

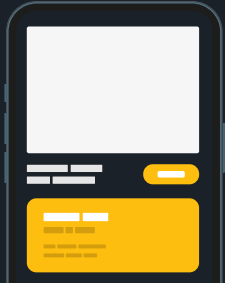
Australian Digital Citizens

2025





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Built on a code base that is set up for future innovation & is highly scalable.



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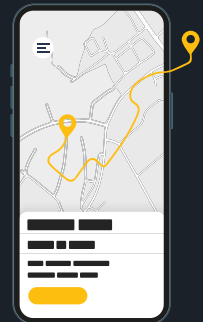
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Introduct

Digital technologies have fundamentally transformed the way Australian Governments engage with their citizens, offering services that are increasingly accessible and convenient. Federal, state, and local agencies are actively deploying a diverse range of digital solutions to meet the varied needs of the public.

This report, commissioned by TechnologyOne, presents independent, data-driven insights into Australian citizens' digital engagement. Our study, conducted throughout January and February 2025, is based on a substantial sample size (2577 citizens) that closely mirrors the Australian Bureau of Statistics (ABS)

demographic data. This alignment ensures that the study's findings are generalisable, comprehensive, and most importantly, actionable. This study provides a strong foundation for informed public policy and service improvements.

The good news is that Australian Government services have made progress in the last four years, with citizens increasingly using the channels. This has a significant positive impact on efficiency, both reducing the direct cost of servicing citizens and improving the overall quality of service. The bad news is that the majority of changes appear to be benefiting the people who are

already well catered for in terms of digital services, while missing the mark on the people that demand the greatest attention.

Key areas of investigation in our study included the frequency of digital service usage, citizens' satisfaction with these platforms, and the specific types of transactions or applications completed online. The research reveals some interesting trends. For instance, the data indicates that federal services are the most commonly accessed services, while local government struggles: 88% of respondents utilise federal online services, compared to 80% for state services and only 55% for local government services.

This begs the question:

"Why is there such a big difference between usage of government service?"

uction

The data strongly suggests that the most significant factor in determining citizens' ability to engage with their government online is less related to technology or even the level of government.

It is related to socioeconomic status.

In short, we have found that even with significant

improvements in making digital channels accessible, the citizens most in need of services are often the ones least able to engage with them.

This divergence matters for public policy as it highlights where targeted improvements are needed to ensure that all citizens benefit equitably from online government services.

In addition, by delivering to the most 'in need' citizens in ways that work for them, the significant efficiencies (and economic) gain already made from other population segments will be expanded. So, this research not only shows a path forward for greater social good but also to improve government service efficiency.



From the author

When TechnologyOne commissioned our inaugural New Zealand Digital Citizens study, we uncovered a phenomenon of profound national economic and social significance. The study revealed that it is not access to networks and devices nor digital service interface designs that limit the uptake of digital services. Rather, the key issue was a constellation of interrelated factors—what we now call ‘empathic design’—that plays the decisive role. This insight prompted TechnologyOne to commission further research into the digital service needs of Australian citizens to explore if parallels exist between New Zealand and Australia and identify pathways for improvement in government service delivery.

However, rather than replicating the New Zealand study, we expanded it to explore why empathic desire was needed.

During a briefing with the Federal Minister for Digital Services in late 2024, he raised an important question we had not initially considered in the New Zealand study:

“How do government online services make citizens feel?”

The Minister accepted that empathic design was a key determinant but wanted to dig deeper to understand the frustrations that lead to disengagement.

The Australian team recognised that human behaviour and emotion lie at the heart of effective digital service delivery. Although we had suspected this after reviewing the original New Zealand data, we bolstered our investigation by incorporating sentiment analysis questions into the Australian study, enabling us to explore the human dimension in greater depth.

The results of this detailed sentiment analysis were both enlightening and compelling.

Half of all respondents described government online services as ‘helpful’. However, citizens in more secure financial situations commonly

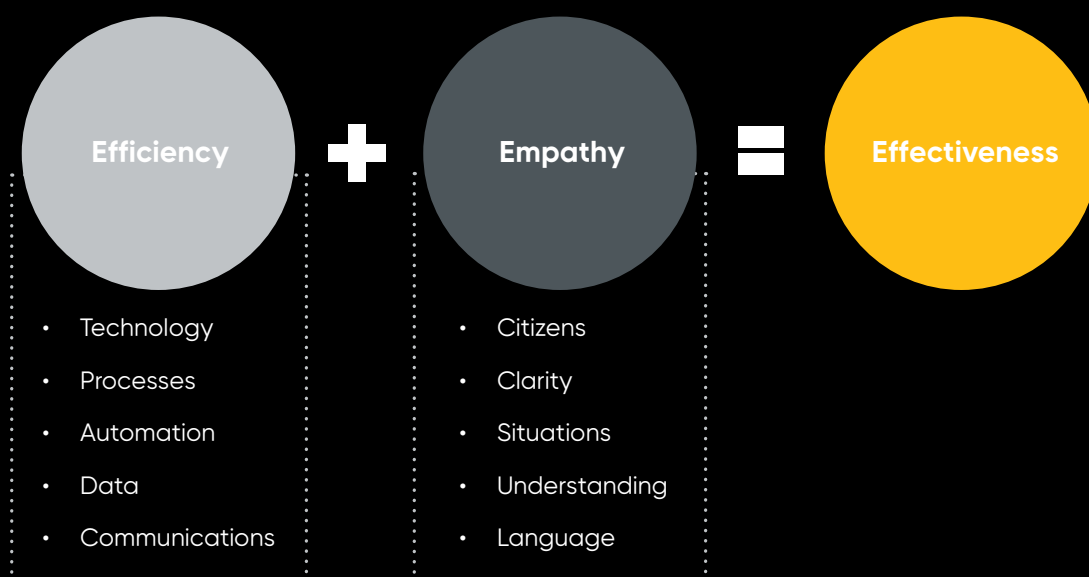
used positive descriptors such as ‘convenient’, ‘efficient’, and ‘accessible’, whereas those facing financial hardship more frequently employed negative terms like ‘impersonal’ and ‘overwhelming’.

Despite substantial investments to close the digital divide, our data confirms that disadvantaged citizens continue to face significant barriers when accessing and utilising digital government services. But, these barriers are not technological. They are empathic.

Our findings have driven us to ask critical questions about improving digital service delivery: What potential obstacles might citizens encounter? What are their specific needs and expectations? What exceptional circumstances need to be considered? And how can we empower our staff to provide effective, empathic support?

By answering these questions, achieving genuinely effective—and economically beneficial—government service delivery requires an approach that marries operational efficiency with a deep, empathic understanding of citizens’ experiences.

Only by addressing the human element at the core of these services can we ensure that digital delivery meets the diverse needs of all Australians.



Ed Chung, CEO, TechnologyOne

TechnologyOne puts its commitment to the communities we serve at the centre of everything we do. Increasingly, our technology is crucial to our customers' meeting the expectations of community members, particularly our local government customers.

Independent research such as this paper is important helping guide us in prioritising future investment in our technology. But it also makes an important contribution to broader discussions and the understanding of the challenges facing citizens and those serving them.

It has never been more important to get digital service delivery right. Our local governments cannot afford to spend money that is not quickly delivering a return on investment. Service delivery has to be made more efficient or they will simply be financially unsustainable, which means digital delivery must be the preferred option.

Citizens need and expect to be able to access important public services easily and reliably, anytime and anywhere. They simply do not have time to stand in queues and fill in paper forms.

This report highlights two issues that can and must be addressed.

Firstly, the people in the most precarious financial positions – that is, the people most in need – are the ones least satisfied and least likely to use digital services.

This needs to be addressed both for equity reasons, but also because focusing on this part of

the community is where the biggest operational savings can be found.

Secondly, all levels of government should be concerned by the proportion of people who report they have not seen improvements in digital services in the past four years. Given how much has been spent on technology, this is deeply concerning.

The good news is that technology itself is not the problem. People can access the services, but their challenge is using them. By designing the services – the language used, the quality of the guidance about the process they are beginning – in a way that is more empathetic to the individuals using them, it should be possible to make big improvements quickly.

TechnologyOne is proud to support this research and believes it provides a blueprint by which we can improve the lives of those in our communities and contribute to putting our most important public institutions and organisations on a sustainable financial footing.

Our research confirms that while progress has been made in digital service delivery, a significant disparity persists. Citizens in more financially secure situations benefit disproportionately from online services compared to those facing financial hardship. This digital disadvantage is a critical concern.

The report highlights that the key to improving digital service performance lies not in major new investments but in a fundamental shift towards empathetic citizen-centric service

design. By prioritising the needs and experiences of all citizens, especially the most vulnerable, we can enhance uptake, engagement, and equity in service delivery.

TechnologyOne commissioned this report as part of our commitment to empowering governments and communities. We believe that technology should be a powerful tool for social good, ensuring that all citizens, regardless of their background, can access and benefit from high-quality public services. This research provides actionable insights and practical recommendations for achieving this goal.



Ed Chung
Ed Chung
CEO

TechnologyOne



Findings at a glance



Key findings:

- A surprisingly large proportion of citizens are reporting they have not seen improvements in digital services, despite the heavy investment by all tiers of government in the past four years. This is even more pronounced in citizens in more precarious financial situations.
- Disadvantaged citizens face barriers to accessing and utilising digital government services, and these barriers are generally not technological.
- There is a strong correlation between socioeconomic status and positive vs. negative sentiment regarding online government services.
- Local government online services have lower usage and satisfaction rates compared to federal and state services.
- The biggest opportunity for improving efficiency in service delivery is to target citizens from lower socioeconomic backgrounds, with online service delivery reformed with empathic design.
- Empathy in service delivery design is crucial for resolving digital inequity and improving satisfaction for all citizens. Empathic citizen-centric service design prioritises the needs, experiences, and perspectives of all citizens, especially the most disadvantaged.

Recommendations:

- Adopt empathic citizen-centric service design principles to create accessible, meaningful, and effective services.
- Focus on clarity and simplicity in service design, including simplifying navigation, revamping instructions, adding visual aids, and providing a consistent user experience across platforms.
- Enhance mobile modalities and accessibility by implementing digital literacy programs, enhancing multilingual support, expanding public access points, ensuring all services are mobile-ready, and enhancing digital processes with updates and notifications.
- Prioritise freeing up service agents from internal tasks to handle exceptional cases with exceptional care, including exploring back-end service efficiency, reviewing internal processes, using digital adoption platforms, and fostering a culture of continuous service improvement.
- Leverage existing technology capabilities, such as core solution investments and low-code business applications, with empathy.
- Prioritise quick wins (simple processes) but add empathy to digital service delivery rather than focusing solely on big innovations that require significant investments.
- Adopt an incremental approach to improving citizen service, starting with freeing up service agents and utilising a SaaS-first approach with low-code business processes and integration services.

