverables planned for the next 3-4 months and leading to the state-wide rollout include NSW Police suspension of the driver licence in near real-time capability (it consequently triggers immediate removal of the DDL), as well as provision of the DDL PDF ('photocopy' solution).

8.2. Regulation and Legislation

The Road transport and other Legislation Amendment (Digital driver licence and photo cards) Bill 2018 was passed by the NSW Parliament in April 2018. The new law will come in effect in 2019 at a date to be specified. Until then, the DDL trial legislation and provisions continues to be in effect for the duration of the Metro Trial.

The following industries require changes to their internal policies and operating procedures prior to commencing the trial or accepting the Digital Driver Licence as a form of ID or evidence of age: NSW Election Commission, Pharmaceutical Industry, Finance sector, Justice of Peace, Property – Bidding for Actions and Telecommunications. Project is utilising existing industry channels and other available means to send clear message to the Regulated Group NOT to accept the Digital Driver Licence until all necessary changes and training are completed.

8.3. Stakeholder Engagement

Checker communication and engagement is based on industry groups and geographical zones (see more details below). The industries have been divided in three groups;

- Group 1 are checkers ready for the trial,
- Group 2 are checkers in regulated industries and
- Group 3 are checkers who are yet to be targeted. The groups have been further divided into three zones; Zone 1 are checkers in the trial postcodes, Zone 2 surround the trial postcodes and Zone 3 are the furthest from the trial postcodes.

STAKEHOLDER GROUP	GOALS	CHANNELS OF ENGAGEMENT
State Political / Ministerial (including MPs)	Ensure MPs and Ministers are kept informed and engaged with the Digital Driver Licence, the trial and its benefits to the state of NSW and customers. Provide opportunities for them to promote the program, its benefits and its success stories.	<ul style="list-style-type: none"> - MP packs including SNSW initiatives doc - MP Media release shell to share - Community events/pop-ups
NSW Government agencies	Collaborate with partner agencies, ie NSW Police, RMS, Transport, to provide them with information and support to educate their stakeholders, train staff and prepare for the metro trial and statewide rollout.	<ul style="list-style-type: none"> - Briefings with Senior Executives - Regular workshops - Campaign materials and announcements
Randwick and Waverley Councils	Engage directly to partner with councils to maximise channels such as local Chambers of Commerce to reinforce trial participation messaging for licence checkers.	<ul style="list-style-type: none"> - Local council packs - Face to face meetings - Article in Service NSW Easy- to-do- business monthly newsletter
Industries and individual checkers within the trial area	Leverage industry associations, conferences, events and other activities to increase awareness, support and acceptance of the Digital Driver Licence.	<ul style="list-style-type: none"> - Engagement with governing bodies - statewide - Regular progress updates - statewide - Letters to individual businesses in trial areas - Face-to-face - Information forums - Checker packs - Additional support on the website
Regulated industries and checkers not involved in the trial	<p>Inform them of the DDL and the trial and communicate their inability to accept the DDL during the trial period as they are a regulated industry.</p> <p>Inform them of the DDL and trial and communicate they should request the plastic card, and there is more information available on the Service NSW website.</p>	<ul style="list-style-type: none"> - Engagement with governing bodies - statewide - Regular progress updates - statewide - Letters to governing bodies to distribute to their members - what the trial means to them - Additional support on the website
Service NSW Staff	Ensure staff within the trial postcodes can promote the DDL, staff nominated to accept the licence are equipped to do so, all Service Centre, and Call Centre staff are equipped to answer questions about the trial and state roll out. Staff to support both licence holders and licence checkers.	<ul style="list-style-type: none"> - Internal communications including Workplace, emails to staff such as CEO and ED updates, newsletters and the intranet.
Licence holders /Customers/ General Public/Local Communities	Promote the Digital Driver Licence and its benefits to ensure uptake and participation in market research events and online surveys.	<ul style="list-style-type: none"> - Campaign material - Advertising, website, media and social media - Events/pop-ups - Electronic Direct Mail - Email feedback - Collateral and merchandise - RMS Driver Licence Renewals - Licence card distribution

Media and social media	Monitor risk and reputation in media and social media channels and respond according to agreed messaging. Ensure accurate information and messaging is transmitted and shared on the metro and Dubbo trial across traditional and emerging media channels. Respond to media enquiries about the Digital Driver Licence on behalf of stakeholders.	<ul style="list-style-type: none"> - NSW metropolitan, local, regional and IT media - broadcast, radio, print and online - Service NSW on social media channels - Facebook, Instagram, - Twitter, YouTube and LinkedIn. Provision of collateral to stakeholder social media channels.
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8.4. Checker Readiness

8.4.1. Communication Approach

Communication is a key activity aimed to provide timely, accurate, meaningful information to prepare checkers for change by raising awareness (NSW wide) and to provide relevant information checkers will require to confidently accept the Digital Driver Licence.

