



Australian Government  
Digital Transformation Agency

# Vision 2025

We will deliver  
world-leading  
digital services for  
the benefit of all  
Australians

## Digital Transformation Agency



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## Ministerial foreword

### We live in an age driven by the digital revolution and we thrive in it.

Data and technology continue to change how Australians live, work and prosper.

As a nation, we are confident and early adopters of technology in our personal and business lives. This has contributed to the continued growth we have had for the past 27 years.

Australians expect the same experience interacting with government as they have with innovative, leading private sector organisations. They expect us to meet the highest standards of service delivery, customer experience, simplicity, flexibility and ease of use.

In addition, Australians expect government to be fair and equitable to everyone. We should offer a wide choice for people to access services. They want to go about their lives with the least government intervention. We should protect their data, privacy and security and account for those with particular needs.

When comparing ourselves on the global stage, Australia has a great record of success. Over the last three years we have delivered transformational new services, including:

- **Airport SmartGates:** The use of SmartGates facial recognition technology rose from 6.8 million passengers in 2014-15 to 25.9 million in 2017-18. New SmartGates technology has the potential to enable 90% of travellers to self-process at the border by 2020. This would cut processing time to as little as 15 seconds.
- **myTax:** We help taxpayers submit their tax returns quicker, easier and free of charge. We pre-fill information provided by employers, banks and government agencies. As at June 2018, we had over 3.5 million returns submitted through myTax during the 2017-18 financial year.
- **Medicare:** Patients can have their Medicare claims processed on the spot at a doctor's office, without needing to visit a shopfront. Almost all Medicare claims (98%) are now done online.

These and other achievements are recognised by the United Nations. We rank second in the world for the effectiveness of our digital government services. However, to keep up with technological change and people and businesses' expectations, we must continue to accelerate our transformation and get even better at what we do.

To achieve that, we have developed the Digital Transformation Strategy. It sets the direction for our work to 2025 for us to be one of the top three digital governments in the world for the benefit of all Australians.

The strategy is accompanied by a clear roadmap that includes key projects and milestones to 2020 and some of the major transformation opportunities to 2025.

Over the life of the strategy, we will consider additional 'signature initiatives'. These are bold and visionary projects that will turbocharge the benefits we deliver for all Australians.

To hold ourselves to account, we will provide a yearly update on what we are delivering to meet Australians' evolving needs and expectations.

I am confident that the strategy will deliver on our vision. I look forward to working with people and businesses across Australia to accelerate the digital transformation of the government.



**The Hon. Michael Keenan MP**

Minister for Human Services and Digital Transformation

# The **impact** of the digital revolution

Digital technologies are fundamentally changing how people and businesses work together.

Across the globe, the pace of digital transformation is accelerating. The private sector continues to invest in disruptive technologies to get ahead of the competition. They adapt their business models to meet ever-increasing customer expectations.

The pace of change continues to blur the boundaries of the physical and digital worlds. It is redefining traditional industry sectors and the way we live and work. Emerging technologies, growing amounts of data and smarter ways of getting insights are changing the way people, businesses and governments interact.

Australia's ongoing success depends on our ability to harness these technological advances to drive economic growth and raise productivity and living standards for all Australians. A key focus of the government's Digital Economy Strategy is the digital transformation of government itself—ensuring we keep pace with community needs and expectations.

Since 2013, the Australian Government has made significant progress on our digital journey. Through our digital transformations, we have made it easier to register a business, transition into aged care and access veterans' services. We are bringing government into the digital age, investing in digital capability programs and major ICT procurement reforms. We are internationally regarded for the effectiveness of our digital government services.<sup>1</sup>

In spite of these successes, we must continue to evolve. It is not enough to keep pace with the private sector. In many cases we need to deliver even better services, policies and experiences.

<sup>1</sup> UN E-Government Survey 2014, 2016 and 2018.

By 2025, what people expect will be dramatically different from today. Recognising how Australians live and work must be absolutely central to how we develop and deliver policy and services.

This Digital Transformation Strategy will guide us on our journey to 2025. It will deliver benefits and meet the expectations of Australian people and businesses.

It will guide us on our journey to 2025 to focus on delivering benefits and meeting expectations of Australian people and businesses. We will hold ourselves to the same benchmarks that Australians do, and strive to be one of the top three countries in the world for digital government.

We have already been doing a lot of work in this space. We have been exploring emerging technologies, such as artificial intelligence, virtual reality and advanced analytics. We need to stay at the forefront of digital change and deliver better, faster outcomes.

## What do we mean by 'digital'?

'Digital' means using online technologies to improve services for people and business. It also means using data and technology to redesign how government works. We will use data and technology to redesign how government works. We will use data and technology to rethink how we deliver value, how we operate and how we strengthen our organisational culture.

Through the digital transformation of our business model, the government can become:

- easy to deal with
- informed by you
- digitally capable

The Digital Transformation Strategy reflects the thinking and work we've done so far. It also reflects what we are doing differently to achieve our vision over the next seven years.

We have also been working with the states and territories to make government services more consistent and seamless. We are focusing on your needs, rather than the needs of agencies or layers of government.

We know that digital services can make many people's lives much easier, but we must also look after those who cannot access or use technology. We will continue to engage and deliver services through channels such as shopfronts and telephones.

Adopting new technologies also presents new challenges for security, privacy and accessibility. We are managing these risks to demonstrate that we deserve your trust and confidence when we deal with your data.

Finally, as the public sector, we are transforming ourselves to be fit for the digital age. It is vital that we test new ideas and innovate. We should rethink organisational structures and cultures, and how we respond to the needs of people and businesses.

As we deliver this strategy, you will notice many new capabilities, improvements and transformations over the next seven years. We will be transparent and accountable for the roadmap of deliverables over the next two years and major opportunities for digital transformation beyond that to 2025.

We will report yearly on our performance. We will also update the Roadmap with new initiatives that address changing needs and new possibilities with emerging technologies.



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## Digital government in 2025

Being a world-leading digital government means changing how we do things for you. In the future we will use digital technology to deliver more responsive policy, less red tape and better services.

For people and businesses, this means greater flexibility when dealing with government. You will have better ways of expressing your views and easier ways to engage on issues important to you.

Your services will go beyond simply being available online to being organised around your needs and life events.

If you ask us to, we will provide personalised services that remove the need to deal with different departments and layers of government. We will deliver a seamless experience based around your needs.

We will alert you when you are eligible for different services and remind you when things are due. We will show you where things are at and offer you help when needed.

We will offer a simple way of dealing with the government. This may be offline, or online through your favourite devices and suited to your needs. You will be able to do things for yourself, for organisations you act on behalf of and for people you care for.

We will be available when you need us and stay out of your way when you don't, so you can go about your life with minimal government interference.