Executive summary



Oliver Pring

Oliver Pring

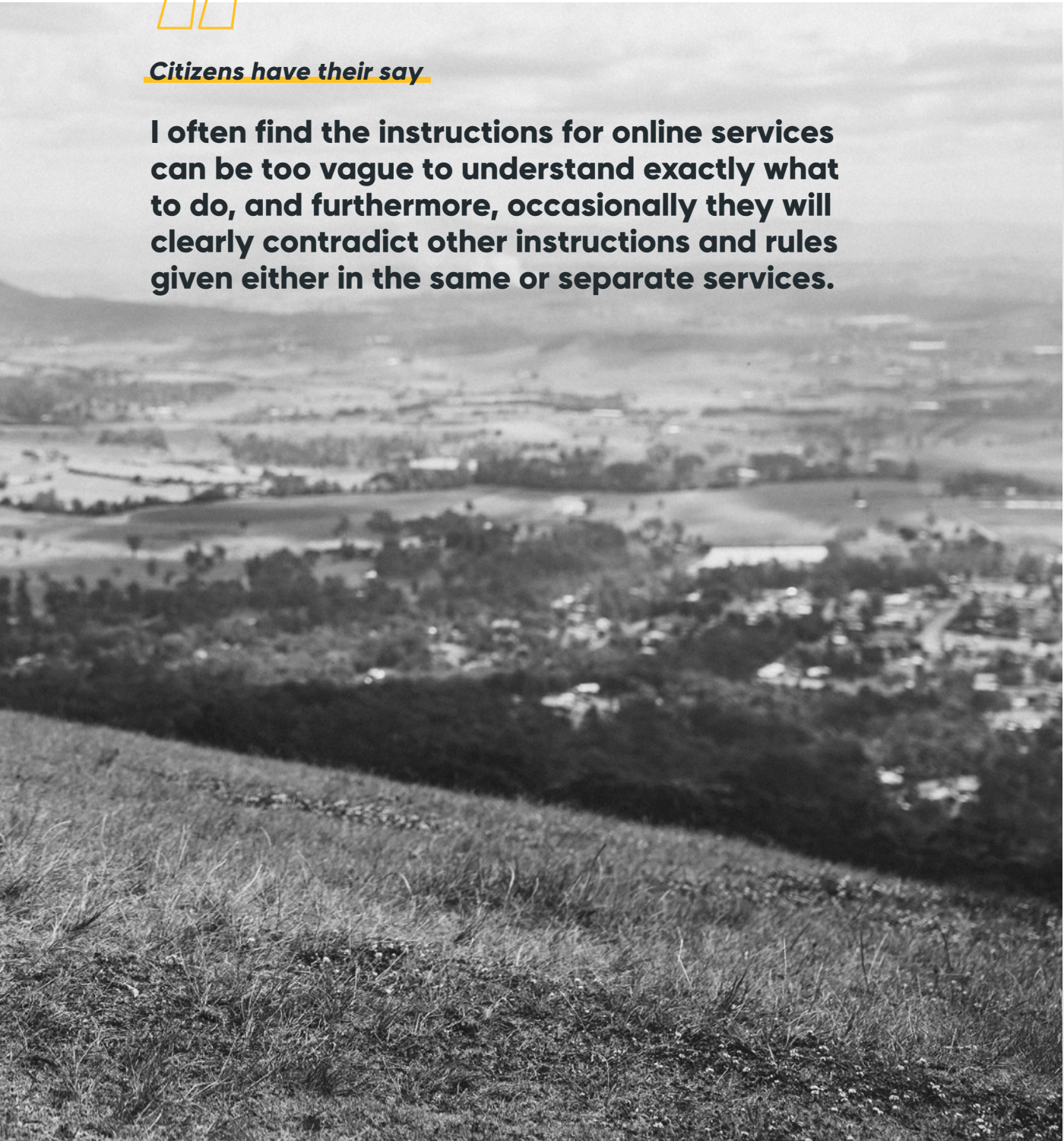
GENERAL MANAGER
COUNCIL SUSTAINABILITY

Scenic Rim Regional Council



Citizens have their say

I often find the instructions for online services can be too vague to understand exactly what to do, and furthermore, occasionally they will clearly contradict other instructions and rules given either in the same or separate services.



Uplifting local government is critical

Across almost every area of this report, satisfaction and utilisation of Federal Government online services surpasses that of state online services. However, consistently lower ratings of local government services should draw the most attention.

Local government services fall behind in all areas of accessibility and citizen satisfaction. To broadly illustrate this trend in our data:

- Federal Government has an NPS score of -7.19
- State government has a score of -9.89
- Local government has a score of -12.54.

However, IBRS does not see this trend as an issue of competency; it is an issue of complexity.

Local government services often handle the most complex, high touch citizen interactions but frequently do not have the scale or agility to deliver a genuinely empathic user experience. Local government processes also need to provide services that demand a more immediate response for issues of far more personal value from citizens' perspectives. Improving empathic design in these platforms could be the key to aligning service delivery with citizen expectations while achieving sustainable efficiency gains.

Satisfaction with Australian Government services is improving, but not for everyone

Over the last four years, the perception that Australian Government services have improved is split: 42.6% of citizens believe that federal online services have improved, 33.4% believe that state government services have improved, and 26.3% believe that local government services have improved.

Conversely, despite investments and refinements in new and existing services, more than half of citizens believe that Federal Government services have stayed the same and just under 8% believe they have gotten worse. Over 60% of citizens believe that state government services have stayed the same, and a whopping 65% of citizens believe that local government services remain unchanged.

A deeper inspection of the data reveals a strong correlation between the impression of government service improvements and the respondents' socioeconomic status. Across every level of government, people from stronger financial backgrounds are significantly more likely to state that government services are improving, and people from disadvantaged backgrounds find services remain the same.

The above strongly suggests that the investments being made in digital services are being targeted at a cohort that is already well-catered for, while those most in need of services, thus some of the most costly to service, are being overlooked.

In turn, this raises the question: are we investing our effort to provide not only the optimal levels of service efficiency but also the optimum outcomes for citizens?

Universal digital access does not eliminate digital disadvantage

Although internet access across Australia is widespread, due in no small part to the availability of the NBN, digital disadvantage persists.

Significantly, 44.6% of citizens in precarious financial circumstances use local government services online compared to 69.3% among those in more comfortable positions. Additionally, 35% of respondents from disadvantaged backgrounds reported no benefit from using local government digital services, versus just 10% among better-off groups.

These figures underscore that bridging the technical aspects of the digital divide does not automatically resolve engagement barriers arising from non-technological factors.



Citizens have their say

It saves me time using these services. There is no queue waiting on the phone to do these services. Moving around and finding what you need can be a little more simplified because I can get a little confused about the wording. Another challenge is making sure I upload the correct documents that are required.

Empathy is fundamental to effective digital services

Digital services must now offer more than efficiency and automation. They must also be designed with genuine empathy. While half of respondents value the time-saving aspect of online services, 48% of citizens believe it is essential to have a human available.

The equation is clear: efficiency plus empathy equals effectiveness.

When digital services lack empathetic design, disengagement rises noticeably, and in a near-linear manner, among citizens from low socioeconomic or disadvantaged backgrounds. The data indicates that integrating straightforward navigation and accessible instructions dramatically improves engagement.

Citizens' pain points

1. Need for live support and human assistance: 49.8% of respondents demand more human-facing support.
2. Difficulty finding information: 39.3% of respondents indicated that making information easier to find would improve Federal Government online services, and 35.1% expressed the same concern for local council online services.
3. Ease of use and simplicity in instructions: 33.1% of users suggested that Federal Government services need clearer instructions, while 28.1% indicated this for local council services. Complex or unclear instructions are a barrier to efficient service access.
4. Tracking progress of applications or services: 32.3% of respondents highlighted the need for better progress tracking for Federal Government applications and services. This indicates a demand for greater transparency and user-friendly tools to monitor service progress.
5. Reducing time to complete tasks: 29.2% of respondents wanted Federal Government services to take less time to complete tasks, and 22.5% expressed the same for local council services. Simplification and streamlining of online processes remain critical issues.

The most in need represent the biggest opportunity for efficiency gains

People from lower socioeconomic backgrounds often require more government services due to various factors such as financial instability, reliance on social welfare programs, and limited access to resources. Simultaneously, they are often time-poor, juggling multiple jobs or facing unstable employment, which limits their capacity to access services, especially if those services are not easy to use or access.

Focusing on this demographic for digital service delivery has the potential to unlock significant efficiencies for the government.

Currently, disadvantaged citizens often require more resource-intensive support due to difficulties navigating complex systems and a lack of digital literacy. By implementing the empathetic design principles identified in this report, digital services can be tailored to be more accessible to this group. This would streamline service delivery, reduce the need for extensive personalised support, and ultimately lead to greater cost savings and improved local, state and national outcomes. This is particularly important to local and state governments, which provide the bulk of support services called upon by these citizens.

Economic benefits from better targeting

Given the significant difference in the utilisation of government services based on citizens' socioeconomic status, it is clear that finding ways to make such services more practical for the citizens is one of the fastest, and potentially one of the least costly, ways to improve the economic benefits of digital service delivery.

Furthermore, the lack of engagement in local government online services strongly indicates that attention should be placed here. The challenge is that many councils are facing significant budget and staffing constraints. How local government can refine existing and introduce new online services to meet the demands of citizens who are disengaged, those in based and perilous socioeconomic situations, needs to be considered in light of each council's constraints.

The challenge for local government leaders is where the limited funds and resources should be placed to grow online service delivery among the most in-need citizens, thus improving operational efficiencies.

Accessibility and availability are more than connectivity

Feedback from citizens emphasises the need to expand access to digital government services, particularly for rural and low-income communities. Despite significant improvements in connectivity over the past five years, accessibility remains a challenge. Respondents noted that while the current services are generally easy to use, they could be much easier. This shows that accessibility goes beyond internet access alone, raising concerns about usability, particularly for citizens with disabilities. The prevailing view is that continued efforts are needed to ensure all citizens can access and benefit from digital government services, regardless of location, income, or abilities.

User-friendliness is more than UX design

While many citizens have noticed improvements, others still find government digital services to complex and challenging to use. With citizens first resorting to using the web and then a bot to get help, they feel strongly that online services must be easy to use and include clear instructions. Overall, there is still room for improvement to meet citizens' needs and preferences.



Citizens have their say

The user interfaces are sometimes hard to use, and in those cases, either a how-to-guide (that is easy to find or pops up on the page itself) is good. After that, you may need to talk to a person. FAQs that are clear and easy to search are useful.

Digital services demand human support

Citizens appreciate the convenience of accessing support through digital channels but feel human interaction remains crucial for complex issues. Some find the current systems challenging to navigate and want a more user-friendly experience with human assistance. Citizens believe that expanding the range of services available online and optimising them for mobile platforms would enhance accessibility and potentially reduce reliance on live support.

Methodology

The study included a sample size of 2,577 qualified respondents, aged 18 and over, selected to represent Australia's demographic diversity. In each case, these participants were asked detailed questions about their experiences and needs regarding federal, state and local government services.

IBRS chose respondents through a rigorous random sampling process. Data collection involved online surveys with both quantitative and qualitative responses. IBRS sought to match the sample demographic for the sample to ABS demographics on gender, age, employment and industry.

All data was collected anonymously, and no personally identifiable information (PII) was collected.

The survey and interview questions were designed to capture a range of information, including the types of services citizens use, their satisfaction levels, their feelings and appreciation of the services, and the barriers they face in accessing these services. Questions and selections were randomised to minimise entry bias.

Given the potential importance of this research to framing future policy, an interactive dashboard and access to the underlying data from IBRS are available.

For access, please contact
Joseph Sweeney
Research Director, IBRS
jsweeney@ibrs.com





Citizens have their say

There needs to be better live support when the online systems fail or are confusing to use. There is a sense of helplessness when we are told everything is online and there is no one to talk to when you need assistance.



Findings

Service delivery scorecard:
room for improvement





Citizens have their say

I just think that they should assume that we are all in our 80's, or have very limited education, or that we have a mental problem, and that we are not very computer literate, therefore making all online services very simple to use.

Alignment of citizen's views across government

Displays the closeness of satisfaction ratings between federal and local governments. The data displays Federal Rating - Local Rating. A score of 0, therefore, denotes a close coupling of the respondent's views on service delivery between these levels of government. A negative indicates more positive views of local government; positive indicates stronger views of the Federal Government.

Despite considerable efforts to improve online service delivery, citizen satisfaction remains low. The Net Promoter Score (NPS) for local government services is -12.54, while the score for Federal Government services is slightly better at -7.19. These scores indicate a degree of frustration with service delivery across all levels of government.

However, a closer look at the data reveals a more nuanced picture. A large portion of each score is attributed to 'passive' service ratings (7 or 8). While the number of detractors (those who rated services between 1 and 6) is unacceptably high, it is not significantly larger than the number of citizens who are passive or promoters. This spread of satisfaction ratings presents an opportunity for improvement, as the largest gains in service delivery often come from addressing the concerns of those who are 'passive'.

