

Delivering Services to Citizens and Consumers via Devices of Personal Choice (Phase 2)

Tabled 7 October 2015

The Auditor-General provides assurance to Parliament on the accountability and performance of the Victorian Public Sector. The Auditor-General conducts financial audits and performance audits, and reports on the results of these audits to Parliament.

On the 7th of October 2015, the Acting Auditor-General tabled his performance audit report, *Delivering Services to Citizens and Consumers via Devices of Personal Choice (Phase 2)*.

Overview

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This audit examined:

- department and agency online service delivery approaches and implementation
- ongoing monitoring of effectiveness of digital service delivery.

We found that:

- a whole-of-public-sector approach to digital service delivery has yet to be fully realised
- departments and agencies are currently implementing, or have already implemented, customer-facing digital service delivery
- the successful transition to digital service delivery is being hindered by pertinent issues.

This audit examined department and agency online service delivery approaches and implementation, and the ongoing monitoring of the effectiveness of digital service delivery.

We found that:

- a whole-of-public-sector approach to digital service delivery has yet to be fully realised
- departments and agencies are currently implementing or have already implemented their digital service delivery; and
- the successful transition to digital service delivery by departments and agencies is being hindered by pertinent issues, such as proof of identity verification requirements, legacy and/or inefficient information technology systems, and inefficient back-office processes.

Background

- Victorian citizens and consumers expect government services and information to be accessible online anytime, anywhere and on any device.
- Digital service delivery has the potential to increase public sector efficiency, cut lengthy wait times at traditional 'bricks and mortar' locations, and reduce costs associated with traditional service delivery approaches.
- Despite the limited progress at a whole-of-public-sector level, some departments and agencies are pushing ahead with digital service delivery.

Victorian citizens and consumers expect to access government services and information online anytime, anywhere and on any device. Devices include desktop personal computers, and mobile computing devices such as tablets and smartphones.

Digital service delivery has the potential to increase public sector efficiency, cut wait times, and reduce costs associated with traditional service delivery approaches, such as service centres and call centres.

Whole-of-public-sector digital service delivery is now the responsibility of Service Victoria at the Department of Premier & Cabinet.

Despite limited progress at a whole-of-public-sector level, some departments and agencies are pushing ahead with digital service delivery.

Focus of this audit

Phase one

- Governance arrangements for implementing whole-of-public-sector strategies for migrating services online via digital devices.

Phase two

- At a department/agency level, the audit examined:
 - approaches to determining which services will be, or have already been, delivered online via digital devices
 - the ongoing monitoring of the effectiveness of digital service delivery.

Phase 1 of this audit was tabled in Parliament on 10 June 2015. This phase focused on governance arrangements for implementing whole-of-public-sector strategies for migrating services to digital service delivery.

Phase 2 examined approaches in place by departments and agencies to determine which services will be, or have already been delivered online, and the ongoing monitoring of the effectiveness of digital service delivery.

The audit also included case studies on positive approaches to digital service delivery.

Audit scope

- Department of Health & Human Services (Human Services)
- Department of Justice & Regulation
- State Revenue Office
- Public Transport Victoria
- VicRoads
- Department of Premier & Cabinet was included at a whole-of-public-sector level only.

In total, three departments and three agencies were in scope for this audit.

- Department of Health & Human Services
- Department of Justice & Regulation
- State Revenue Office
- Public Transport Victoria and
- VicRoads

The Department of Premier and Cabinet was included at a whole-of-public-sector level only.

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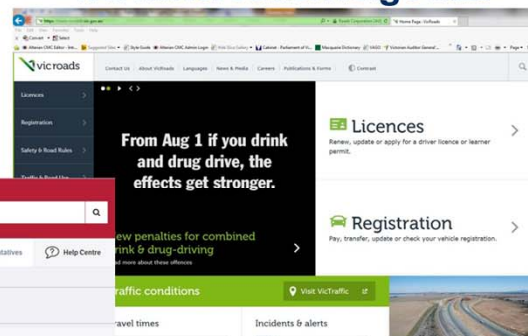
Successes in digital service delivery

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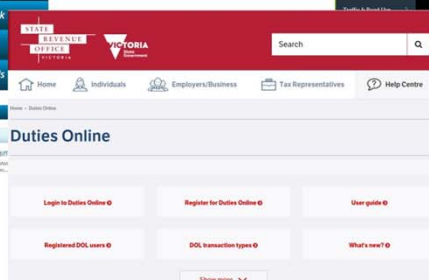
www.workingwithchildren.vic.gov.au



www.vicroads.vic.gov.au



www.sro.vic.gov.au/dutiesonline



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There has been successes in digital service delivery.

We found successes in digital service delivery within the audited departments and agencies. These successes are either emerging or have been in place for some time. Examples include VicRoads' online services, the Department of Justice & Regulation's Working with Children Check and the State Revenue Office's Duties Online application.

Further details of their approaches and implementation are found in the Appendix A of the report.

Digital service delivery strategies

- Digital strategy development and implementation by departments and agencies is at varying stages.
- Only three out of five departments and agencies have a complete list of service transaction data and costs attributable to delivering the service transactions.
- Not all departments and agencies have clearly identified the transactions to be transitioned to digital service delivery.

Departments and agencies need to identify service transactions to be transitioned to digital service delivery.

In relation to our first area of focus—digital service delivery strategies—we found the development and implementation of digital strategies by departments and agencies is at varying stages.