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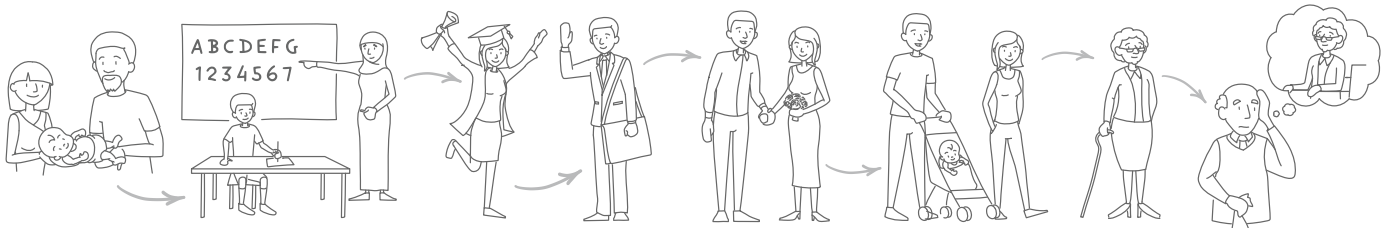
# **By 2025, Australia will be one of the top three digital governments in the world for the benefit of all Australians.**

## **Three examples of what is possible**

Our services will be simple, consistent and easy to access when and where you need them. Most importantly, they will be focused around your needs, not government structures.

Being digital means changing what and how we do things for you.

Here are just three examples of what is possible. Today, we ask you to deal with multiple government agencies and even different layers of government. We ask you to navigate different requirements, multiple forms and often ask for the same information multiple times.



## Seamless services at life's events

Some of the key life events include birth, starting school, starting higher education or training, transitioning to work, marriage, having a family, retiring, caring for someone, and the death of a loved one.

We are rethinking and improving the way we support you during these key life events.

You will have the choice to personalise services and share information across relevant services. This will provide a seamless experience that pre-fills and submits your forms when you request it, pre-assesses your eligibility and makes automatic payments.

## Personalised government services

Personalised government services will not only be more convenient but also help those in greater need of support. Packages for participants in the National Disability Insurance Scheme and trials underway at the Department of Social Services will support eligible people with tailored individual services.

A personalised service option will be available to other groups of people, from those caring for children to those with loved ones in aged care.

## Better partnerships

We will become better at partnering with your community and organisations to enable better service outcomes. We will use technology-enabled platforms to simplify our engagement and enable you to focus on delivering the results you are passionate about.

We will extend a similar approach to businesses in their dealings with government. We will simplify the complex web of rules, regulations and reporting across multiple agencies and layers of government. This will enable small and medium-sized enterprises to flourish across Australia, including in regional and rural areas.

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**Our strategy represents a bold vision for how government needs to work for you into the future. Realising this vision will leave a strong and enduring foundation that all Australians will benefit from.**

With a more digitally capable society, Australia will be better positioned for economic and social prosperity despite increasing levels of global uncertainty and volatility.

Australians will be proud of the security, prosperity and opportunities that their country provides. Having taken their place on the world stage, they will be ready for the future, no matter what it holds.

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# Three strategic priorities

These provide focused areas of development to achieve our vision.

## Government that's easy to deal with

- Intuitive and convenient services
- Integrated services supporting your needs and life events
- Digital identity for easy and secure access

## Government that's informed by you

- Smart services that adapt to the data you choose to share
- Greater insights for better services
- Trust and transparency

## Government that's fit for the digital age

- Expanding digital capability
- Developing modern infrastructure
- Providing accountability

# Roadmap

Achieved and planned initiatives  
for people and businesses



# Achieved and planned initiatives for people and businesses

We have developed a comprehensive roadmap to achieve our goals by 2025. This includes accelerating some initiatives so we can address your needs even faster.

## Already achieved (pre 2018-19)

### People

#### myGov

Faster and efficient notifications to people through email.

#### myTax

myTax users find it simple and fast to fill in and submit their tax returns, with over 3.5 million returns submitted through myTax during 2017-18.

#### New Child Care Package

People can, at any time, transact online for government support for child care costs. Subsidy payments are being paid directly to child care providers to reduce families' out-of-pocket expenses.

#### Welfare Payments Infrastructure Transformation Program

The WPIT Program has reduced the time taken for students to submit a claim for Youth Allowance from 36 minutes to 12 minutes. In the last year alone claim processing times decreased from 26 days to around 21 days.

#### My Skills

My Skills is Australia's directory of vocational training. The My Skills website aims to bring together information from a wide range of sources to help students and employers make informed decisions on the training that best suits their needs.

### Businesses

#### Information on starting a business in one place

People can access all relevant federal information on how to start a business in one place online via [business.gov.au](http://business.gov.au).

#### Small businesses can more easily manage super obligations

Employers can use their Australian Taxation Office (ATO) online services to manage their super obligations.

#### Digital Marketplace

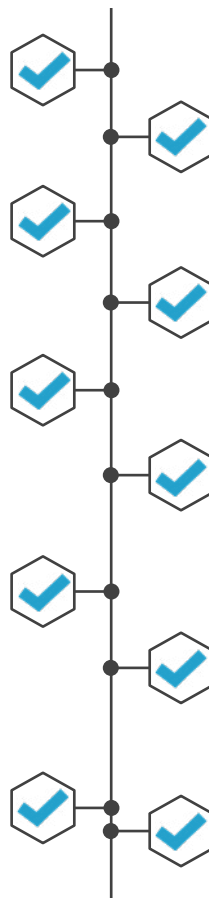
Small and medium-sized enterprises can access a simple, clear and fast procurement marketplace to supply government with innovative digital services.

#### Online digital permit validation service

Importers no longer have to physically present one type of permit at ports, saving time.

#### The Community Grants Hub

Providing a whole-of-government grants shared service to organisations to simplify grants application and management.



30+

more achieved initiatives

Explore all achieved initiatives at [dta.gov.au/strategy](http://dta.gov.au/strategy)



## Year one: July 2018–June 2019

### People

#### Virtual assistants for welfare support

Virtual assistants help answer questions about welfare payments for people applying for or already receiving jobseeker, parenting, age pension and carer payments, reducing the need for over seven million people to call Centrelink each year.

#### Digital identity

Through a series of pilots, people will be able to create a digital identity, myGovID, and use it to apply online for government services including a Tax File Number and Unique Student Identifier.

#### Child care marketplace

Piloting a new way to safely connect people to service providers, starting with child care support and expanding to other services as agencies onboard.