Concerns of 'passive' citizens

Analysis of the responses suggests that citizens who have a passive level of satisfaction with government services tend to worry about:

- **Technical reliability:** Citizens report that web browser requirements, time-outs and glitches are common. A closer reading suggests that citizens compare the reliability of government services against those of major retail and banking services. The bar is now set very high for service reliability.
- **Challenges with online process complexity:** Complexity is a barrier, especially for people with less digital literacy - with the aged being particularly vulnerable.
- **Human support:** Having quick access to live human support when online processes do not apply to their specific situation, or when the complexity of forms is confusing. Bots are currently not effective.

These concerns highlight the need for government services to be more inclusive and accessible, particularly for older citizens and those who may struggle with complex online processes. They also underscore the importance of providing readily available human support to assist citizens when needed.



Federal Government digital services satisfaction (NPS)



State government digital services satisfaction (NPS)



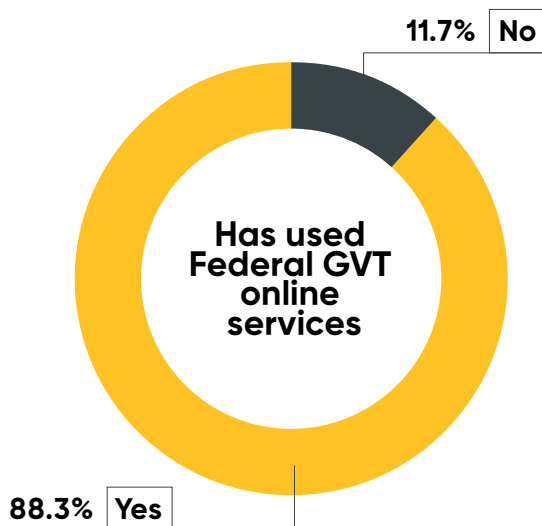
Local government digital services satisfaction (NPS)

Key takeaways

While the overall satisfaction with government service delivery is low, there is significant potential for improvement. By focusing on the concerns of 'passive' citizens and addressing the issues raised in their feedback, government agencies can make their online services more inclusive, accessible, and user-friendly. This will improve citizen satisfaction and increase the efficiency and effectiveness of service delivery.

Federal Government services

Australian Federal Government online services have seen strong usage, with 88.3% of respondents using the services. Federal services also have the highest satisfaction rating of the three levels of government, with an NPS score of -7.9. IBRS acknowledges that this is far below that of commercial service delivery. For example, a leading supermarket reports an NPS of 73 for its online services, though the average NPS score for online services is estimated to be around 18.5 nationally.



Improvements over the last four years

The general perception among citizens is that federal online services have improved over the last four years, with 42.6% saying there have been moderate or significant improvements. However, as with many aspects of this study, opinions are strongly correlated to respondents' socioeconomic status. Just 30.5% of respondents in the precarious socioeconomic category saw improvements, while 60.2% of respondents in the comfortable category saw improvements.

This strongly indicates that while new and enhanced services have made a positive difference, they are not being made in a way that benefits those most in need. It also raises significant questions about future investment priorities for digital services. Simply doing what we've been doing is no longer sufficient.



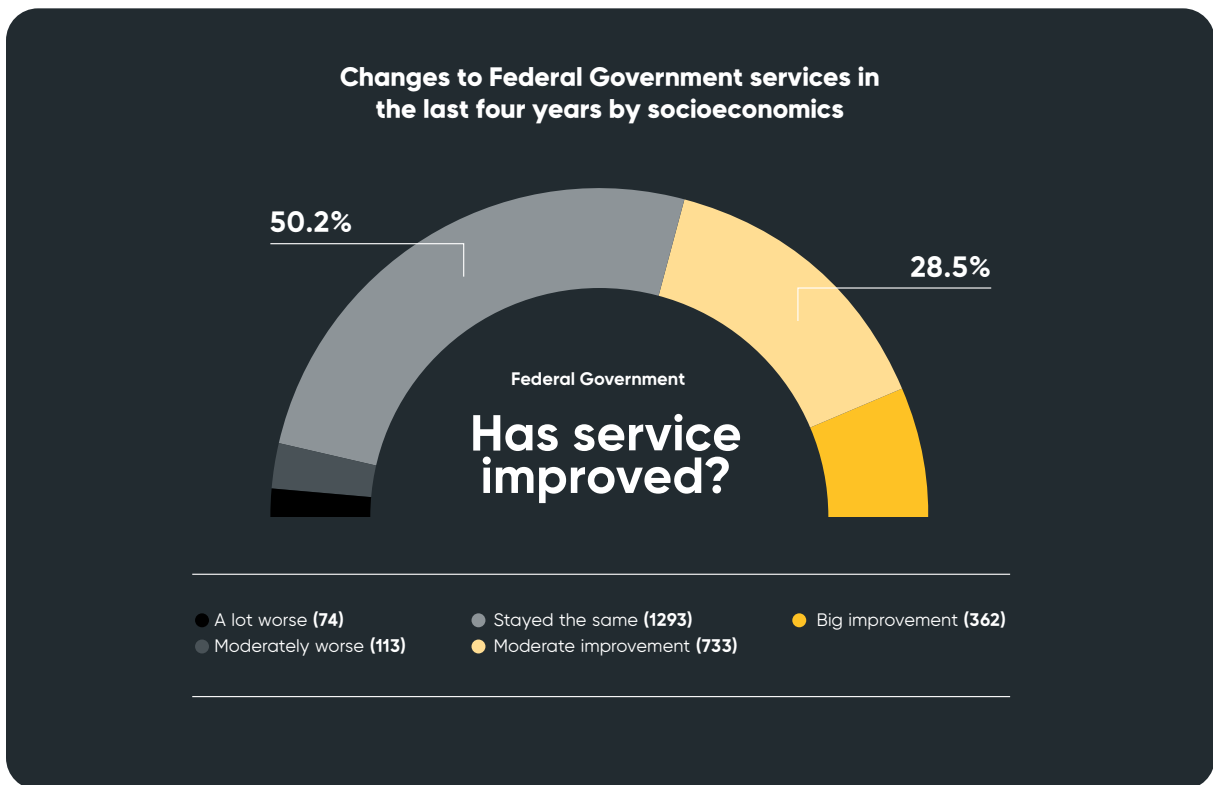
Citizens have their say

Some online services are quick and easy to access and complete, which is time-saving and organised. Online applications for certain things can take a long time, without having clear instructions on how to complete parts of the application, and have little to no human support.

Changes to Federal Government services in the last four years



- A lot worse (74)
- Moderately worse (113)
- Stayed the same (1293)
- Moderate improvement (733)
- Big improvement (362)



What's working well

The convenience, time-saving capabilities, and 24/7 accessibility of Federal Government online services are well-received by most Australian digital citizens. Nearly 60% (59.7%) of citizens appreciate the convenience of federal online services, 55% find

that online services save them time, and 52.9% value the ability to engage with the government at any time.

The ratings for what the Federal Government is doing well remain relatively consistent across all socioeconomic and age groupings.



Citizens have their say

Some online services are quick and easy to access and complete, which is time saving and organised. Online applications for certain things can take a long time, without having clear instructions on how to complete parts of the application, and have little to no human support.

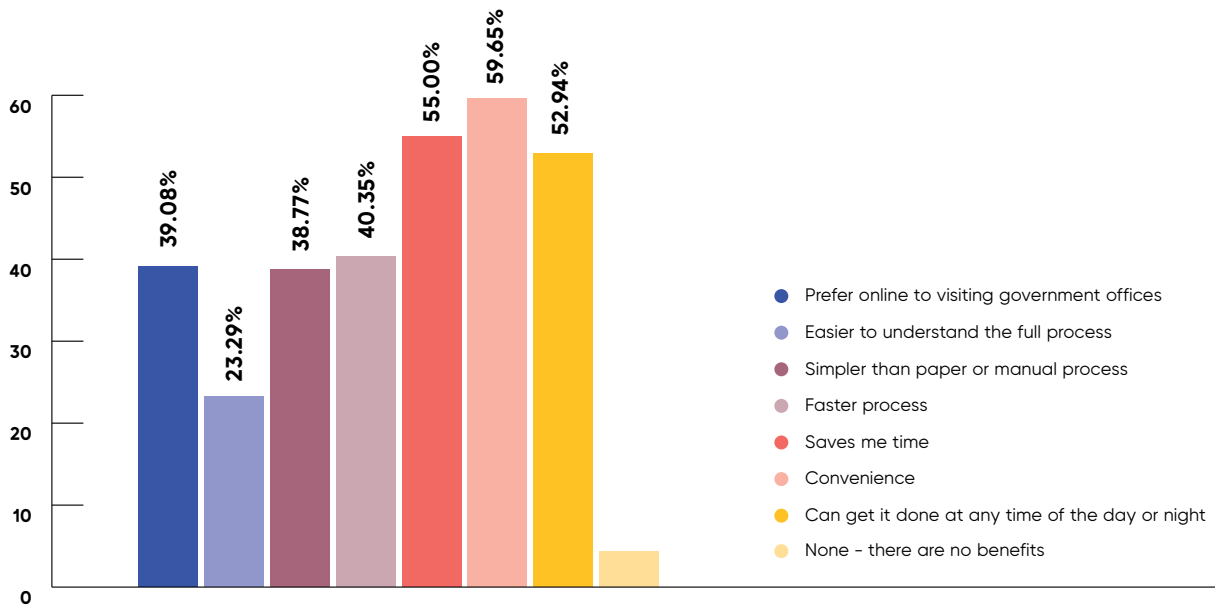




Citizens have their say

I really like the myGov Medicare and Centrelink apps. I think local and state need work, especially the school apps. They are so bad I don't want to use them!



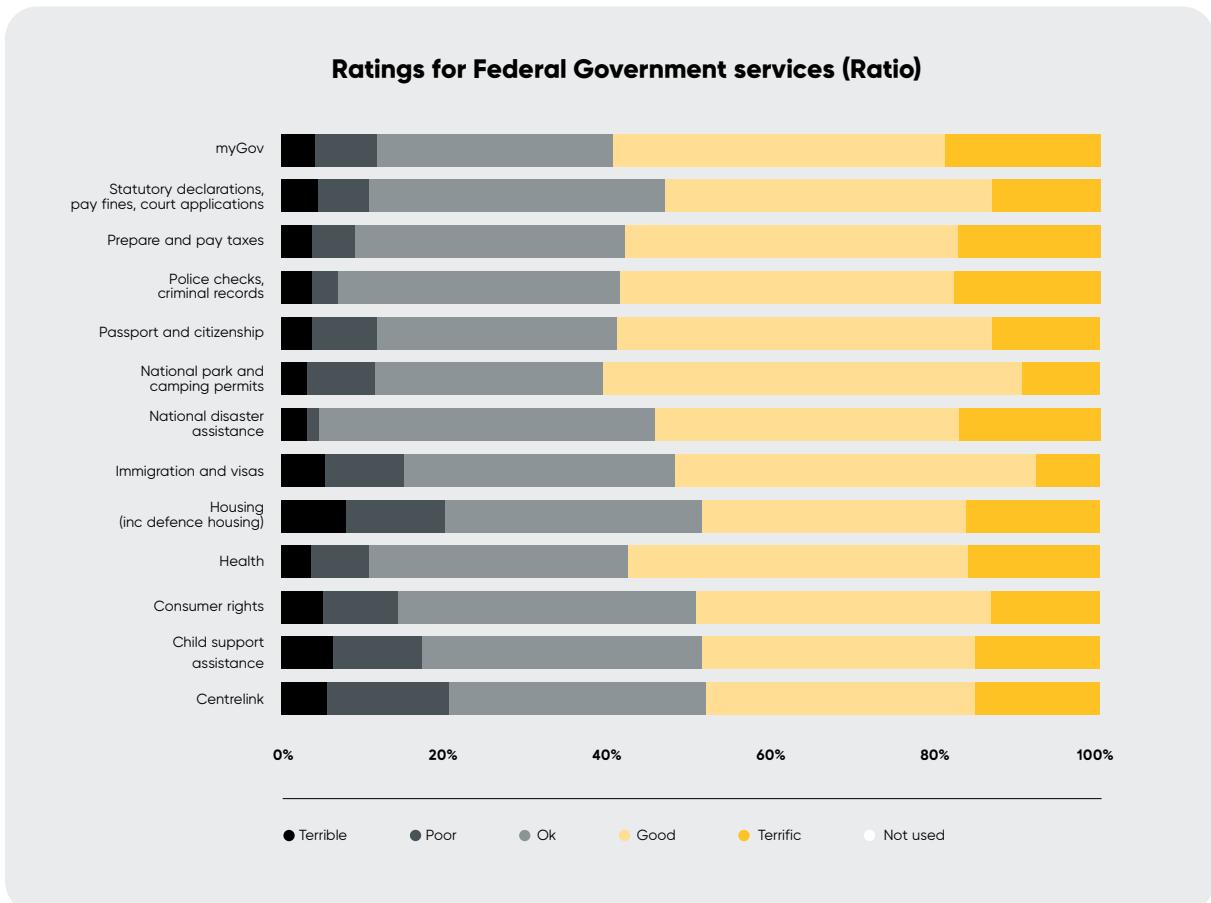


Federal services that citizens appreciate

Citizens were asked to rate their personal experiences with the specific Federal Government services they had accessed online. The ratings were consistent across most services.