Only three out of five departments and agencies have a complete list of service transaction data and costs attributable to delivering the service transactions, and not all departments and agencies have clearly identified the service transactions to be transitioned to digital service delivery.

Digital service delivery challenges and issues

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Proof of identity verification requirements

- Proof of identity verification processes are inefficient and not integrated.

Legacy and existing IT systems and back-office processes

- Efficiencies gained through front-end service delivery are hindered by maintenance of legacy or inefficient IT systems and back-office processes.

Issues hindering the transition to digital service delivery need to be addressed.

Audited departments and agencies faced common challenges and issues that are hindering successful transition to digital service delivery.

Proof of identity verification processes are inefficient and not integrated, therefore limiting the ability of audited departments and agencies to transition fully to digital service delivery.

Efficiencies gained through front-end service delivery were being hindered by maintaining legacy or inefficient IT systems and inefficient back-office processes. Although still reliable in performing operations, they do not provide an efficient and seamless end-to-end digital service delivery.

Performance monitoring and reporting

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- Not all departments and agencies have baseline digital service delivery performance targets.
- Departments and agencies are at different levels of maturity and have implemented different monitoring and reporting approaches to measure their digital service delivery performance.
- Departments and agencies need to improve public usability and utilisation of digital service delivery by promoting the benefits.

The effectiveness and public utilisation of digital service delivery needs to be monitored and reported.

The second area of focus was department and agencies monitoring and reporting of digital service delivery performance.

We found that not all audited departments and agencies have baseline digital service delivery performance targets. They are at different levels of maturity in implementing monitoring and reporting approaches to measure their digital service delivery performance.

To ensure that the overall benefits of government digital service delivery are fully realised, there needs to be a continuous effort by departments and agencies, and at a whole-of-public-sector level, to improve the public usability and utilisation of digital service delivery. Specifically, the benefits of digital service delivery needs to be actively promoted.

Recommendations

		Accept
That the Department of Premier & Cabinet, through Service Victoria, work with departments and agencies to implement:		
4.	an integrated service delivery model that increases public usability and utilisation of digital service delivery across different digital devices	✓
1.	an integrated proof of identity verification process for digital service delivery (including a common identity assurance framework) that is secure, takes into account legal and privacy requirements and manages the risk of identity fraud.	✓

This audit made seven recommendations and all recommendations have been accepted. We will continue to monitor the implementation of the audit recommendations and the ongoing development of public sector digital service delivery for citizens and consumers.

Two recommendations have been directed to the Department of Premier & Cabinet, in particular Service Victoria.

Recommendations – *continued*

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		Accept
That the Department of Health & Human Services, Department of Justice & Regulation, Public Transport Victoria, State Revenue Office and VicRoads:		
*2.	identify and prioritise service transactions to be transitioned to digital service delivery whilst also considering alternative, non-digital service delivery channels	✓
*3.	enhance the end-to-end digital service delivery by: <ul style="list-style-type: none"> • resolving any legacy system issues and/or integrating supporting information technology systems with front-end digital technologies. • streamlining back-office processes to minimise manual processing interventions. 	✓

Note: * All non-audited departments and agencies are expected to consider and implement these recommendations where applicable.

Five recommendations have been directed to the departments and agencies in scope for this audit.

Recommendations – *continued*

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		Accept
That the Department of Health & Human Services, Department of Justice & Regulation, Public Transport Victoria, State Revenue Office and VicRoads:		
*5.	develop baseline performance data targets for digital service delivery	✓
*6.	develop digital service delivery performance monitoring and reporting systems and processes	✓
*7.	identify and implement strategies, including using existing social media platforms, to promote digital service delivery.	✓

Note: * All non-audited departments and agencies are expected to consider and implement these recommendations where applicable.

We do however expect all departments and agencies to also consider and implement the recommendations where applicable.

Key messages

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There have been emerging successes in digital service delivery.

Departments and agencies need to identify service transactions to be transitioned to digital service delivery.

Issues hindering the transition to digital service delivery need to be addressed.

The effectiveness and public utilisation of digital service delivery needs to be monitored and reported.

To recap, the key messages from the audit are:

- There have been emerging successes in digital service delivery.
- Departments and agencies need to identify service transactions to be transitioned to digital service delivery.
- Issues hindering the transition to digital service delivery need to be addressed; and
- The effectiveness and public utilisation of digital service delivery needs to be monitored and reported.

Overall message

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Despite some successes, a whole-of-public-sector approach to digital service delivery has yet to be fully realised and the successful transition by departments and agencies is being hindered by pertinent issues.

The overall message of this audit is that:

despite some successes, a whole-of-public-sector approach to digital service delivery has yet to be fully realised and the successful transition by departments and agencies is being hindered by pertinent issues.

Relevant audits

- *Delivering Services to Citizens and Consumers via Devices of Personal Choice: Phase 1 – Interim Report* (2015)
- *Digital Dashboard: Status Review of ICT Projects and Initiatives* (2015)
- *Using ICT to Improve Traffic Management* (2014)
- *Clinical ICT Systems in the Victorian Public Sector* (2013)
- *Learning Technologies in Government Schools* (2012)

Better practice guide

- *Investing Smarter in Public Sector ICT: Turning principles into practice* (2008)

Relevant audits are listed on this slide.

Contact details

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For further information on this presentation please contact:

Victorian Auditor-General's Office

[p] 8601 7000

[w] http://www.audit.vic.gov.au/contact_us.aspx

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