#### Single Touch Payroll

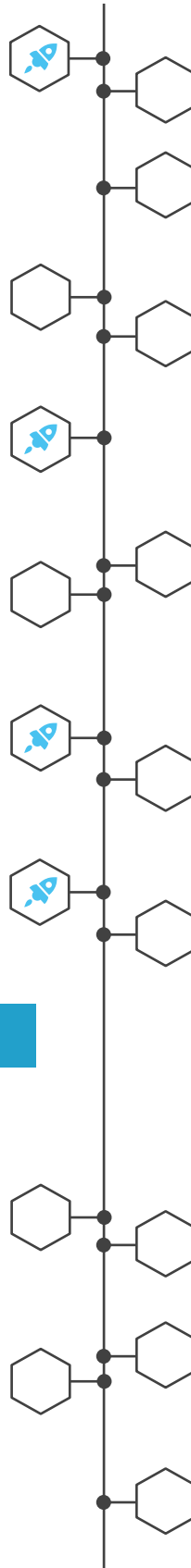
People have greater surety that their superannuation is being paid (up to 73,510 employers participating).

#### Staggered SMS notifications from myGov inbox

Staggering myGov inbox notifications across the business day to even out the volume of calls and peaks in demand, reducing call wait times.

#### Medicare newborn enrolment

Trialling the process for newborns to be automatically enrolled in Medicare, reducing manual paperwork for new parents and providing them with a faster service.



### Businesses

#### ATO Online

Taxation advisors can easily manage tax affairs through a new contemporary online experience.

#### Business registration online

People can register new businesses simply and quickly through the Business Registration Service.

#### Digital identity for the Australian Business Registry

160,000 people access the Australian Business Registry on behalf of a business each year. This pilot program will test myGovID and the Relationship Authorisation Manager as a replacement for AUSkey to access the Australian Business Registry.

#### Digital identity replacing AUSkey

Accessing ATO services will become simpler, more convenient and secure for business. For the first time, businesses will now be able to use multiple digital devices, including smartphones, to interact with ATO services.

#### Virtual assistant pilot

The pilot of a virtual assistant for specific grant programs on business.gov.au. This will provide 24/7 additional support to people alongside webchat, phone and email.

#### Personalised and proactive information for businesses

Deliver personalised information to 2.1 million existing business owners and people starting a business through business.gov.au.

## Year two: July 2019–June 2020

### People

#### Tell Us Once

A pilot that will allow people to tell government of a change in their circumstances once, and have that information shared across government.

#### Welfare payments

Older Australians, families, people with a disability and their carers can lodge claims and manage their affairs digitally, speeding up claims and payments.

### Businesses

#### Business registration assistance

People starting a businesses will receive enhanced help to register a business online.

#### Enhancing business.gov.au

Businesses will be able to see location content on events, advisors, contracts and grants in one place.

#### Strengthening Australia's biosecurity

The time it takes for people and goods to be cleared at border crossings will reduce, thanks to improved biosecurity through the use of advanced analytics.

 accelerated initiatives

including  
**7**  
accelerated  
initiatives

**75+**  
more initiatives

Explore all initiatives to 2025 at [dta.gov.au/strategy](https://dta.gov.au/strategy)



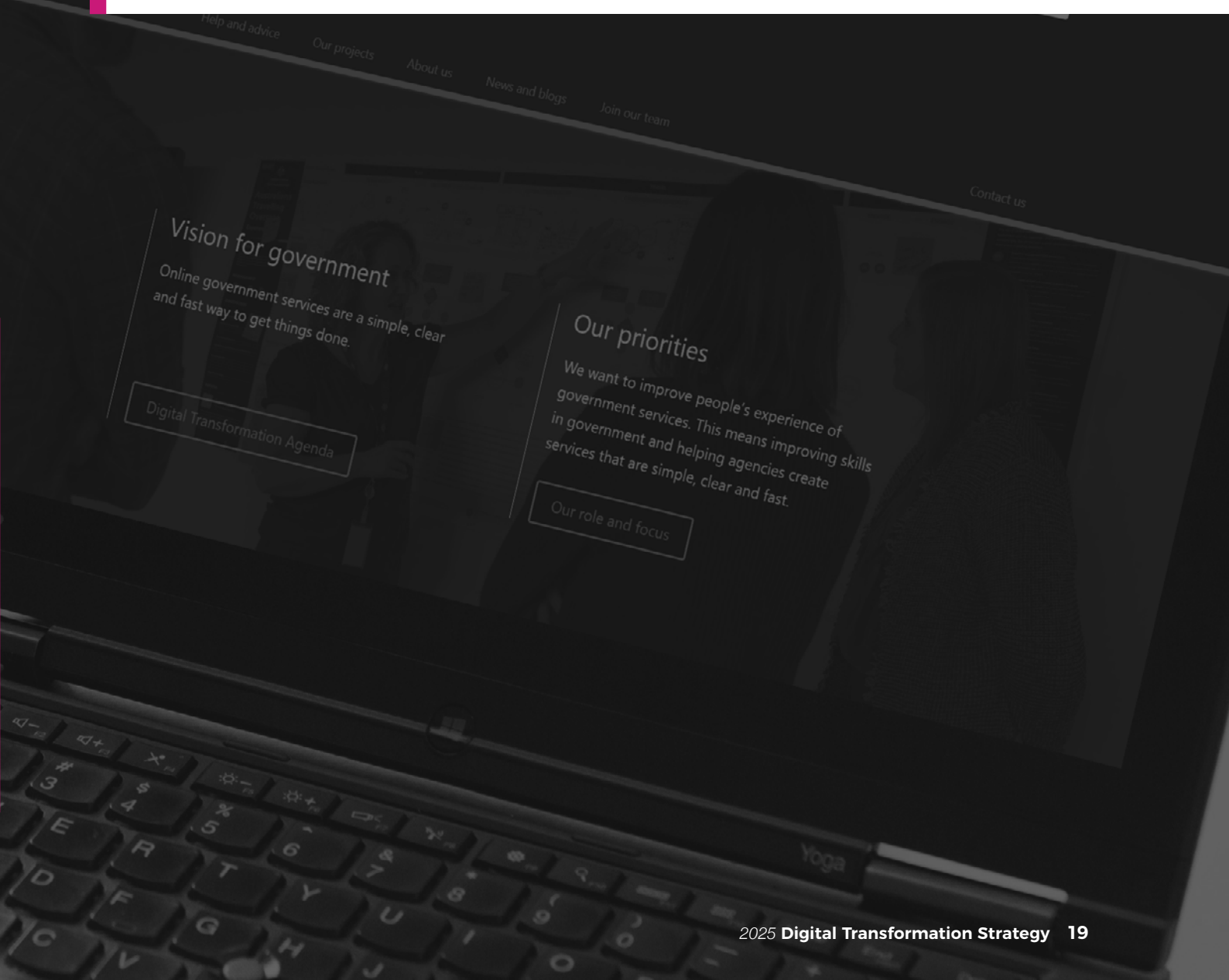
**Government  
that's easy to  
deal with**

To make government easy to deal with, you need simple and intuitive services that support your needs and life events, while eliminating the need to deal with multiple agencies or layers of government.