It is worth noting that myGov received a very positive rating, with 41.1% of respondents rating the service as 'good' and 19.4% stating it was 'terrific'. Given that myGov can be

viewed as an umbrella service that brings together many service options, we consider it the ratings evidence of exceptional success, rivalling the best outcomes from around the globe.







Citizens have their say

Centrelink and child support need a complete overhaul. It is confusing and takes so much time, effort and frustration because the systems don't talk to each other and the direction isn't clear.



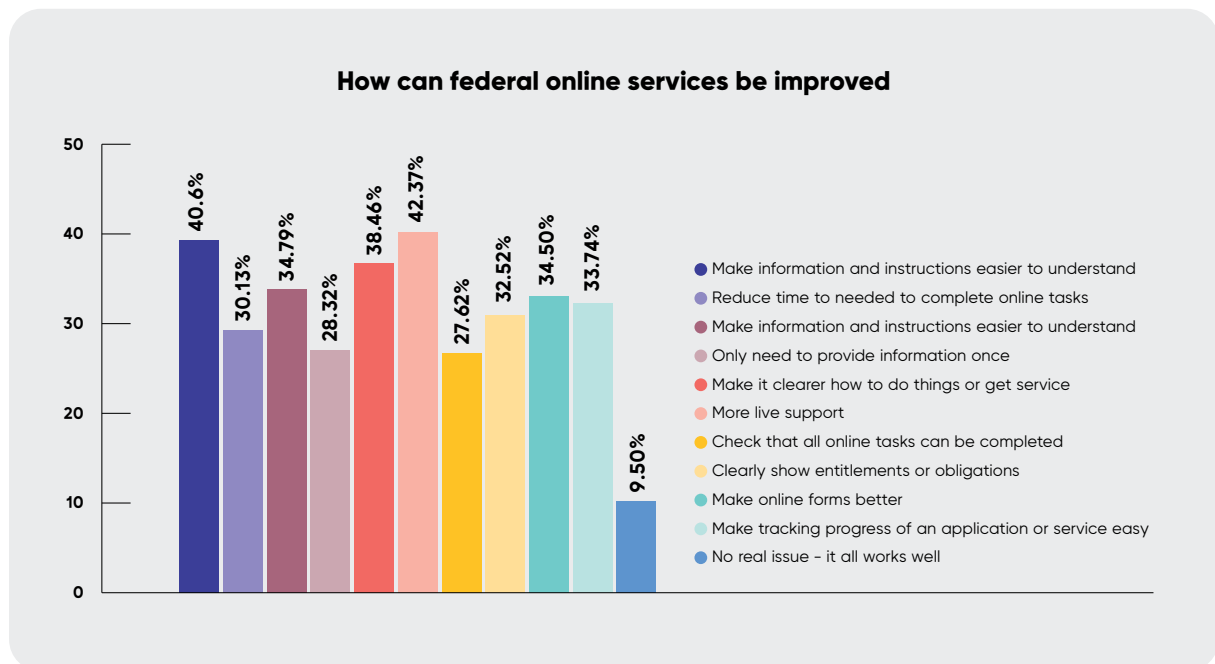
Citizens have their say

Everything needs to be online and easy to use BUT have people on the phone to help when needed AND still have people at desks in offices that people can see face to face when needed.

Areas for improvement

Despite the positive feedback, many citizens still find Federal Government online services complex and challenging to navigate. The most common suggestions for improvement were to 'provide more live human support' (42.4%) and 'make things easier to find' (40.6%). Citizens from precarious socioeconomic backgrounds also

expressed greater desires for 'more live support' and 'make tracking of an application or service easier'. They were also significantly less likely to report that federal online services have 'no real issues and worked well'.



These findings suggest that while the government has made progress in providing online services, it still needs to simplify processes, improve information architecture, and offer more support to vulnerable citizens.



How federal services resonate with citizens

From the above, we can see that citizens from disadvantaged backgrounds struggle to use Federal Government services. The impact of this can be seen in the sentiment analysis of respondents. There is an almost linear correlation between socioeconomic status and positive vs negative sentiment regarding online government services.

While the bulk of citizens all agreed that federal online services were 'useful' and 'helpful', citizens from precarious socioeconomic backgrounds then leaned sharply towards more negative sentiments: 'frustrating', 'confusing' and 'overwhelming' being key concepts. In contrast, citizens from comfortable backgrounds leaned towards positive sentiments: 'secure', 'valued' and 'delightful' being key concepts.

Sentiment analysis of Federal Government services (Precarious)



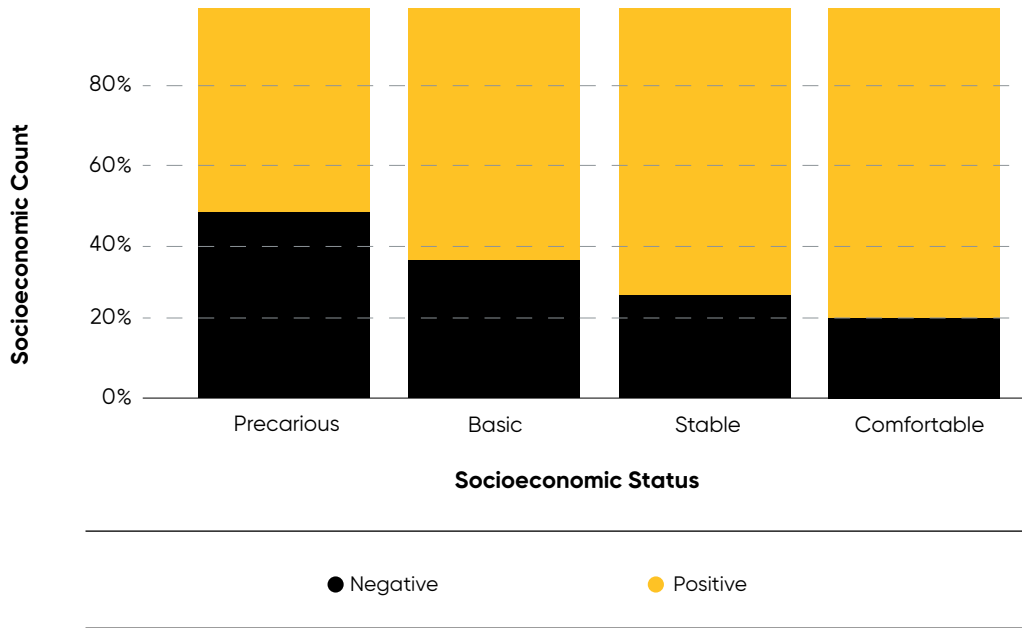
● Negative ● Positive

Sentiment analysis of Federal Government services (Comfortable)



● Negative ● Positive

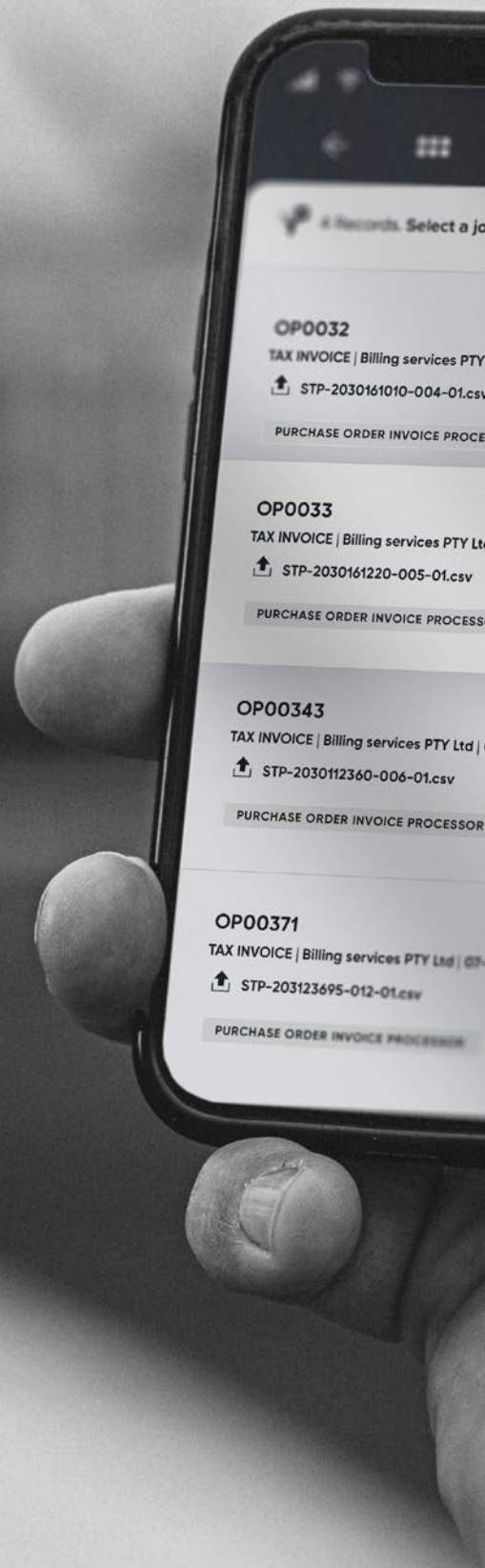
Sentiment with Federal Government services by socioeconomic status

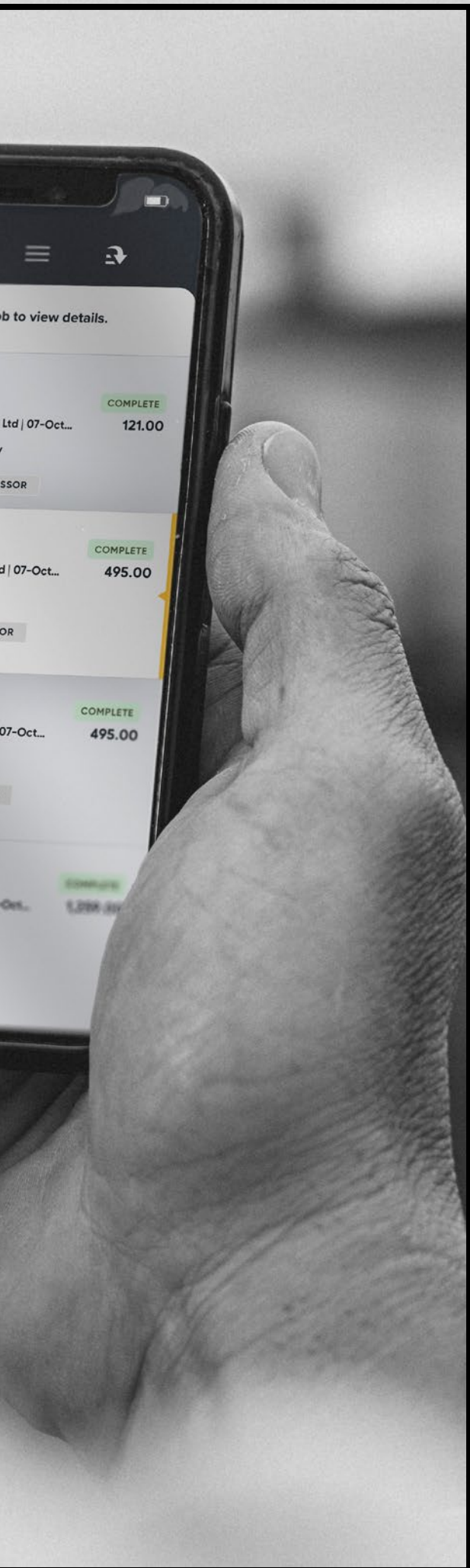




Citizens have their say

The benefits are the convenience available, and the limitations are the somewhat confusing requirements when everything has already been supplied... ensuring that information is only required once, with multi-faceted ID to determine the user is who they say they are. And we need slightly better security, so others cannot cancel important payments, etc.





