



Australian Government
Digital Transformation Agency

Digital Transformation Strategy

Update: Year 1

dta

85% of

Digital Transformation Roadmap initiatives complete to date

SMEs

have won 70% of contracts on the Digital Marketplace

730

people attended the Digital Summit from government and industry

16

minutes to register a business online

108,695

digital identities established by Australians as of 18 November 2019

173%

increase in datasets on data.gov.au from 2018 to 2019



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contents

Foreword	1
Actions we have taken	3
The Digital Transformation Roadmap in action	8
Challenges and opportunities for action	12
Actions toward 2025	17

case studies

New Payments Platform	6
Automated Biosecurity Screening	6
Capturing Data Rich Images From Space	6
Alex the Virtual Assistant	7
Business Research and Innovation Initiative (BRII)	7
Business Registration Service	10
Single Touch Payroll	10
National Drought Map	10
Improvements for Older Australians	11
New My Aged Care Website	11
Birth of a Child Pilot	14
Mental Health Support in One Place	14
Augmented Intelligence Centre of Excellence	15
e-Invoicing	15



Foreword

Everywhere I go, from big cities to regional and rural areas, Australians tell me that they expect government services to be simple, seamless, and secure.

You want to be able to deal with government in a convenient way, just like you do today when shopping or banking. You expect government to understand what you're going through and provide information, advice and services tailored to your needs. Most importantly, you want government to organise services around you, rather than expect you to navigate the maze of government agencies or even tiers of government.

The Morrison Government has committed to bringing about a new era of service delivery in Australia by reforming our services and processes to align to your needs and expectations. Data and digital transformation are powering the Government's vision for seamless and personalised service delivery, whether you choose to access services digitally, by phone or in a government shopfront.

Twelve months ago, the Government released the Digital Transformation Strategy (the Strategy), which is key to achieving this agenda. It sets the vision for a government that's easy to deal with, informed by you and fit for the digital age.

Since we launched the Strategy, we have made significant progress and we are well on target to meeting our vision to deliver world-leading digital services for the benefit of all Australians by 2025. From releasing myGovID, our digital identity solution that now has over 100,000 users, to developing a National Disability Data Asset to help us understand the support people with disability need, from releasing a National Drought Map, to the Digital Newborn Enrolment system that simplified Medicare enrolments for over 15,000 newborn children, we are building new capabilities that allow us to make better decisions and build more personalised services.

Ultimately, such services and capabilities will allow us to be there in your lives when you need us and provide the information, advice and services to address your needs.

I look forward to continuing to implement clear and consistent improvements over the next 12 months to meet your expectations and deliver on the 2025 vision.

The Hon Stuart Robert MP

Minister for the National Disability Insurance Scheme
Minister for Government Services



We are making great progress and working across all sectors to improve services.



Actions we have taken

In the Digital Transformation Strategy (the Strategy) we committed to transparency and accountability on how we are achieving our vision. This report is the first annual update on our progress to date. It covers our actions for the next 12 months.

We are making great progress and working across all sectors to improve services. We still have a way to go to deliver on our vision.

We are making it easier for you to deal with government

People's lives are complex. Dealing with government should not be. We are simplifying the way government delivers services to people and businesses.

We have spoken with Australians to understand experiences dealing with government during important life events — such as having a baby or looking for work. We know that during these times, you need to interact with many services across all levels of government. We are working with state and territory governments, through the Council of Australian Government's Australian Data and Digital Council (ADDC), industry, and service providers to identify improvements to make your life easier.

We have identified the 10 most common issues people face when dealing with government during

these life events and we are working to fix them. For example, we are making it easy to find the information you need, when you need it — such as understanding your entitlements and obligations and reducing the number of times you need to provide the same information to different agencies.

The ACT, NSW, Queensland, and the Commonwealth are trialling ways to fix some of these common issues for people having a baby. For example, there are between 15 and 20 health service interactions for a healthy pregnancy. There are up to seven interactions with government agencies to register a birth and enrol in Medicare and Centrelink. Parents need to provide the same information to government many times and in many forms. Around 30% of birth registrations have errors requiring a follow-up, meaning more work for parents of newborn babies and for government.