Our digital services must also be secure and convenient to access using the devices of your choice.

Our four objectives to make government easy to deal with by 2025 are:

- 01** You will be able to access all government services digitally.
- 02** You will have seamlessly integrated services that support your needs and life events.
- 03** You will be able to choose a secure and easy to use digital identity to access all digital government services.
- 04** You will have access to alternatives if you are unable to access services in a digital way.



# Intuitive and convenient services

For many people, visiting a government shopfront is becoming a fading memory. Instead, more and more Australians prefer and expect to interact with us online.

Australia has seen an enormous uptake of digital devices like smartphones, tablets and computers. There's been a surge in popularity of smart speakers that use voice recognition, smart watches and other smart appliances. Many organisations are now tailoring their services so people can use these devices to interact with them.

We are already investing in technology, such as virtual smart assistants, to make it easy to use our online services. We will continue to develop and refine them so you can get real-time help when you need it.

Well-designed services are easier for disadvantaged Australians to use. For example, voice recognition and virtual assistants can improve access for some people with disabilities. They can also bring services closer to those living in remote areas. This helps to avoid the time and cost of travelling to and from a government shopfront.

At the same time, we know that some people cannot access or use digital services at all. We will continue to offer choice for everyone. You will be able to interact with us online through your favourite device, by phone or by visiting a shopfront.

## Interact with Alex, our virtual smart assistant

When you visit the Australian Taxation Office website you can interact any time of the day with Alex, a virtual smart assistant. Alex has had more than three million conversations with Australian Taxation Office clients since 2016, resolving 88% of queries on first contact. Calls, which can only be made during office hours, reduced by 15% in that time.

# Integrated services supporting your needs and life events

Currently, when events happen in your life you need to deal with multiple agencies or government layers. You need to fill in multiple forms or respond to different requirements.

For example, if you're having a baby then you may want to:

- find a midwife
- register your baby's birth
- apply for child care benefits
- see your baby's health records

We must make these services accessible and link them together for you.

We are re-thinking the way we design services to remove this complexity and make it easy to deal with us. We will connect government services behind the scenes and offer you a seamless way to get what you need, when you need it.

In practice, this means redesigning services around your needs, not ours, for life events such as having a baby.

We also recognise that you want a consistent experience when dealing with government. This is regardless of whether the service comes from federal, state or territory agencies. We are developing ways to do this. We will remove the cost and inefficiencies of duplicate services across multiple agencies and layers of government.

The Australian Digital Council is bringing together ministers who are responsible for data and digital transformation across federal, state and territory governments. This collaboration will drive smarter service delivery and improve policy outcomes on data and digital transformation initiatives.



## What's going to change for you when you need **support while finding work?**

Alison is in her late 20s, has a science degree and is a qualified professional with several years' experience working in the mining industry until the shutdown of her work area.

Three years ago Alison was diagnosed with osteoarthritis in her spine. This makes it even harder for her to look for work because she currently can't work full-time. Her stress levels mean that she has trouble finding the energy and motivation to search for a new job.

The upheaval in Alison's life has left her feeling overwhelmed, anxious and a failure. She is extremely anxious about her financial situation. She worries about keeping up her mortgage payments as well as meeting her other expenses.

It is 10 years since Alison last accessed government support. She has no idea what help is available and where to start looking for it. She wants to return to work and feel like a valued professional but isn't sure when or how to do this. She is anxious about the stigma that some people attach to welfare.

## Getting support in 2018

Alison goes to the payment finder on the Department of Human Services website. Even though it presents a limited number of choices, she selects the first option as she feels overwhelmed. She follows the instructions on how to claim, but is unable to continue as the system requests information she doesn't have.

Alison goes to her local service centre to prove her identity. Waiting to be served is difficult for her. Her anxiety is causing her to feel restless, with a tightening feeling in her chest.

The following day she completes and submits her claim online. The 'next steps' page asks her to book a telephone interview to work out her job search requirements.

When Alison receives a call from Centrelink for her interview she finds it hard to concentrate and doesn't understand what it is about. They ask her some questions she has already answered in her claim and is frustrated that she has to answer them again. She is worried that Centrelink will not believe that she is unwell and override her doctor's advice. The interviewer is kind and patient, advising exactly what extra documentation she needs to provide.

A couple of weeks after the interview, Alison hasn't heard anything so calls to find out what is happening. They tell her that everything will be finalised soon.

Although she is relieved that her payment has started, Alison is still feeling anxious that Centrelink will not accept her medical condition as she has received a letter advising she will need to have a further medical assessment.

It is a worryingly long time until the next assessment is available. She attends her assessment but feels confused by the different terminology used. The uncertainty of her future leaves her feeling disengaged. She is unsure of what will happen after her assessment and whether she will find work.

## Getting support in 2025

Alison worries about how she is going to pay her bills and is feeling like a failure. She seeks government support.

Alison already has a myGov account and an established digital identity. Records reported to the Australian Taxation Office show that she is no longer employed. Alison interacts with a virtual assistant in natural language. This helps her to find nearby work that may be suitable and of interest to her. It will also alleviate the stress of completing her claim for financial support. Her claim is assessed based on the data she provided and Alison is advised her claim is successful.

Alison is surprised at her ability to claim financial support online. Alison thinks it is great to be supported as she steps through the claim process. Relevant information is pre-populated to her profile, including the Australian Taxation Office verification of employment separation details.

Alison receives an email explaining the process. This helps her to feel positive about the future and excited to be getting help to be able to work again.

As all of Alison's information has already been uploaded she is not required to provide anything further. Her assessment is completed on the spot, with suggested support that is tailored to her situation. It takes into account Alison's personal and medical factors to give her the best chance of regaining long-term, sustainable employment.

After her assessment Alison collaborates with a specialised provider. They negotiate a job plan tailored to her needs using all the data she has provided.

As Alison's circumstances change, relevant agencies are automatically notified and she receives information to better understand the impact on her support. Alison feels secure and more confident about her future and returning to work.





## What's going to change for **you and your family?**

Sylvia and Dave are expecting their first child. They're excited but nervous about the upcoming changes to their life. They're focused on the pregnancy and impending birth, but want to start preparing for what comes next.

They worry about how they will manage financially once the baby is born. They don't yet understand what kind of government services and support might be available to them.

They share household and financial responsibilities and seek out information to help them make the right decision for their growing family.

They need to be able to find accurate and relevant information that will help them care for their new baby. They are busy and prefer to self-manage processes and payments online where possible.

Above all else, they want to provide the best care for their new baby and make sure they are not missing anything that might help them do this.



## Having a baby in 2018

In preparing for birth, Sylvia and Dave mostly look for information about government services online. However, many of these sources are written in different ways, making them inconsistent. They use Google to search for information about government child care subsidies, but they might miss out on other relevant information. They feel unsure about what services might be available to them and where to go for more information.