State government

In the eyes of citizens, state government online services are relatively similar in most aspects to federal services, though the Federal Government has a higher utilisation and marginally greater satisfaction. State governments have a collective NPS of -9.89m, slightly lower than the Federal Government.



State government digital services satisfaction (NPS)

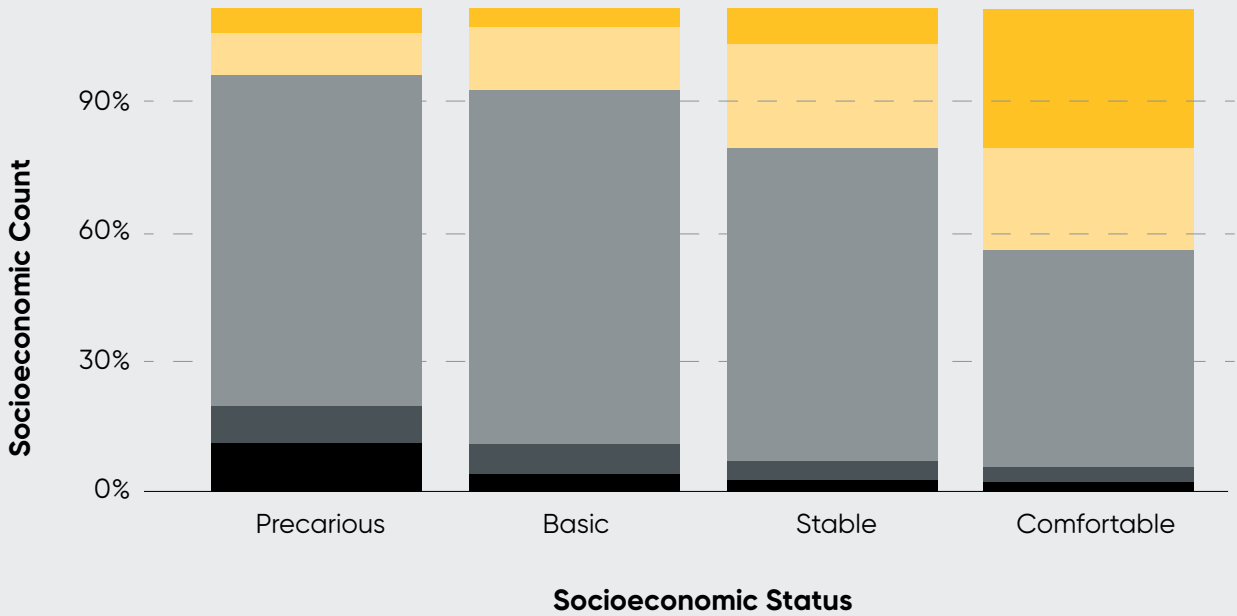
Improvements over the last four years

The perception about state governments' online services improvements over the last four years is significantly lower than that of Federal Government, with 33.4% saying that there have been moderate or significant improvements.

As with the Federal Government, opinions on improvement are strongly correlated to respondents' socioeconomic status. A minuscule 14.6% of respondents in the precarious socioeconomic category saw improvements, while 51.4% in the comfortable category saw improvements. Later in this report, we show a similar correlation for local government.

The evidence shows that not just a single level of government is missing opportunities to expand online delivery to underserved citizens. This is not a problem relegated to 'flawed projects' or 'poor design'. There is a fundamental missing element in how digital services are being delivered. Based on the data and analysis of citizens' comments and sentiments, we believe this missing element is 'empathic design', which is described later in the report.

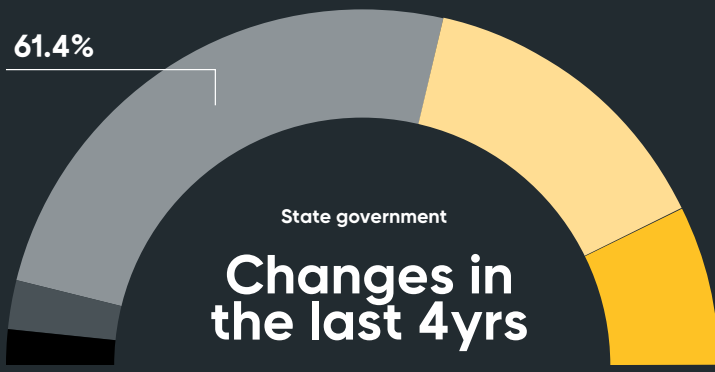
Changes to Local government services in the last 4 years



- A lot worse
- Stayed the same
- Big improvement
- Moderately worse
- Moderate improvement

What's working well

Convenience, time savings, and 24/7 accessibility are highly valued. 62.3% of citizens appreciate the convenience, 58.6% value the time savings, and 48.9% appreciate the 24/7 accessibility of online services. This suggests the government's efforts to make services more accessible and user-friendly have been successful, and mirrors the results of both state and local government.



- A lot worse **(60)**
- Stayed the same **(1584)**
- Big improvement **(339)**
- Moderately worse **(75)**
- Moderate improvement **(523)**



Citizens have their say

The more we can do online, the easier the job for government officials will be. Make life easier for us, and it, in turn, makes life easier for you.

Areas for improvement

Citizens in the precarious socioeconomic group were more likely (16.9% compared to 14.4% for other groups) to report 'there are no benefits' to using state online services.

The overarching area for improvement is making online interactions with the government easier to understand: 35.7% of respondents wish information was easier to find; 31% would like information and instructions to be easier to understand; and 29.4% wish the services would make it clearer how to do things or get service.

On the surface, this suggests a need to simplify processes and improve information architecture and navigation. However, significant investments have been made in all of these areas in the last decade. To understand what factors were swaying the respondents, we correlated the data against socioeconomic status, age, employment, length of time using state services, and the degree to which respondents thought state government services had improved.

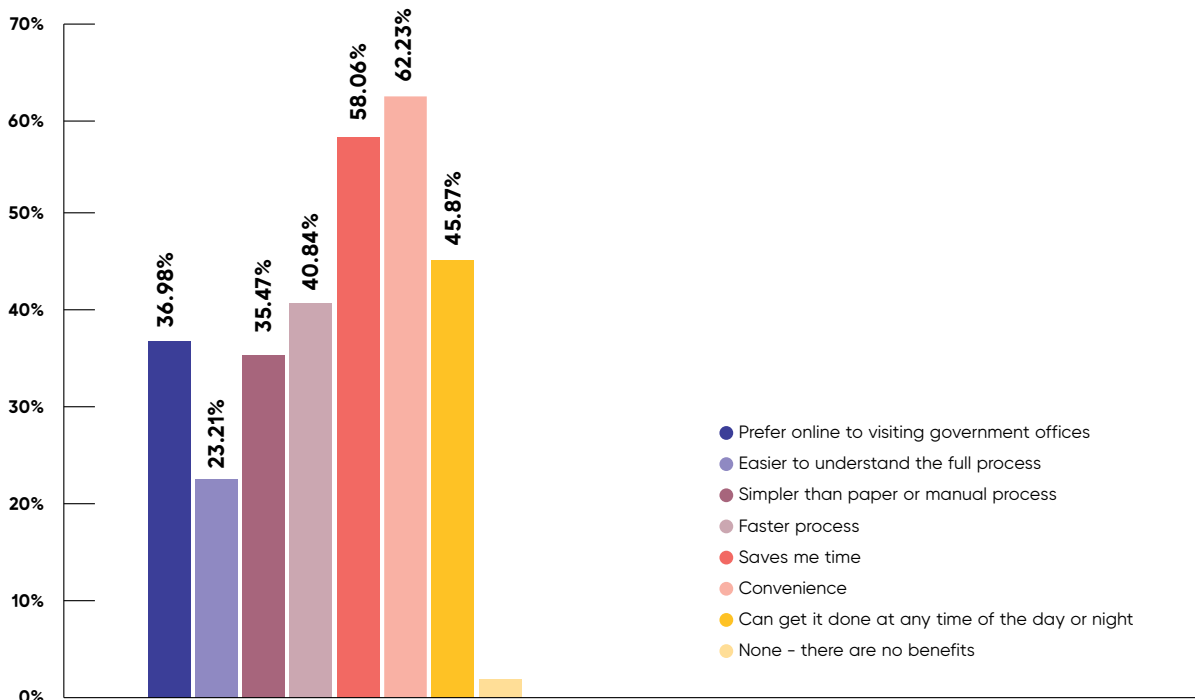
Socioeconomic status was a factor, though the correlation was not

as pronounced as it was for the Federal Government. Age was also a minor factor, but this was largely skewed towards post-retirement-aged citizens, who strongly desired that information was easier to find.

Out of all the correlations, we noted that citizens' desire for more human support and the need to make information and instructions clearer were related to their thoughts on the progress of state online services over the last four years.

Those who believe that the quality of online services has declined were almost 50% more likely to believe that more human support was needed and almost 20% more likely to want information and instructions to be clearer. Interestingly, there is little correlation between the respondents' overall satisfaction rating of state services and the areas for improvement.

From this, we can see that citizens who have struggled with the complexities of online processes (rather than the online interfaces themselves) see investments in these areas as being wasted. This is an important clue as to what is needed to close the gap in service delivery.





Citizens have their say

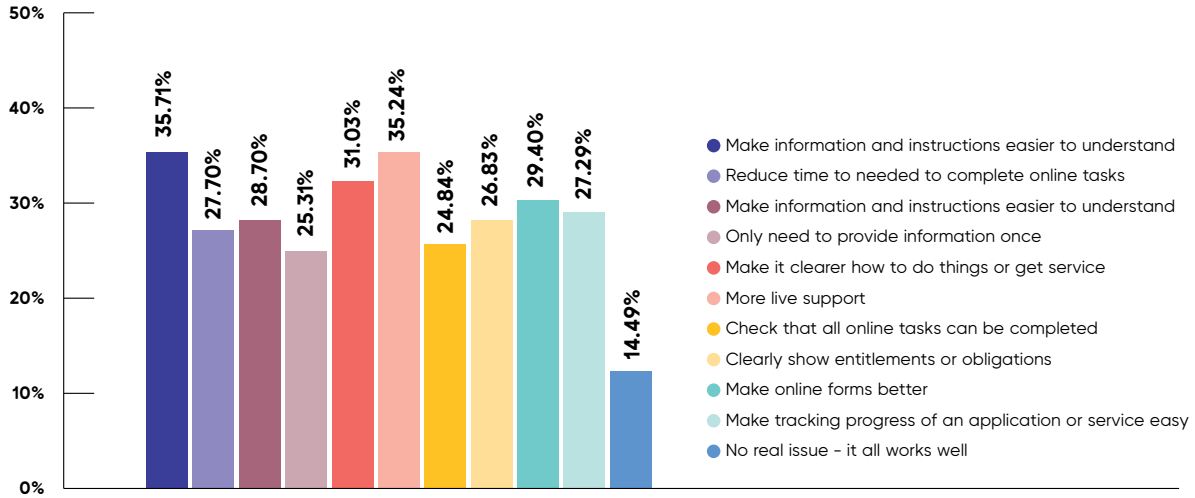
I understand everyone is busy with what they are doing, but I would like to get a quick update or response from the government team when you ask for something. Sometimes weeks can go by and you haven't heard from anyone, that's not good enough.