Technology is important, but it's only part of the solution. When we make services available online, we also reorganise them around your needs and your life. We are introducing secure whole-of-government digital platforms to make it easier and more convenient for you to access government services. For example, our digital identity service will help you access the services you need online, securely and conveniently, without having to visit a government shopfront.



We are creating services that are informed by you

Data held by government is significant but often underused. It can drive better policy design, services and programs. In September 2019, we released a discussion paper proposing data reforms to empower government to share data safely and increase transparency. We want to reduce the number of questions on government forms and find better ways to deliver services. We received more than 70 submissions from across government, industry and universities.

The Data Integration Partnership for Australia (DIPA) integrates and analyses data to deliver better services, more efficient government programs, and improved policy outcomes. In 2019–20, DIPA will bring insights to important issues such as the drivers of the gender wage gap in Australia, reducing life lost from heatwaves, what makes a difference in the first five years of a child's life,

and intergenerational welfare dependence. Decision-makers will be able to use this information to create better policies and deliver better outcomes for all Australians.

The Observatory is the Digital Transformation Agency's (DTA) artificial intelligence and machine learning project. It provides the evidence for data-driven decision making for policy and service development and improvement. It shows us how people are navigating through government sites and how we can create easier pathways to reach these services and information. The Observatory puts your privacy first and does not capture personal information.

We've also put stronger safeguards in place to protect your privacy, such as the Sharing Data Safely Package, which provides guidance to government agencies on when and how to safely share the data they are responsible for. The guidelines outline Data Sharing Principles and provide a common operating model within the public service to help with consistent and shared practices for data management.

We are becoming fit for the digital age

We are attracting, developing and retaining digital talent in the Australian Public Service. For example, in 2019, there were 96 digital apprentices, cadets and graduates in the Emerging Talent Program. The Women in IT Executive Mentoring program is helping women working in digital roles across government to develop leadership skills and progress their careers, with 120 mentees completing the program so far. Around 10% of the Senior Executive Service have been trained in leading change in our fast-moving digital world through the Leading Digital Transformation program.

The first Australian Government Digital Summit and Digital Awards held in October 2019 attracted over 730 participants and helped strengthen connections across agencies and with industry. It provided an opportunity to learn, network and recognise people and initiatives that are making government easier to deal with.

We are working alongside industry and universities to make the most of the opportunities that technology affords. For example, we are supporting over 20 innovation hubs across government, including the 'Services Australia Augmented Intelligence Centre of Excellence'. The Centre brings together experts from across government, academia and industry to lead the development and transition of new technologies, such as machine translation, and ways of working across government.

We are collaborating with businesses to build better, more innovative services. On 26 August 2019, the DTA renewed the Memorandum of Understanding (MOU) with the Australian Information Industry Association. The MOU encourages continued strong industry and government collaboration and facilitates engagement and insights from leading digital organisations across the globe.

We have co-designed our sourcing reforms with industry to improve outcomes for Australian businesses, as well as for government. We have released new sourcing policies that encourage a greater focus on outcomes and the participation of small and medium enterprises (SMEs).

We are also opening more opportunities and making it easier for SMEs to compete for government contracts through platforms such as the Digital Marketplace. Since its launch in 2016, SMEs have won 70% of over \$870 million of government contracts. At the same time, we're creating better value for money through whole-of-government arrangements with major vendors like Microsoft, IBM, Amazon Web Services, SAP and Concur, improving the way we buy goods and services.

For more examples of the progress we are making and projects from across government that are getting us closer to our vision, you can visit the Digital Transformation Dashboard and Roadmap. It is available at <https://dta.gov.au/dts-roadmap>.

case studies

New Payments Platform

The New Payments Platform delivers real-time payments to Australians with unforeseen and urgent financial needs every day of the year. For example, during the emergency declarations for the Townsville floods and Tasmanian bushfires early in 2019, people could receive immediate financial assistance, during and outside of normal business hours. The New Payments Platform delivered these payments faster and cheaper, with confirmed delivery into bank accounts within an average of two seconds.