When their baby is born, the hospital gives them information about government services such as Medicare enrolment and My Health Record. They focus on their new baby and complete what they can, but put the rest aside for later.

Over the next few weeks Sylvia and Dave look for information as they need it, through Google and information from friends and family.

It's hard for them to find the right information. They feel frustrated when they aren't informed of upcoming events or potential entitlements. This leaves them feeling unprepared and sometimes places them in an avoidable negative situation.

## Having a baby in 2025

Sylvia and Dave are used to dealing with the government through online digital services. They have been using the 2025 myGov for most of their dealings with government. They expect it to provide them all the relevant information, including how to access child care, immunisation and maternity leave rights. The 2025 myGov not only gives them the right information, but also helps them determine what services they might be eligible for and what requirements apply to them.

Sylvia and Dave are well informed about what they need to do, what services there are to support them and are able to start planning with confidence. When they have a query, they simply ask the myGov digital assistant and get the answer they need.

When the baby is born, they provide consent for the proof of birth data from the hospital to trigger the automatic creation of a digital identity, Medicare/Centrelink record and My Health Record for their child. They are left with more time to focus on their baby.

They have already received a digital version of their new Medicare card and a notification that their new baby's Medicare and My Health Record details are connected to their myGov accounts, with actions pending. When Sylvia logs into myGov she confirms a few details, automatically triggering a couple of payments they are eligible for. She has the digital record of parenting payments and immunisations done at the hospital. There is a reminder for the baby's next immunisations and a link to make an appointment.

Before she logs out, she notices some other relevant government information such as baby feeding advice, child care services and information on child restraint requirements where she lives. She flags these to visit later.

# Digital identity for easy and secure access

One of the biggest barriers to convenient, end-to-end digital government services is having to repeatedly prove your identity online. As a result, you may have up to 30 different logins for different government services.

We are developing a digital identity system which will make proving who you are convenient, easy and secure. If you ask us to, we will merge the logins that you currently have. This will enable you to use a single digital identity for your services. It will be easier and more convenient. We call this digital identity myGovID.

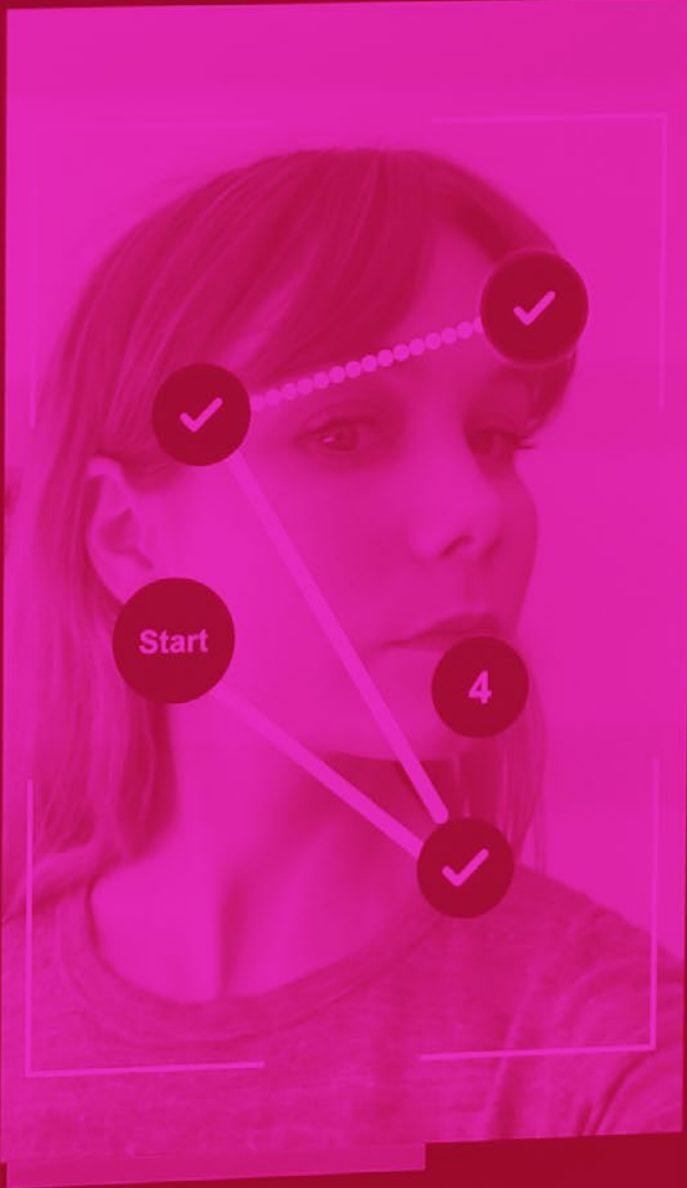
We are currently testing myGovID through a series of pilots. To make these benefits available as quickly as possible we are focusing on high volume services first, as shown in the roadmap.

In the future, myGovID will be one of a number of accredited identity providers. You will be able to choose the provider you use to access government services online. These could include the Australia Post Digital iD or one issued by your bank.

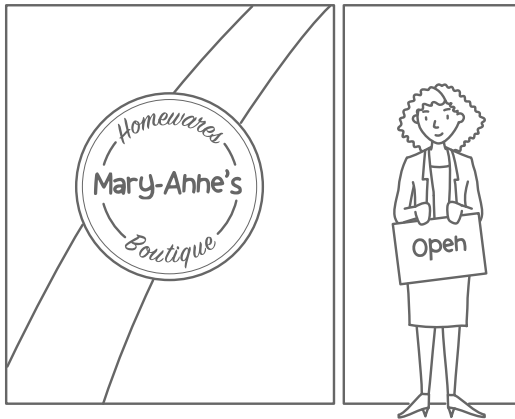
## Tell Us Once

If you opt-in to have a digital identity, we will be able to synchronise your records across government, if you want us to. For example, if you change your address and give us permission, we will update all of your linked government records for you. You will only need to tell us once.

3:20



Connect the points by moving your head



## What's going to change for **business owners**?

Mary-Anne does not see government as supporting her business. She prefers to seek advice from friends, colleagues and third parties. She perceives the government and its complex information, regulations and processes as a barrier to growing her business. She feels frustrated by the need to work out which level of government she has to deal with for different issues.

The business is time-consuming and she cannot afford to spend time on things that do not deliver immediate value to her business. She prefers to engage with third parties to find out what she needs to do, to save her time and worry.

Her goal is to expand her existing business. She wants to open another store and scale her offering to keep up with growing and changing customer demand. She is unsure how the regulations and processes differ from state to state. She wants to make sure she can make informed decisions on the future of her business.

## Running a business in 2018

Mary-Anne is unsure of the local and state regulations and processes that may impact her business if she expands.