How can state government services be improved?



State services citizens appreciate

Citizens highly value online services the state government provides in areas such as health, education, and public transport.

Public transport has the overall highest satisfaction rating for online services, with 62.6% of citizens

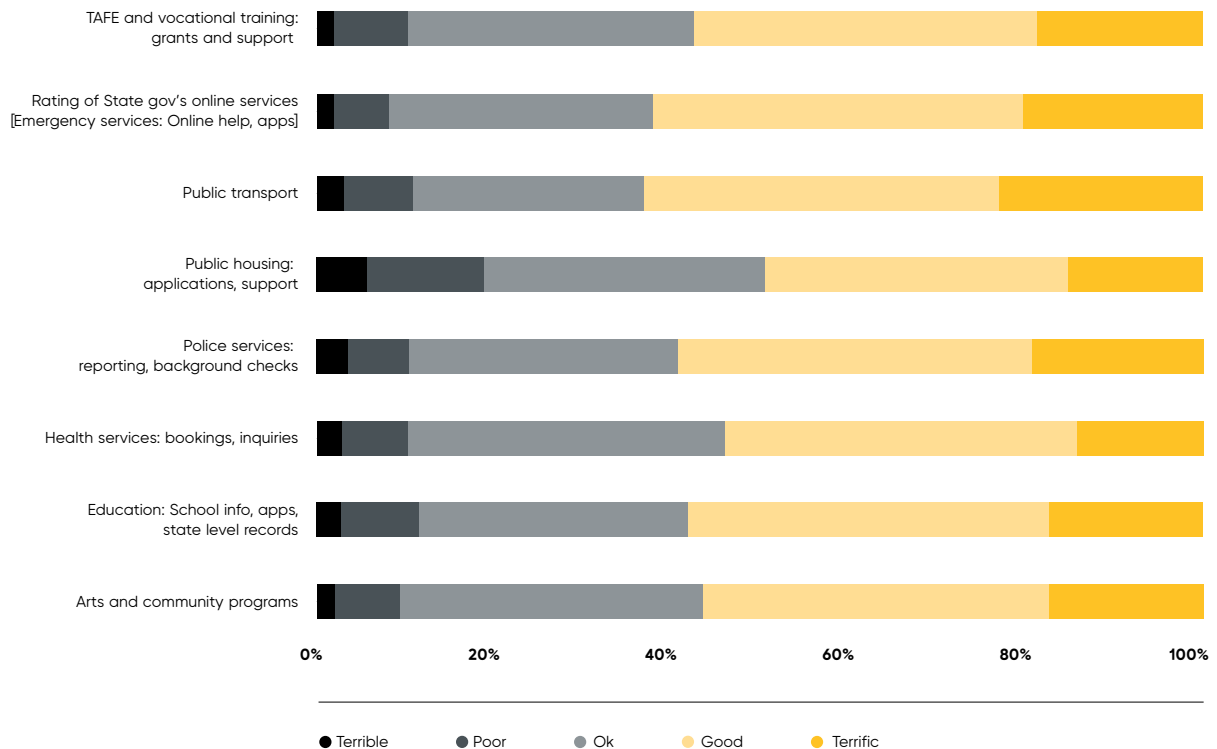
having a positive view. Emergency services follow closely, with 61.5% of citizens who've used these services rating them as positive.

However, health services were less positively rated, though still relatively strong, with 53.6% of

citizens having positive views of online health services.

This positive feedback suggests that the government's efforts to make these services accessible and user-friendly have been successful.

Ratings for State government services (Ratio)



How state online services resonate with citizens

Citizens were questioned to determine the sentiment and issues underpinning their use and expectations of government services. Sentiment analysis of state government services strongly mirrors that of

federal services, in that while the majority of citizens believe that online service delivery is 'useful' and 'helpful', there is a very strong divergence along socioeconomic lines. Citizens from precarious

socioeconomic backgrounds find state government services 'confusing', 'frustrating' and 'overwhelming', while citizens from comfortable backgrounds find state online services 'secure', 'valued', and 'delightful'.

Response to state government services at a glance (Precarious)



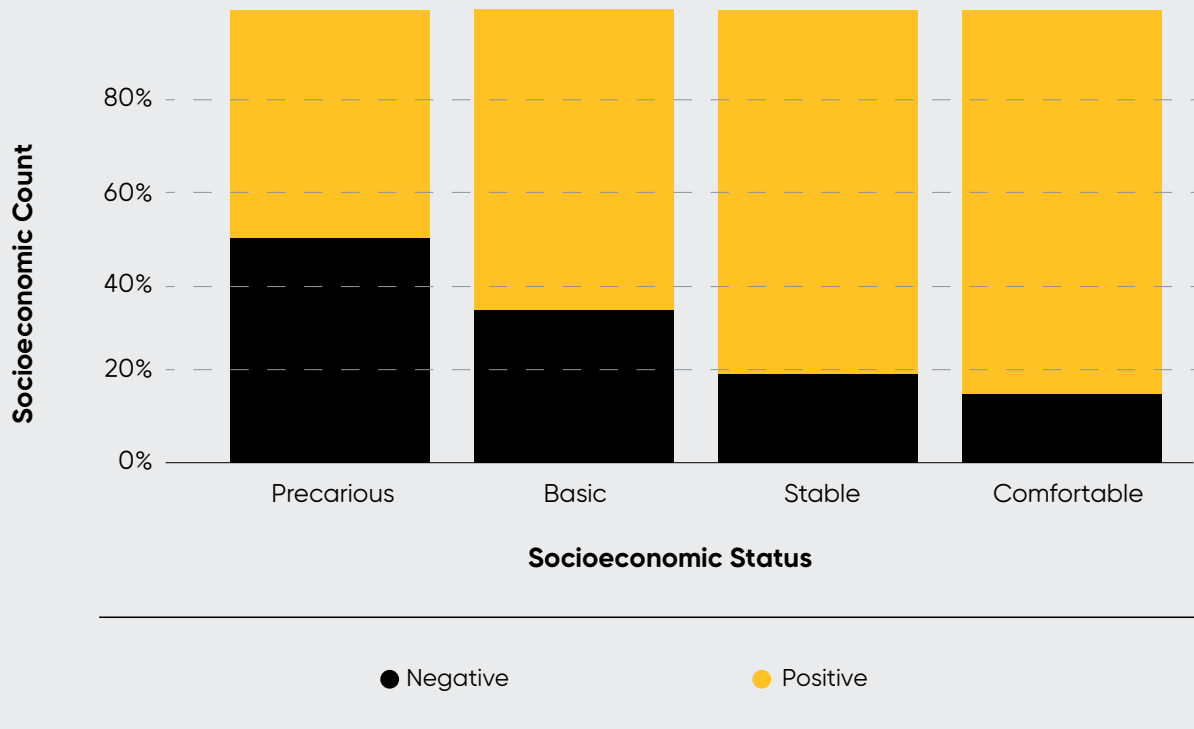
● Negative ● Positive

Response to state government services at a glance (Comfortable)



● Negative ● Positive

Sentiment with local government services by socioeconomic status



Local government

Local government online services are used by 55.4% of respondents, significantly less than the 88.3% who use federal online services. The adoption of local government online services is also relatively recent, with only 26% of respondents using them for more than four years. This suggests that there is still significant potential for growth in the use of local government online services.

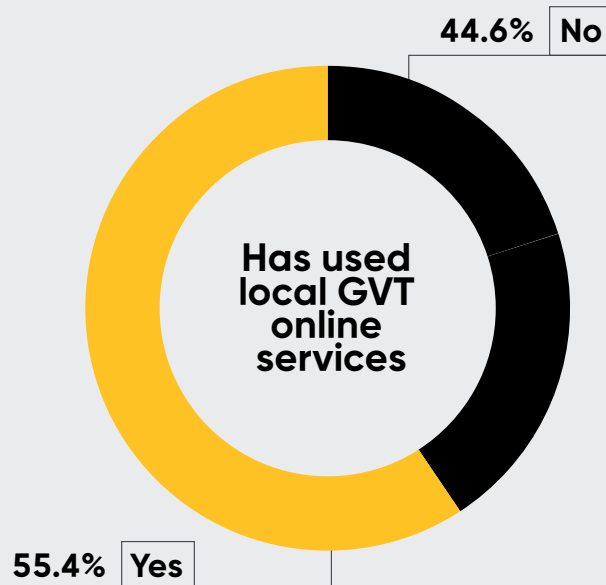
However, there is a very strong correlation between socioeconomic status and the use of local government services. Only 44.6% of citizens in precarious socioeconomic situations engage with their local government services, compared to 69.5% in comfortable positions.

Digitising even the most straightforward local government services can result in significant cost savings, mainly from maximising council staff time.

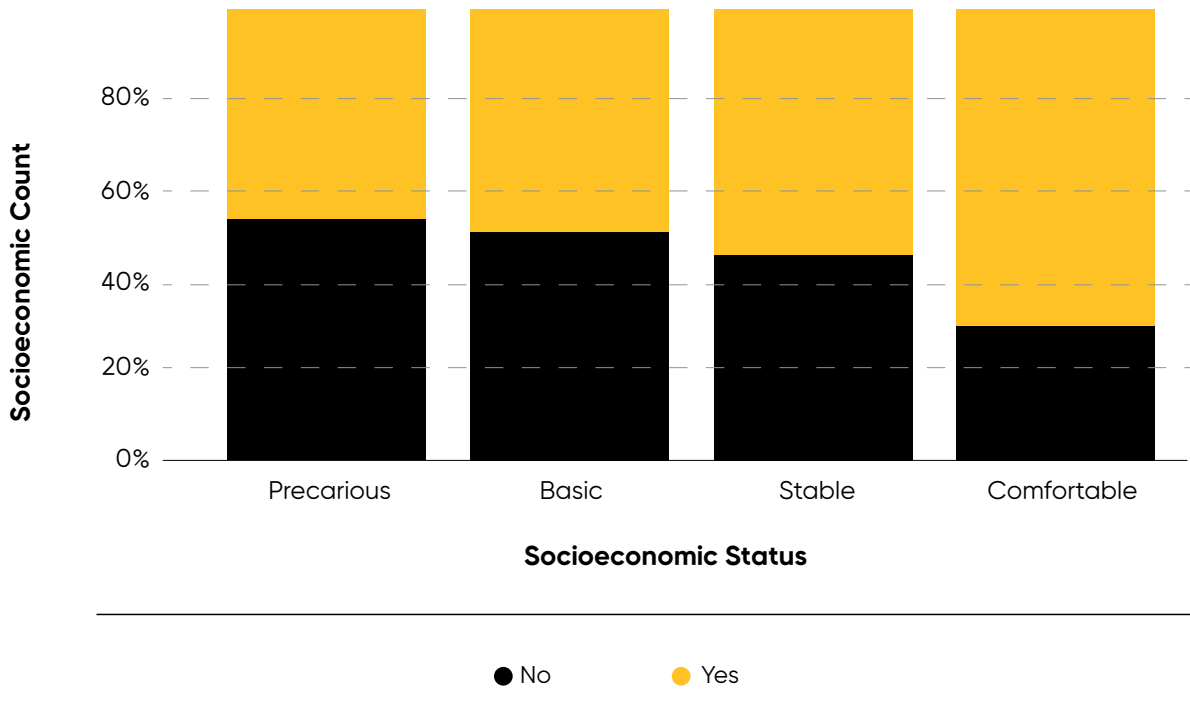
This is a critical consideration for this study since many Australian councils are struggling with constrained budgets due to a range of policies, including rate

capping and inflationary pressures, changing population demographics, and increasing demands on public services. In addition, many councils report severe staffing constraints. In short, councils are being asked to do a lot more for more people without increasing budgets.