**DELIVERING PAYMENTS
WITHIN AN AVERAGE OF
2 SECONDS**

Automated Biosecurity Screening

We are using emerging technology to protect Australia's borders. We are using innovative 3D x-ray technology — Rapiscan RTT110 — to automatically alert officers to potential biosecurity risks in baggage or mail items. The technology has proven to be four times more effective than current detection technologies and allows border agencies to process goods and people at the border faster and more efficiently.

**GAME-CHANGING 3D
X-RAY IS 4X MORE
EFFECTIVE AT
PROTECTING OUR
BORDERS**

Capturing Data Rich Images From Space

Digital Earth Australia provides satellite imagery of Australia as far back as 1986, delivering insights into the changing nature of the Australian continent. It shows changes to cities and regions, and events such as coastal erosion and water quality in near real-time. We're using this data to improve policy, stimulate growth and understand our impact on the planet. Sharing this data helps grow the economy, encouraging businesses to improve and create new products and services, by being able to see how our population and environment are changing.

**SATELLITE IMAGERY
PROVIDES INSIGHTS TO
IMPROVE POLICY AND
STIMULATE GROWTH**

Alex the Virtual Assistant

A new virtual assistant is making it easier for you to access information about intellectual property at a time and place that suits you. Alex is the government's first ever integrated virtual assistant with live chat. She uses artificial intelligence capabilities to answer your questions about intellectual property rights, patents, trademarks and designs. Alex will keep learning and adapting from her conversations with customers — 88% of customers are highly satisfied with Alex's help.

**88% OF CUSTOMERS ARE
HIGHLY SATISFIED WITH
ALEX'S HELP**

Business Research and Innovation Initiative (BRII)

BRII has provided 44 small- and medium-sized enterprises with feasibility study and proof-of-concept grants totalling more than \$12 million in total to develop innovative solutions for specific government policy and service delivery challenges. This funding process supports a more agile government and a new way to source innovative solutions. One SME, Next Paradigm, was granted \$100,000 to conduct a three-month feasibility study to uplift government's digital capability. They have tested prototypes to determine the best way to digitally upskill public servants.

**44 SMEs
SUPPORTING A MORE
AGILE GOVERNMENT**

The Digital Transformation Roadmap in action

The Digital Transformation Roadmap (the Roadmap) provides a clear path for transforming government. It includes 119 initiatives across all types of services — up from 107 initiatives when the Strategy was launched.

We have completed 73 of these initiatives across multiple government agencies to deliver better results for Australians.

For example, we are making more data available through improved open data platforms such as data.gov.au, which now contains over 84,571 datasets. This means people and businesses can access data published by federal, state and local government agencies.

For business owners, when you register a business, you can more easily identify relevant licenses and permits across all levels of government to save time and effort. This is a positive step towards a government that's easy to deal with.

These are just some examples of successful projects and our progress against the roadmap. We have added 12 new initiatives to the Roadmap in 2019–20. For example, we will create a new information sharing system to improve the quality of care for Australians living in aged care.

We are piloting digital self-management for Australians looking for work. This gives job seekers the flexibility to access employment services online, look for work in their own time and empower them to take personal responsibility in their search for work.

We expect that new opportunities will emerge along the way, and our plans are flexible based on what you need. We will continue to update the Roadmap in line with the Strategy, to account for new initiatives and investments to help deliver our vision.



You can visit the roadmap at:
<https://dta.gov.au/dts-roadmap>



The Digital Transformation Roadmap is a clear plan for how we are transforming government.

case studies

Business Registration Service

The Business Registration Service gives Australian businesses a simpler, clearer and faster way to register a business, saving businesses time and money. The service reduces the average time for a user to complete an application from 65 minutes to 16 minutes. Sole traders saved nearly 193,945 hours over the last financial year.

**REGISTER A BUSINESS
IN JUST 16 MINUTES**

Single Touch Payroll

Single Touch Payroll (STP) helps workers to be more certain their employer is paying their super and to track down billions of dollars of unpaid super. It lets employers report tax and superannuation data as part of their payroll processing every payday, saving them time and effort. We're building innovative services using this data to help Australians to understand and meet their tax and super obligations. Over 536,000 employers were using STP on 10 November 2019.