For the purpose of managing wide range of Agency and Industry communication needs, licence checkers are split into three groups (see **Appendix A** for details):

GROUP 1	Industries currently trialing the DDL in Dubbo
GROUP 2	Regulated Industries and Agencies
GROUP 3	Other Industries (low risk DL use)

All Groups have been communicated to via existing channels, where possible, leveraging governing bodies to help communicate to their members and businesses. As an example, we have been utilising Liquor Accord meetings, Restaurant, AHA and LSA Magazine articles inserting flier and other channels to reach out to the Liquor and Gaming Industry).

As part of the trial, three zones have been identified to assist with Change & Communications process:

ZONE 1	<p>Trial area</p> <p>The immediate Post code areas impacted by the trial. In the metro trial this includes Bondi Junction (2022), Waverly (2024), Bondi (2026), Clovelly-Randwick (2031) & Coogee (2034). In Dubbo trial, this includes extended Dubbo region: Dubbo (2830), Balladoran and surrounding areas (2822), Narromine and surrounding areas (2821), Wellington and surrounding areas (2820), Geurie / Ponto and surrounding areas (2818) and Bournewood and surrounding areas (2868)</p>
ZONE 2	<p>Surrounding trial areas</p> <p>All groups of checkers will be made aware of the DDL. It is likely that the licence checkers within Zone 2 will be exposed to the DDL, so the efforts are intensified in Zone 2 to achieve maximum awareness.</p>

GROUP 3	<p>The rest of the state All Groups of Checkers operating in Zone 3 will be informed of the DDL trial in Sydney and Dubbo regions.</p>
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8.4.2.Key communication themes

Comprehensive research has been conducted and, as a result, the below communication themes defined. This will provide guidance to Service NSW Marketing, Engagement and Communication teams creating material and website content for both licence checkers and DDL holders.

Key themes - Holders	Key themes - Checkers
Building awareness - desire	Building awareness
Road safety	Advise Police / Liquor and Gaming Industry of users' road safety messages
Eligibility, legislative restrictions, rights and obligations	Legislative requirements, restrictions, rights and obligations
Privacy - terms and conditions of use	Privacy - industry / agency terms and conditions
Security	Security
Onboarding - how to obtain, use the DDL, cost	Onboarding - how to verify / scan the DDL
Benefits - Convenience	Benefits of acceptance
Acceptance - where to use	Acceptance - info on other checkers accepting the DDL within the industry / state / broader

8.4.3.Marketing – Support Material

Project has developed a broad range of information, promotional and training resources available to licence checkers and business. These include:

- DDL Website updates,
- 'Accepted Here' wall posters,
- 'Accepted Here' window stickers,
- How to' videos,
- Quick Reference Guide and
- Industry specific FAQs.

Material will be mailed out to all business within the trial zones and will be available for printing on the DDL Website from 6th November '18.

8.4.4. Checker Engagement Approach

DDL Website and Support Material – live on 6 Nov ‘18

- Available to all checkers in all groups and zones
- DDL and Trial information for both checkers and holders on ServiceNSW website
- Access to all marketing material, “how-to” videos and FAQ’s mentioned above
-

Industry bodies - all groups and zones – email on 6 Nov ‘18

- Tailored industry body communications for distribution to their members through email, newsletters, events
- Emails will be on-sent to members and associated businesses

Support Pack - Mailed to all checkers in Group 1, Zone 1 – 19 Nov ‘18

- Letter - Inviting checkers to join the trial and what that means (including participating in online surveys), accept the DDL and an invitation to attend our Demonstration/Information Forums
- Quick reference guide
- DDL poster
- Window sticker

Walkarounds – trial zone ‘door knocking’ – 27 Nov – 4 Dec ‘18

- Check if pack has been received and was it useful?
- To invite the information session

DDL Information Sessions – 4 key

- In the week before the trial, forums will be held in four locations in Sydney Eastern Beaches and one location in Dubbo (tbc)
- Hosted by local venues and delivered by Service NSW

8.5. Checker Support

Cross-agency support model and escalation processes have been mapped for the Metro trial including avenues for service and technology related enquiries and holders’ formal complaints.