It is no wonder that citizen-facing digital service delivery portals, backed with process automation, are of critical strategic importance for most Australian councils. But the benefits of digitisation are not limited to cost savings; it can also improve efficiency, accessibility, and citizen satisfaction.



Local GVT online service use by socioeconomic status



Improvements over time

Citizens feel that improvements in local government services over the past four years have been less significant than those in federal or state services despite increased use of these local services. Just 29.3% of citizens believe their local government online services have improved.

The strongest correlation for these responses is socioeconomic background: the more distressed the citizen’s finances, the less they saw improvements over the last four years. Just 14.6% of citizens in precarious situations believe services have improved, and 15.5% believe services have gotten worse. In contrast, 51.4% of citizens from comfortable backgrounds said that services have improved, and less than 4% stated local online services had gotten worse.

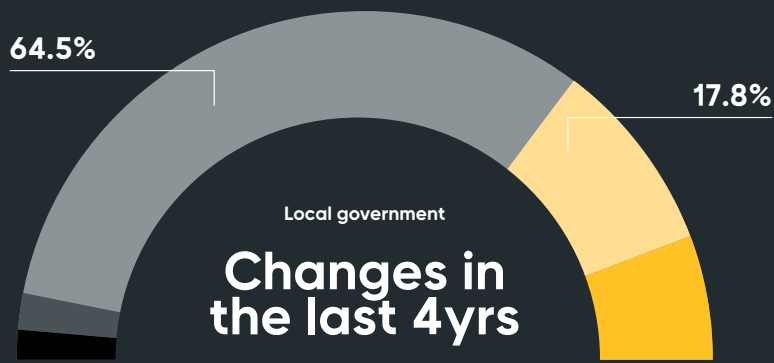
Given the constrained economic situation many councils find themselves in, a great deal of attention has been, and still is, placed on online service delivery, self-service portals and automation. Investment in adopting and upgrading core local government solutions to modern, cloud-based solutions has been significant in the last five years, in no small part to improve these capabilities.

It is clear progress has been made in enabling greater service automation and efficiencies. However, this progress appears to have landed better for citizens already well served (those from stable and comfortable backgrounds) and far less for the citizens who are both most in need of assistance and also those who take up the most time and resources as their service needs are more complex.



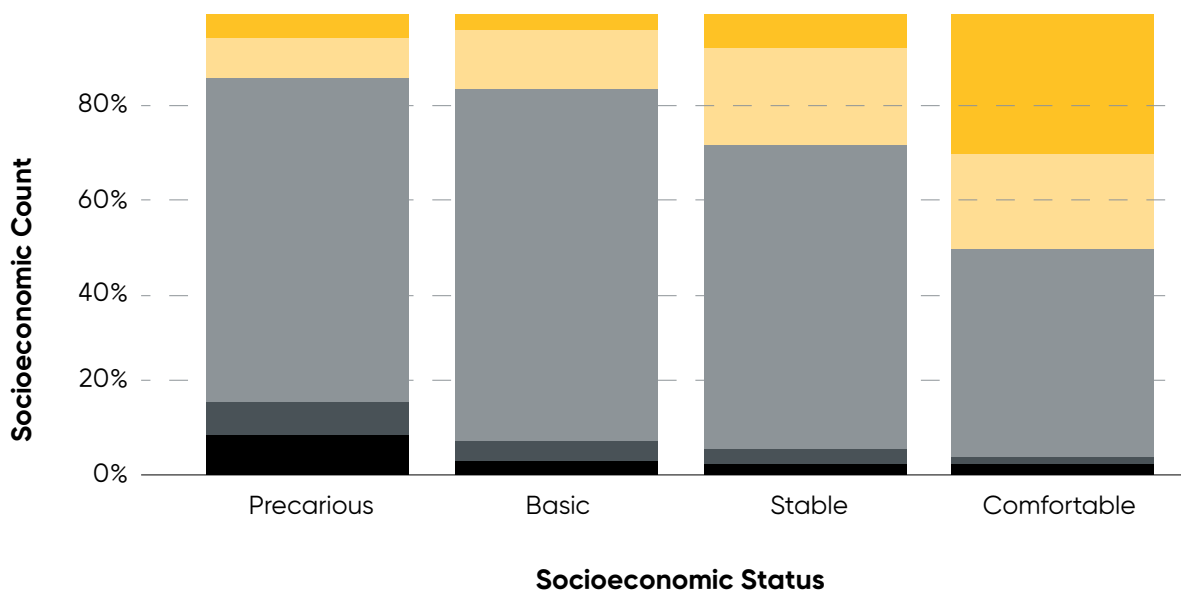
Local government digital services satisfaction (NPS)

Collectively, local government online services also have the lowest NPS of all levels of government at -12.54.



- A lot worse (73)
- Moderately worse (88)
- Stayed the same (1664)
- Moderate improvement (459)
- Big improvement (297)

Changes to local government services in the last 4 years by socioeconomic status



- A lot worse (73)
- Moderately worse (88)
- Stayed the same (7571)
- Moderate improvement (457)
- Big improvement (296)

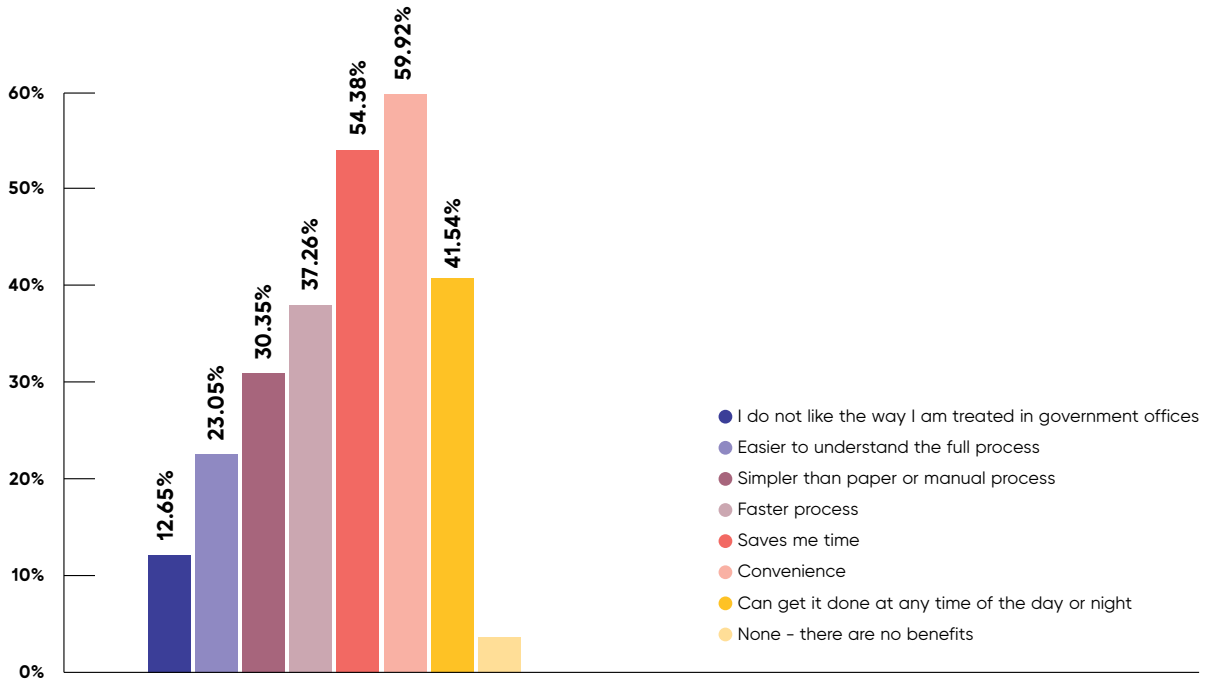
What's working well

Local government online services are valued for convenience, time-saving capabilities, and accessibility: 59.9% of citizens find them convenient, 54.4%

appreciate the time savings, and 41.5% value the ability to engage with local government at any time and from any location. These findings are

consistent with those for other levels of Government.

What do you like about your local government online services?



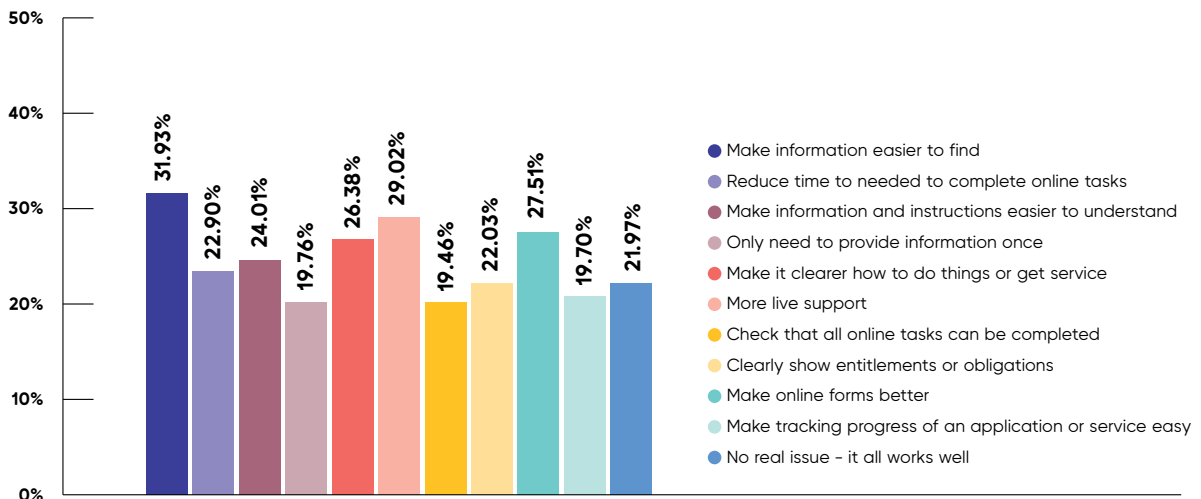
Areas for improvement

Despite the positive feedback, there are still areas for improvement in local government online services. The most common suggestions for improvement are to 'make information easier to

find' (31.9%), 'more live support' (29%) and 'make it clearer how to do things or get service' (26.38%), followed closely by 'make online forms better'. This indicates a need to simplify

processes, improve information architecture, and offer more support to citizens navigating online services.

How can local government online services be improved?