She speaks to banks, friends and various experts to understand the opportunities for growth. She later finds out that her state government offers free advice for businesses.

She needs to understand the government regulations she has to meet. She visits multiple websites but the advice is confusing. She decides to get an accountant to help her translate the information.

Her accountant lets her know she is eligible for a government incentive. However, the application process is lengthy. Her accountant sometimes misses updates as he needs to log-in to check for notifications.

She needs to hire more staff but she worries about the regulations and processes involved. She consults a lawyer to make sure she is doing the right thing. She struggles to stay on top of dealing with multiple government agencies and the need to keep providing the same information.

## Running a business in 2025

Local, state and federal information are joined up, making it easier for Mary-Anne to expand her business across the country.

Mary-Anne has a single online view of all the relevant information she needs. The information is clear, simple and relevant to her. This means she can spend more time on understanding advice to develop the vision for her business.

She is now aware of government regulations that apply to her and is confident she knows how to meet them.

She receives a message from government that she is eligible for an incentive. She receives a notification that this will be paid into her account and when she needs to provide information. These government notifications are in the one place.

Mary-Anne's accountant is able to access and update information easily and securely on her behalf. Mary-Anne has visibility of this and is able to tailor what her accountant can access. This also means she gets consistent messaging from her accountant and government.

As her business grows, Mary-Anne is able to nominate a staff member to handle the account.



# **Government that's informed by you**

## We will harness the power of data to improve services and make better and faster decisions.

We will use data analysis to make sure our services meet your needs, to understand better what people and businesses expect from the government and to improve future services. In doing this, we will ensure that you retain control over your information.

Our four objectives to deliver smarter services through the use of data are:

- 01** Services will be smart and adapt to the data you choose to share.
- 02** Policy and services will draw on data and analytics.
- 03** Advanced technologies will improve decision-making and be transparent and auditable.
- 04** Earn your trust through being strong custodians of your data.

# Smart services that adapt to the data you choose to share

Digital services must be relevant and convenient. They must adapt to your needs according to the data you choose to share. When you share your data, we will protect it, secure it and maintain your privacy.

Your trust is paramount to us. To keep this trust, we will be ethical in how we treat your data and be clear about what we do.

We believe you should have control over your data. That is why we have implemented the Consumer Data Right, which will enable you to ask for your data from financial institutions, telecommunications companies and utility providers. You can use it to get a better deal for services to meet your needs.

In the case of government services, if you tell us to, we will share your data across agencies. For example, when you move home, you won't need to tell each government agency of the new address. By giving us permission to update your information across agencies, you only have to tell us your new address once, and we'll do the rest.

In the future, you will be able to receive relevant information, reminders and notifications based on your needs and life events. For example, if you are having a baby, we may use your address to indicate the closest hospital, doctor, nurse, midwife or baby clinic.

## Detecting adverse events from medical prescriptions

Patients can experience unexpected harmful effects after taking some medicines. These can be difficult to identify through clinical trials before their release. Government researchers analysed prescription data from the Pharmaceutical Benefits Scheme. This research looked for medicines that might be associated with heart failure. Through data analytics, five new medicines were identified that may cause harm to certain patients. This demonstrates the power of using data for good, Australian lives can be saved through identifying medicines or combinations that may cause harm.



# Greater insights for better services

Better sharing and use of data across government can drive improved and targeted services for everyone. Improving analytics will also increase the efficiency of delivery and produce better outcomes.

The government has made considerable progress in how data is used to improve services, but more can be done. Data integration and analysis will give us new insights into important and complex policy questions. It will have positive implications for the lives and wellbeing of Australians.

In 2017, the Productivity Commission released detailed recommendations to improve the use of data across the public sector. It found that a number of legislative and cultural barriers prevent the full potential of the government's data from being unlocked.

That means that even if you asked us to share some information for better services or to meet your needs, we may be unable to do so.

On 1 May 2018, the government committed to reforming public sector data governance while strengthening trust and confidence in the system. We established a National Data Commissioner to develop legislation that realises the benefits of increased data use. We recognise that data is a strategic national resource that holds considerable value for growing the economy, improving service delivery and transforming policy outcomes for Australians.

## Data Integration Partnership for Australia

To drive this better use of data, the government has invested in the Data Integration Partnership for Australia. The Data Integration Partnership for Australia links public sector data across multiple agencies. Under the Data Integration Partnership for Australia, the Business Longitudinal Analysis Data Environment combines surveys from Australian Bureau of Statistics and business tax data that has been stripped of identifying features with data on government programs to provide a better understanding of the performance of Australian businesses and the economy.

Already, this data is building a better understanding of which Australian businesses are creating new jobs. Between 2004-05 and 2011-12, businesses with high-growth in employment represented only 9%, but contributed around 46% of net positive employment growth. Additionally, in the decade to 2014 around 80% of net jobs growth was contributed by small business.

# Trust and transparency

Trust is central to how government uses data to inform its policies and programs. Australians want to know how we use their data. They want transparency and accountability in how we make decisions.

Government will build on new legislation to use data better while putting in place strong safeguards. This will ensure all Australians enjoy timely and considered services from us. It will also drive new and innovative approaches to solving everyday issues. In the past this has been slow and piecemeal due to real or perceived barriers to sharing.

This will also enable us to realise our vision to deliver personalised services based on your needs and life events.

## Privacy and security is at the heart of everything we do

The Australian Government Privacy Code (the Code) mandates all Commonwealth agencies to maintain the highest standards of privacy and security when handling personal information. The Code:

- enhances existing privacy capabilities within agencies
- builds greater transparency in information handling
- fosters a culture of respect for privacy and the value of personal information

Since 22 February 2018, Australian Government agencies and organisations with obligations under the Privacy Act 1988 must tell you of certain data breaches under the Notifiable Data Breaches scheme. The Notifiable Data Breaches scheme introduced an obligation to tell individuals whose personal information is involved in a data breach that is likely to result in serious harm. This notification must recommend the steps individuals should take in response to the breach.





## What's going to change when you experience the **death of a loved one?**

Paul's wife Jane passed away due to illness. Paul is struggling to cope with the loss and the administrative burden that has come with it.

Paul and Jane had recently retired and moved into a smaller home by the coast. The couple were receiving Age Pension from Centrelink as well as superannuation payments.

The couple knew they needed to start preparing to make sure they put their finances and funeral arrangements in order. They were putting off these conversations and had not started the process.

Paul spends a lot of time interacting with the funeral director and government agencies. He feels like he hasn't had the time to process what has happened.

## Dealing with the death of a loved one in 2018

Paul is still coming to terms with the loss of his wife. The hospital informs him that he needs to fill in paperwork to receive the medical certificate on cause of death.

Paul and his son go to the funeral director to make arrangements for the funeral. The director informs them that he can lodge the death registration form with the state Births, Deaths and Marriages authority. Paul feels overwhelmed with all the decisions required for the funeral and is glad that the director is able to handle this.