As part of the proposed support model, issues raised by licence checkers will be addressed promptly. With potentially key issue raised by uninformed checkers in the trial area, the fall back is the requirement that all participants must continue to carry their plastic cards during the trial period.

Keeping in mind the significance of the security and privacy implications (and other potential issues) on businesses and individuals, DDL contingency plan has been developed in preparation for the start of the Metro trial in November ‘18 and used if issues eventuate. Contingency plan execution becomes responsibility of the project team and is activated directed by Sponsor and / or Crises management team.

Checker support channels:

- **Call: 13 77 88**
- **Contact: Your Industry representative**
- **Email: digital.licences@service.nsw.gov.au**
- **Visit <https://www.service.nsw.gov.au/digital-driver-licence>**

8.5.1. Checker Feedback – Online Surveys

Licence Checkers will be invited to participate in monthly online surveys, conducted by Woolcott Research. Woolcott has been commissioned to co-ordinate trial and testing activities during the trial. Checker feedback has been an essential part of the DDL product development and, as such project will require full support of participating Agency and Industry peak bodies in encouraging businesses to participate in the future.

8.5.2. Checker Feedback via planned events

For each of the planned event, Woolcott Research will conduct a quick in-depth interview with checking staff immediately after the event. Questions will focus on the perceived advantages and disadvantages of checking the DDL, as well as suggestions for product or checking process improvements.

Checker Feedback via monthly surveys

In addition, Woolcott Research will conduct regular (monthly) online surveys too gain feedback from checking staff on their experiences with the DDL outside the planned events.

9. Monitoring and Reporting

Apart from ongoing progress monitoring of key success measures and performance indicators, DDL project will conduct:

- For the first two weeks daily ½ hour check points with the Sponsor and key project stakeholders
- For the first two weeks, daily push reports to key industry and agency stakeholders
- Minister Dashboard reporting
- Regular stakeholder engagements to discuss progress and provide feedback
- Checker acceptance rate assessment in January and March 2019 (measuring success – see Appendix B)

Project is in the process of finalising reporting requirements which will see reports being tailored to different audience needs, including Minister's, Sponsor's and internal Agency dashboards.

Appendix B shows measuring of 'acceptance' rate amongst checkers and holders.

Appendix A: Industry Checker Groups

Checker Group 1 TRIAL PARTICIPANTS	Checker Group 2 Regulated	Checker Group 3 Non-regulated
NSW Hwy Police	NSW elections – ID checks by officials	Cross-state / inter-jurisdictional DDLs
General Duties Police	Pharmacies	Utilities
Pubs	Finance / Crypto Finance / Insurance	Health (Donor)
Liquor Stores	Justice of Peace	Automotive (Car Dealership)
NSW Restaurants	Property – Bidding for auctions	Australia Post
Clubs	Telco	Travel - Airlines
Service NSW		Travel - Hotels
Car Rentals (AFIA Group)		Peer to Peer
Health - Tobacco		Property – rental
Gaming and Racing (incl. Tabcorp)		Travel - Agencies
Driver Licence Training Associations		Education
Building Security (non-government)		Councils
RMS Compliance		Federal Government agencies (ATO, Medicare, Centrelink)
Building Security		

Appendix B: Measuring trial success

	Bonhill – Coogee area	Dubbo area	Total
HOLDERS			
Total eligible Driver Licence holders	141,000	54,000	~200,000
Eligible licence classes	All	All	All
Expected take up rate (by end of Mar '19)	~7%	< 7%	~7%
Estimated take up volumes (by end of Mar '19)	~10,000	~2000	12,000 +
CHECKERS			
Liquor and Gaming venues in trial area (clubs, pubs, restaurants)	372	62	424
Total businesses eligible for trial (including I&G)	554	112	666
Expected acceptance rate (Mar '19)	70%	70%	70%
Police Area Commands Impacted (PACs)	2	1	3
Total Police officers impacted (to train)	> 400	> 240	>640
NSW Service Centres impacted	4	1	5
Participating industries and agencies	Liquor and Gaming, Service NSW, NSW Police, Car Rentals, Building Security, Age-restricted product sellers (e.g. tobacco, gambling)		

Appendix C: New DDL design



Appendix D: Support Material