**OVER 536,000
EMPLOYERS WERE
USING STP ON
10 NOVEMBER 2019**

National Drought Map

Our National Drought Map allows us to make better decisions for those farmers, families and communities affected by drought. It is an online, interactive map of Australia, with data from a range of government sources. We are using the map to provide better support to Australians affected by drought by understanding rainfall patterns, soil moisture, agricultural types, ground cover, employment and associated support services available. The map allows us to target our drought relief efforts to the areas with the highest needs.

**USING DATA TO SUPPORT
AUSTRALIANS AFFECTED
BY DROUGHT**

Improvements for Older Australians

We've made it easier for older Australians to make a claim for financial assistance. Nominees can claim on behalf of the person they are acting for. Couples have the option of completing a joint Age Pension claim online rather than having to complete a paper form. Customers who are registered for online services can easily transfer from Newstart Allowance, Carers Payment and Disability Support Pension to Age Pension. These customers can complete a simple online task to confirm their details, instead of filling in a paper form.

**FINDING INFO AND
CHOOSING AN AGED
CARE PROVIDER IS EASIER**

New My Aged Care Website

My Aged Care is the Australian Government's entry point to access government-funded aged-care services. Our new website supports older Australians, their carers and families to find relevant information throughout their aged-care journey. The new site makes it easier to find information and choose an aged-care provider. It improves the 'Find a Provider' tool, displays more information on Home Care Package pricing and simplifies content and navigation. The enhancements were based on extensive user research and stakeholder consultation.

**RELEVANT INFORMATION
THROUGH THE AGED-
CARE JOURNEY**

Challenges and opportunities for action

Digital transformation means that we challenge traditional ways of working and thinking. We work in an agile way. We improve government services and products by learning from your feedback. We deliver bit by bit and make incremental improvements. At times we will adjust our goals and designs to better meet your needs.

The projects on the Roadmap are just one part of digital transformation. We will also drive the cultural and capability shifts needed in government to deliver the services of the future. We are recruiting, developing and retaining digital skills across government through a series of initiatives, like establishing a digital profession to develop our digital practitioners. As part of that, we are developing career pathways that show the specific skills needed for over 100 digital and ICT roles. These are positive steps, but on a national scale there are just not enough digital professionals to meet current demand or jobs of the future. We are working on innovative ways to solve this challenge with industry.

Better use of technology and data is a big part of digital transformation. It has allowed us to develop sustainable platforms and capabilities, such as cloud.gov.au and

Digital Identity. We are building new platforms like Notify, which allows us to send reminders and messages to you easily and quickly. As we begin to adopt AI and assistive technologies, like machine translation, it will be easier for you to engage with government when and how you choose.

However, while new technologies such as blockchain create opportunities, they also create risks. We are considering how to use these technologies for government in the best way possible. This includes creating frameworks and safeguards to address ethical and privacy concerns, as well as to protect our systems and national security from hackers and other criminals.

Services Australia creates an opportunity to put people at the centre of government. It will bring about a new era in government service delivery, with customer-focussed services that meet the needs and expectations of the Australian public. Work has already started. In the period ahead, we will begin to roll out reforms to the way we deliver services and engage with people who need to access government services.



Digital transformation is challenging. These challenges also present opportunities and drive innovation.

case studies

Birth of a Child Pilot

The ADDC's Birth of a Child pilot, led by the ACT Government in collaboration with the Commonwealth, NSW and Queensland Governments, will deliver a seamless experience for parents to engage with government services for them and their new baby. This pilot will reduce the time, effort and repetition new parents experience when registering the birth of their child and enrolling for Medicare, Centrelink and other government services.

**SAVING YOU TIME TO SPEND
WITH YOUR NEWBORN**

Mental Health Support in One Place

People no longer need to go to multiple sources to find the digital mental health support they need. Head to Health provides links to trusted Australian online and phone support, information and treatment options, in one place. A virtual assistant called Sam and intuitive search functionality guides users through professionally curated mental health resources. It's a great example of how we're working with the community, people with lived experience and the mental health sector to better connect people to digital services most suited to their needs.