Paul receives the death certificate in the mail. He doesn't want to think about it at the time and puts it away.

Government agencies ask him to provide the death certificate as proof of death multiple times in his dealings with them. Each time this happens he feels like he is reliving the trauma of losing Jane.

Paul is now solely in charge of the property and finances. He is struggling to manage as Jane used to do most of this. The unexpected financial burden of the funeral has put Paul under short-term financial strain.

## Dealing with the death of a loved one in 2025

Paul is at the hospital filling in the paperwork for the death certificate. The hospital staff inform him that they can send the information directly to the state Births, Deaths and Marriages authority.

Shortly after, Paul receives a digital version of the death certificate in his myGov account. When he is ready, he can nominate which government and non-government organisations he would like to share it with.

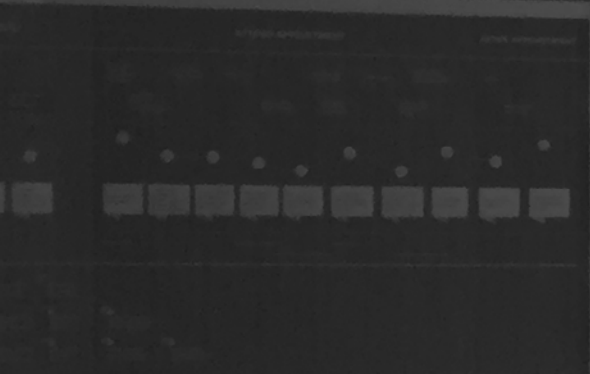
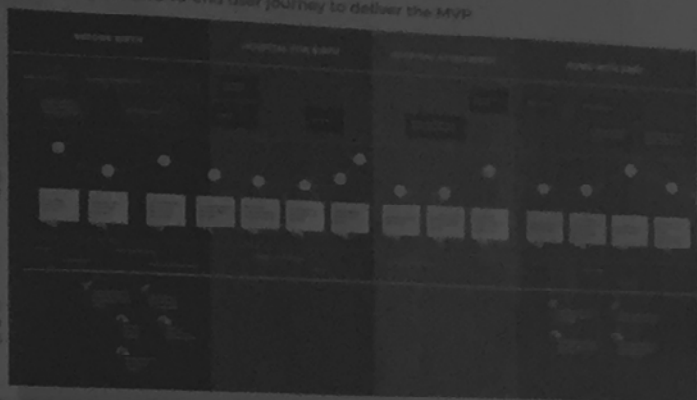
The funeral director helps Paul work through some of the decisions he needs to make. He reminds him that he can notify organisations of his wife's death through his myGov account.

Paul receives a message that he may be eligible for some financial support. He logs on to myGov, adds some details and has a payment confirmed.

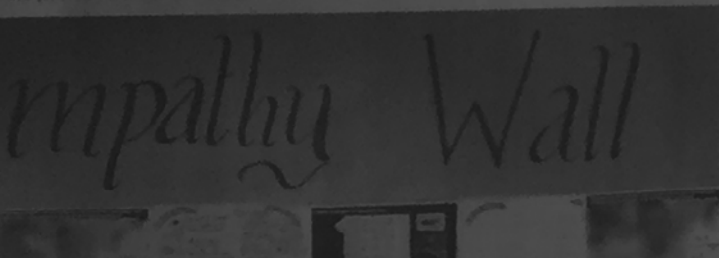
When he is online, he is able to see a summary of the government agencies and third parties that have been notified. He is confident he does not need to do anything more.

Paul is directed to counselling and support services in his area. He is linked to relevant financial planning services. Now that he has completed the administration he feels like he can focus on his wellbeing and work through his grief.

Understanding the end-to-end user journey to deliver the MVP



we put ourselves in the mindset of the user

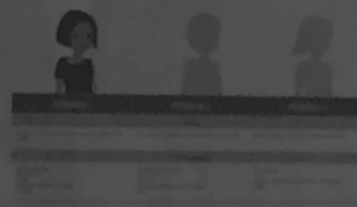


SHOWCASE – sharing our progress

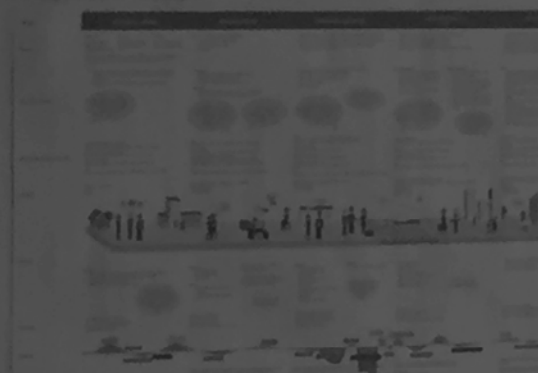


EXPERIENCE MAPS – we bring to life the experience people have as they interact

Personas



Coming to Australia to study



# Government that's fit for the digital age



## Australians expect government to be easy to deal with and to provide smart and convenient services.

We will grow our digital skills and partner with innovative businesses to deliver the right outcomes. Where we use new platforms they will be efficient and sustainable. Finally, we must be accountable for delivering digital transformation.

To deliver on these expectations and achieve our 2025 vision, we need to uplift our digital skills and capabilities and partner with innovative organisations to deliver the right outcomes.

Our five objectives to be fit for the digital age are:

- 01** Equip our people and Australian businesses with the skills necessary to deliver world-leading digital services.
- 02** Adopt better ways of working that bring people together quickly and efficiently and reduce risk.
- 03** Collaborate with other sectors, including small and medium-sized enterprises, community organisations and academia.
- 04** Develop sustainable platforms that we can share across government.
- 05** Deliver value for people and businesses by managing costs and risks.

**dta**

**Design  
for  
people**

**dta**

**This  
is for  
everyone**

# Expanding digital capability

People and businesses who work for the government must have the skills to drive our digital transformation efforts. They must help us to create better services using established and emerging technologies.

We will identify and describe the digital skills we need so that training, recruitment and career development is easier for the Australian Public Service. This includes programs to recruit emerging talent through internships, cadetships and graduate placements.

We are embedding these digital skills right across government. The investment is part of the Australian Government's modernisation fund in collaboration with the Australian Public Service Commission. We expect this capability to evolve as future needs for skills emerge. Emerging needs include cloud computing management and cyber security, as well as design and research skills. We also need to identify areas where we can build new capabilities to help Australian small and medium-sized enterprises into the future.

Australian companies and their workforces will play a leading role in delivering digital transformation. We will buy value-for-money technology from around the world and apply it with Australian ingenuity and skills. The way we engage with suppliers will manage risks for government and our business partners. We are transforming our sourcing arrangements so that government is open for business. This contemporary approach to procurement is iterative and collaborative. It allows government to reduce risk in buying technology and services, and get better value for money.





