

## **Session 4: Service Transformation: strategies for end-to-end digital service delivery**

### **Overview of Presentation**

- Context
  - Expectations for change
  - Positioning the department to deliver end-to-end digital service delivery
  - Achievements to-date
  - Future agenda and challenges
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### **Context**

- DHS touches the lives of most Australians and is changing the way Australians interact with government.
  - In 2013–14, we delivered over \$150 billion in payments, received 60 million calls and had 20 million visits to our shopfronts.
  - Our change journey began in 2011 with the integration of five separate agencies into a single department.
  - It was guided by a focus on meeting Government expectations, delivering a better customer experience including expanding digital service offerings and reducing business inefficiencies in an ongoing tight fiscal climate.
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### **Expectations for change**

- If anything, changing citizen expectations make it harder now because we have a wider range of expectations.
- I came across a recent survey of 1,000 US citizens by a large consulting company (Accenture), called Digital Government: Your Digital Citizens are Ready, Willing and Able. It highlighted that 86 per cent of those surveyed want to maintain or increase their digital interactions with government and that more than 70 per cent of them have the same or higher expectations of government digital services as the commercial sector.
- This of course needs to be balanced with the most vulnerable in our communities who we often deal with and may be unable to engage in a digital end-to-end service delivery model.

- In Australia we have an ambitious whole-of-Government agenda for reform both in the policy space and more specifically in digital transformation. DHS is at the forefront of this work.
  - The agenda has recently received added drive through the establishment of Digital Transformation Office (DTO). The DTO will have responsibility for implementing the Australian Government’s Digital Transformation Agenda including setting digital service standards, digital identity services and specific initiatives both citizen facing and for businesses.
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### **Positioning the department to deliver end-to-end digital service delivery**

- In order to successfully deliver on an end-to-end digital service delivery strategy you have to get the fundamentals in the organisation right. So we have been concentrating on:
    - People, culture and bringing staff along to support and drive change. For example the ‘We’ culture and a common DHS brand through staff uniforms.
    - Getting our structures, processes and systems right. For example consolidated telephony and processing through Smart Centres, building a Customer Relationship Management system—Customer First, consolidating shopfronts and offering more services (including myGov shopfronts).
    - Enhanced project governance and accountability arrangements to strengthen how change is managed.
    - Executive focus on business and technology architecture control
    - Encouraging innovation.
    - Research, applying lean methodology to strengthen business process design, using social media to gather innovative ideas for change, the iDHS programme.
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### **Achievements to-date**

- While not yet offering end-to-end digital service delivery, DHS continues to get closer to that goal each day. Significant achievements include:
  - **myGov**: through a single authenticated log on, myGov provides a fast and simple way to access a range of Australian Government services online. There are 6.2 million active accounts in myGov and this continues to grow by the day.

- **Mobile Apps:** we have developed six apps with over 3.6 million downloads and more than 36 million transactions.
  - **Payment Finder** allows customers to quickly filter and identify payments and services they might be eligible for based on broad criteria such as age, employment status and household situation. Since being launched in 2013 it has been used more than 5 million times.
  - **Document Lodgement Service** allows customers to upload documents such as payslips and proof of birth documents through our mobile apps and other online channels. Close to 1 million documents have already been lodged and this provides efficiency benefits to the customer and the department.
  - **Online claims, letters, appointments and services:** we are continuing to expand the number of claims that can be completed online. The take-up of this channel for our unemployed customers claiming Newstart Allowance is now about 75 per cent. Further, approximately 50 per cent of letters are now delivered online.
  - **Digital Streaming Approach and Self-Service Terminals:** across our service delivery network we promote the ‘go digital’ message whenever and wherever possible. We actively assist those customers who can self-serve to move onto our digital offerings and feel confident about continuing to use them. We see it as a small investment upfront for a long-term pay-off. For those customers without access to Internet technology we provide self-service terminals in our shopfronts
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## **Future agenda and challenges**

- A big challenge is to meet government and citizen service delivery expectations in a fiscally constrained environment, while delivering significant policy reform (something we will further discuss tomorrow in session 5).
- We must ensure that the customer of today has the right services, while we build for the customer of tomorrow.
- Our focus is on enabling our customers to be self-sufficient through the use of new and emerging technologies, while also continuing more traditional channels of support for those most in need.
- We need to continue to improve our digital offerings and drive digital take-up. With about 71 per cent of our Centrelink (social welfare) services now self-managed, even higher for our Medicare services, the low hanging fruit has

been picked. The focus has to shift to more automated and efficient processing of these transactions.

- Other areas on our agenda include:
    - Integrating services outside the department through myGov.
    - Identifying and making services that are not digital and have greater than 50,000 interactions per annum, capable of being end-to-end digital.
    - Providing all correspondence, documents and forms in digital format.
    - Making video conferencing an acceptable substitute for face-to-face interactions in most cases.
    - Improving our data sharing with other agencies to reduce burdens on customers and improve compliance.
    - Renewing core ICT systems to deliver more efficient services, enabling greater agility in implementing government policy.
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## **Conclusion**

- It is a big and ambitious agenda. It is one I am sure you are all very familiar with. There will be successes but there will also be disappointments and it is important that we learn equally from both.
- The digital age is not going to slow down, nor will our government's and citizens' expectations diminish. However, I believe this is just the beginning of an exciting time and if we embrace the opportunities presented we can truly transform the way we work and the services we offer.