**FIND THE MENTAL HEALTH
SUPPORT YOU NEED IN ONE PLACE**

Services Australia Augmented Intelligence Centre of Excellence

The Augmented Intelligence Centre of Excellence (AI CoE) develops public sector augmented intelligence solutions. For example, augmented intelligence allows us to improve services to customers where language is a barrier to accessing digital services. To overcome the need for the customer to access external language translation services, the AI CoE created customised neural machine translation on the 'Payment and Service Finder'. Currently the service converts text to simplified Chinese with other languages being considered.

**MACHINE TRANSLATION MAKES
IT EASIER TO ACCESS SERVICES**

e-Invoicing

The Australian and New Zealand Governments are collaborating to deliver e-invoicing. E-invoices save businesses and government time and money, removing the need to manually create, send and enter invoices. The Government has committed to pay e-invoices within 5 days for contracts valued up to \$1 million, where a supplier and a Commonwealth agency both use the international framework for exchanging invoices in an electronic form. The Australian Taxation Office is developing a Commonwealth Government adoption plan. The ADDC is creating a plan for state and territory government agencies to adopt e-invoicing with input from the ATO.

**SAVING BUSINESSES AND
GOVERNMENT TIME AND MONEY**



Australians have high expectations of digital services. We're making careful, real improvements to the services you rely on.

Actions toward 2025

We are progressing several priority initiatives to create meaningful change for the Australian public over the next 12 months.

Services Australia to reform government service delivery

Services Australia will place customers at the centre of services. Its priority is to provide the best services to Australians. It's about careful, real improvements to the services you rely on, like Centrelink and Medicare. It will be enabled by several key projects, such as Tell Us Once.

Reforming service delivery requires new approaches to how we deliver digital solutions. The Tell Us Once solution will enable you to tell us once that your circumstances have changed — for example, that you've moved house or have a new phone number — and we will update the information across government services.

Driving connected services through the Australian Data and Digital Council (ADDC)

We value a system of government that is flexible and works together. The ADDC is set to deliver a significant body of work over the next 12 months. It will develop a national approach to improve services at important life events, when people

need them most — starting with having a baby and our birth of a child pilot.

The ADDC is also piloting the National Disability Data Asset, which will use data to improve services for people with disability.

The ADDC will advance e-invoicing across government to make it easier for small and medium businesses to get paid faster with less errors.

To stay updated with the ADDC, you can visit <https://www.pmc.gov.au/public-data/australian-data-and-digital-council>.

Using data to inform better policies and services in a trusted way

We will use data to adapt our services as your needs change. We will work to create the right safeguards and a carefully controlled environment to do so. The proposed legislation addressing data availability and transparency is expected to be introduced to Parliament in mid-2020. It will establish the framework to better manage data held by government agencies and increase transparency to deliver better services and policies. We are engaging with the community as we develop the new legislation to ensure it meets your needs and requirements.

We will invest in new and world-leading data analytics tools and services like the DTA's Observatory to help us to better understand the pathways people take to access the services they need. This shows us where to focus our efforts to make it simpler for you to interact with government.

Uplifting capability to make government fit for the digital age

Realising our vision requires a digitally savvy public service. We will continue to build the digital capability of the Australian Public Service. This will be done through a new digital profession model which will help ensure we have the right people to deliver the right services.

Our work on sourcing capability and policies will improve how government and industry work together to design and deliver these services. We will continue to build better partnerships with industry and to share experiences and learnings to improve our services.

Creating a government that is simpler, clearer, faster

Delivering the best government services means making sure you can access them when and where you need to. We are working to expand the availability of our digital identity solution so that you can access more and different services online, safely and conveniently, like myGov, Unique Student Identifier, Youth Allowance and Newstart Allowance.

A government that's easy to deal with, informed by you and fit for the digital age, is a government that's committed to deliver simpler, clearer and faster services. We are determined to be world-leaders in digital government, with a user-focused approach that will mean better services for all Australians.

This is what our vision is all about.

A government that's easy to deal with, informed by you and fit for the digital age, is a government that's committed to deliver simpler, clearer and faster services.



dta.gov.au/dts-dashboard