DEVELOPMENT

STARTED AT STARTAGE

ETA EXPERIENCE

TECH SUPPORT

MOBILE DISORDERS AGES

CULTURAL BACKGROUND

FIRST LANGUAGE

TRIGGERS

Language seems well understood  
but consider what about your

Why do we need to know  
the answer to this  
question?

Why do we need to know?

Why do we need to know?

Why do we need to know?

Why do we need to know?

Why do we need to know?

Autistic  
completely  
understandable  
for me

Language seems well  
understood  
but consider  
what about your

DO WE NEED  
TO HAVE AN  
EARLIER CALL  
TO ACTION TO  
IMPACT ASD?

Autistic  
communication  
of the summer  
I think we can  
understand it

### Autistic

→ SPEAKING IN HELP  
LANGUAGE TO BE MORE EFFECTIVE

→ DISCUSSION GUIDE  
HOW DO WE GET THERE

→ WHAT EXACT NEEDS ARE IN  
A NEED TO KNOW?

DO ANY OF THESE APPLY TO YOU?  
YES NO

\* I DON'T ALREADY POSSESS  
THE SKILLS TO DO THIS

\* I DON'T HAVE THE MAIN SOURCE OF  
THE QUESTION

Autistic  
communication

Autistic  
communication

I thought we had  
the answer but we  
are probably going  
to be the only  
person who  
is going to  
understand  
what that is  
about

Overcome needs

Language seems  
well understood  
but people just  
don't understand

Language seems  
well understood  
but people just  
don't understand

Language seems  
well understood  
but people just  
don't understand



## What's going to change for **government workers** who deliver a service?

Ajay works in a shopfront for the Department of Human Services. He helps people every day to engage with programs delivered through Medicare, Centrelink and the Child Support Agency.

Ajay is proud of the work he does, helping people to improve their health and wellbeing through programs he helps deliver.

While rewarding, it can be confronting at times. People who come into the shopfront can feel frustrated by the experience of waiting in lines, or of having to tell Ajay the same information over and over again. Many people would prefer to use a digital service instead—from the comfort of their own home, when it suits them—but have to present to a shopfront to prove their identity, or overcome system limitations.

His goal is to deliver the best possible service experience for his customers and focus his efforts on those who need his help the most.

## Working for government in 2018

Ajay arrives at work each day with a queue of people already waiting at the door for help.

Some of his customers are regulars. They know the process, and move through the queue, at times frustrated and at other times they are resigned to it. Ajay wonders if there are ways he can do his job faster and more effectively so his customers can spend more time studying, working, or with their families and friends.

Ajay's customers are at times distressed. Their circumstances change, sometimes suddenly, and they are worried about whether their government support will continue.

Ajay has a good knowledge of the policies and programs he helps deliver but not of the other types of government support that might be available for his customers. Even for those he does know, he can't always provide enough information to give his customers much comfort.

His customers sometimes leave with more questions than answers, confused and frustrated. Ajay wishes he could give his customers more personalised services that will help them through these difficult times.

## Working for government in 2025

People engaging with Medicare, Centrelink and Child Support services choose online options first – because they are more convenient, faster, easy to use, accessible and trusted. People who prefer face-to-face discussions can choose to attend a shopfront.

Ben needs support and wants to meet someone at the shopfront. He registers his presence using his app and a few simple pieces of information. This helps the office to prioritise his visit.

Ben's profile comes up on Ajay's screen before he arrives at his desk. Ajay reads Ben's history and recent interactions with government.

Ben explains to Ajay, "I started applying for rent assistance but my connection dropped out. I am concerned I might not get paid". Ajay can see Ben's incomplete application. Ajay finalises Ben's application and it is approved on the spot.

The system prompts Ajay to offer other supports that might help Ben. Talking through these options, Ajay discovers Ben has recently been evicted from his low-cost rental. He is homeless and embarrassed to keep asking family and friends for shelter. Ajay helps Ben with information on community support groups.

Ben follows up on Ajay's advice. He engages with community support groups and finds a suitable share house. Ajay's system sends him a message that Ben has found a home. He feels extremely proud to have been able to help Ben through this.

# Developing modern infrastructure

Digital platforms will play an important role in our digital transformation. They will provide reusable, common business services to accelerate digital adoption across government.

We are working to build common platforms that make it easy to deal with government. They enable different agencies to work together and deliver joined-up services for you. This will also reduce the costs and risks to our digital transformation.

To make government fit for the digital age, we also need to learn from and partner with innovative companies from Australia and across the globe.

The way we are transforming our sourcing is driving more productive partnerships with businesses and introducing more competition. This also drives down costs. For example, the Digital Marketplace makes it easier for small and medium-sized enterprises to compete for government contracts.

## Encouraging competition through the Digital Marketplace

We are adopting policies that encourage competition. In particular, we want Australian small and medium-sized enterprises that are innovative and flexible to be competitive in providing new services.

Our Digital Marketplace connects small and medium-sized enterprises with government buyers. We've already awarded more than 1100 contracts valued at over \$300 million, with 75% of these being awarded to small and medium-sized enterprises. Digital Marketplace is increasing the opportunity for these businesses to compete for government contracts. We will continue to adapt the Digital Marketplace so it remains fit for purpose. It will continue to provide value for money and reduce risk for the Australian Government in the evolving digital sector.

# Providing accountability

We know that over the coming years to 2025, new opportunities and risks will emerge. Your needs will evolve and new technologies will make better services not only possible, but also expected.

This means that we need to continually engage with you to ensure digital transformation fits what you need and expect from us.

We will be open, transparent and accountable as we deliver on our 2025 vision and this strategy. We will review the Digital Transformation Strategy periodically to respond to these changes.

We will publish yearly action plans that identify your evolving needs and expectations and identify priority projects and opportunities to achieve our 2025 vision. We will publish these action plans on the Digital Transformation Agency's website.

We will also refresh and enrich our roadmap annually. You will be able to keep track of our progress via a dashboard of performance metrics.

# Our principles

Five principles guide us to achieve our vision

## **People's needs are at the heart of our policy and service design**

People are at the heart of everything that we do. By designing around those we serve, we create a common cause to make sure that government can deliver as one organisation.

## **We prove trustworthiness in everything we do**

By valuing people's trust in us, we take actions that recognise their lives and circumstances and are able to prove that our policies and services are working for them.

## **We will partner and collaborate to deliver value**

By valuing the expertise and capability of others, we make sure that people and businesses receive the value they need while we grow economic and societal capability.

## **We continuously explore and implement innovation**

By having an open mindset we are able to deal with rapid technology and societal change and act on opportunities to create benefit for our people and businesses.

## **We deliver best value for money for the public**

By maintaining our focus on value we use resources to deliver you the best benefits possible.