Local government services citizens appreciate

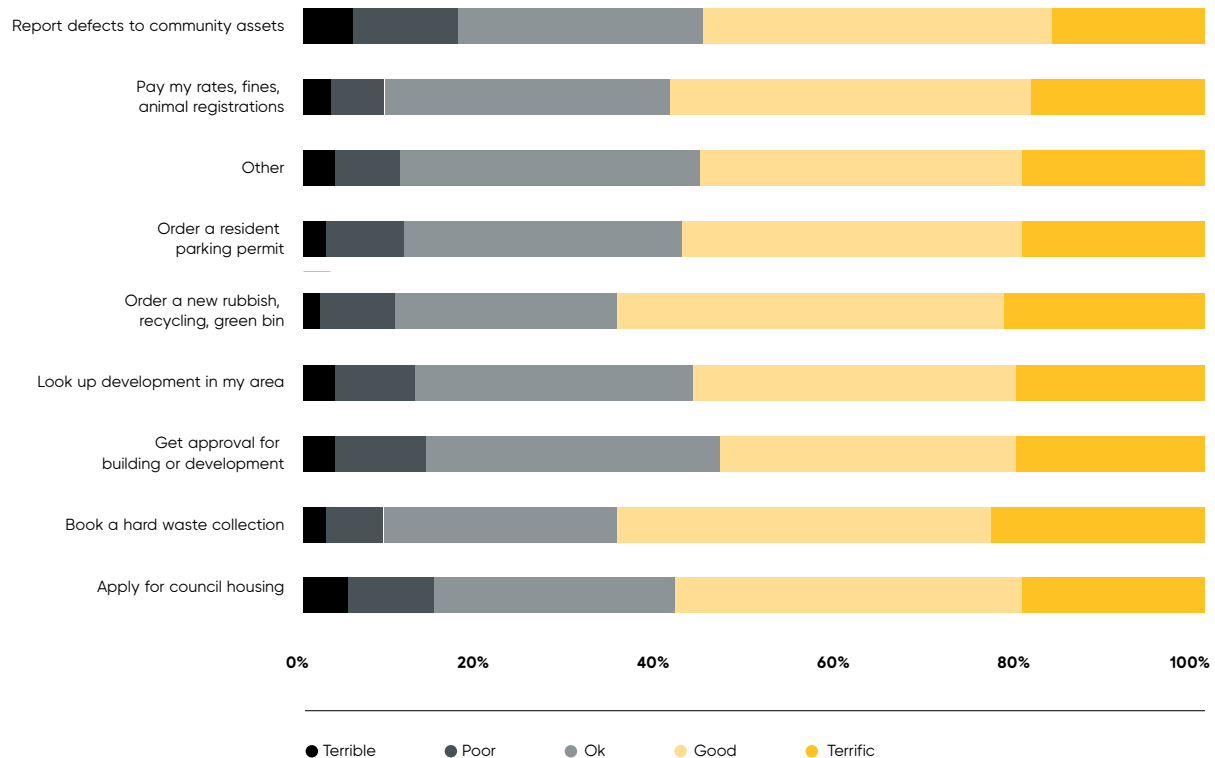
Citizens' satisfaction with local government services tended to be highest for simple, 'request and response' types of services, such as waste management, paying rates and fines, etc.

However, dissatisfaction with more complex and personal issues continues. For example,

citizens report poor or terrible experiences with getting approval for a development (13.9%) or a housing application (14.8%).

Reporting defects to the council is also rated poorly (17.4%). This was a surprise, as reporting defects should be, at least conceptually, a relatively simple 'request and

response' process. It was also one of the most common local government services experienced by respondents. In addition, the capture of such information can be easily executed through technology, including simple smartphone apps or mobile web pages.



Citizens have their say

As far as my local council's website goes, I pay my rates each week through my banking app, but when I log into the council's website, there is no way to see what my balance or credit is sitting at. I have no way of knowing if I'm on top of it or not. It feels intentional.

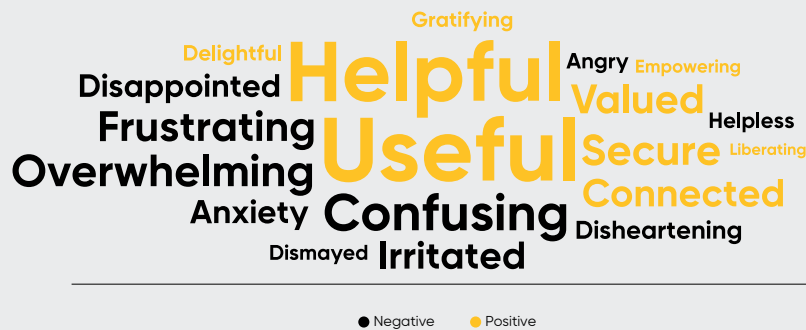
How local government services resonate with citizens

As with federal and state governments' online services, there is a strong correlation between negative and positive sentiment with digital service delivery and

socioeconomic status. While many citizens view online services as 'useful' and 'helpful', citizens from precarious backgrounds also report the services as being 'confusing', 'overwhelming'

and 'frustrating'. Conversely, citizens from comfortable backgrounds report services as being 'valued', 'secure', 'delightful' and 'gratifying'.

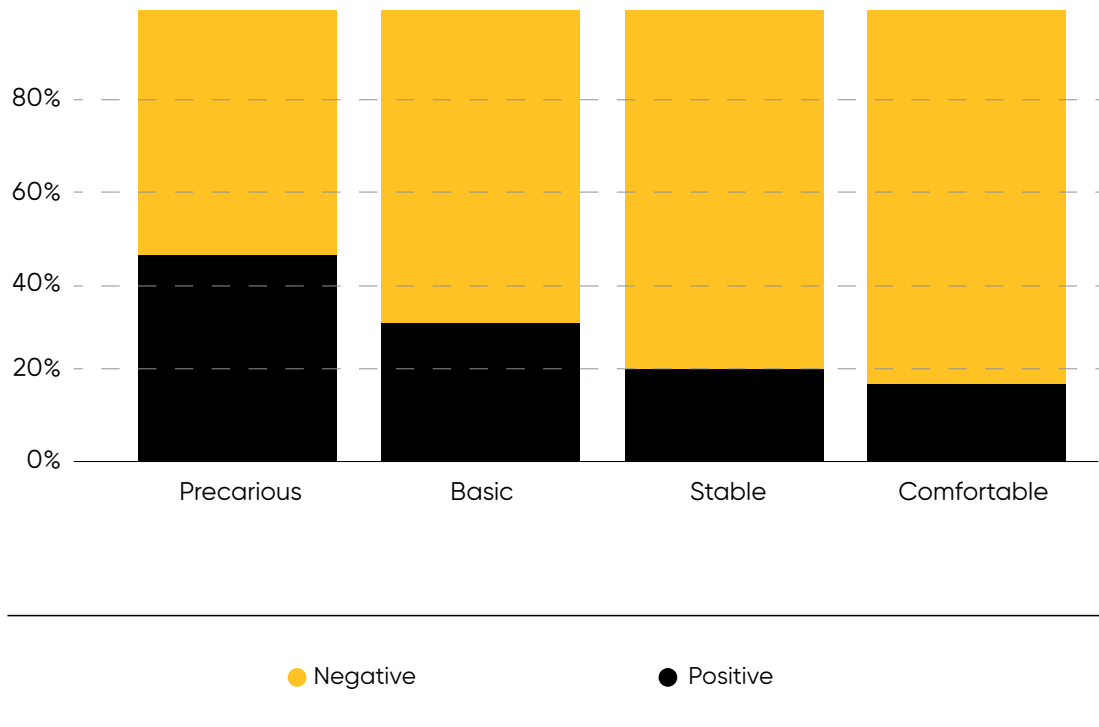
Response to local government services at a glance (Precarious)



Response to local government services at a glance (Comfortable)



Sentiment with local government services by socioeconomic status



Bridging the digital disadvantage

This study shows that despite the significant effort to close the digital divide, the use of digital government services remains strongly correlated to socioeconomic status. The more financially stable an individual is, the more they access government

services online, the more they benefit from them, and the greater their satisfaction. The correlation between socioeconomic status and positive engagement with online government services is strong.

There is now a clear distinction between being able to access digital services (the digital divide) versus successfully engaging with the services offered. For clarity, we call this digital disadvantage.

Individuals with higher financial status, particularly those classified as comfortable and stable, have much higher use of digital services and are more likely to use federal, state and local government online services. In contrast, those with lower financial status, particularly those classified as basic and precarious, are far less likely to use state and local government services.

IBRS provided respondents with the following definitions for four socioeconomic status categories.

Comfortable

My finances allow me to lead a comfortable life.

Stable

I am doing fairly well. Bills are paid, and I have some savings.

Basic

I am mostly making ends meet. I may have some debt. I don't have any significant savings.

Precarious

I have bills that I may be unable to pay on time. I have debt that will take time to pay off.



Citizens have their say

Refer you to the wrong site or a chat bot who asks incorrect questions that have nothing to do with your enquiry, making it frustrating!



Digital disadvantage

There are several reasons why federal and state government services are significantly more accessible across socioeconomic groups than local government services.

Federal Government services are viewed by many as more essential and are generally better understood by citizens as a result and may well require less effort or resources on the part of citizens. The same can be said of state government services.

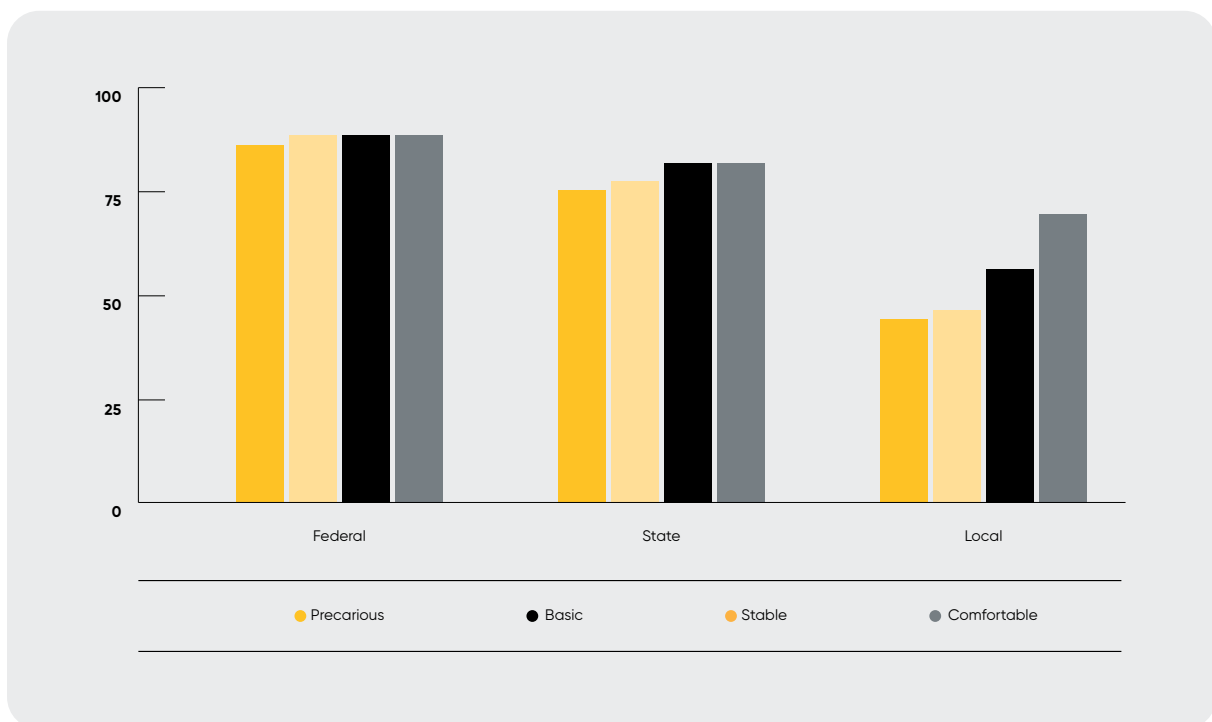
In contrast, local government services are often more 'high touch' and deal with complex day-to-day issues that require individualised attention. They can include a wide range of services tailored to each community's specific needs, making them more resource-intensive and resulting in disparities in service quality between different areas or communities.

This study clearly shows that local councils' are more transactional or 'request and respond' services are

not only used more often but also have higher satisfaction ratings.

Furthermore, the range and number of individual services needed in each community can vary significantly based on the demographics of citizens.

When the above factors are combined, the result is that already disadvantaged citizens face more significant challenges in accessing the services they need.



Potential sources of digital disadvantage

A detailed analysis of free-form comments from the most disadvantaged group (precarious) regarding digital government service reveals three strong themes, in order of importance:

Clarity and simplicity

The language and descriptions used on government websites can be confusing or difficult to understand, particularly for people with weak literacy or disabilities. It is less that online forms are difficult to navigate and more that processes

are viewed as complicated and poorly explained, resulting in mistakes and misunderstandings that require yet more services from the council to help fix.

Human support

Closely related to the above issues of clarity and simplicity, there is a need for human support, particularly for emergencies, complex issues, or when people are unable to understand or navigate online services. Waiting times to talk to a person can be too long, and socially

disadvantaged citizens express frustration when engaging with virtual agents (bots). While these citizens see value in online services, they still need human interaction when navigating the process.

Accessibility

Some people have difficulty accessing or using online services, particularly non-English speakers and those without access to a computer or the internet. Interestingly, comments suggested mobile.





Citizens have their say

Functions are a lot better and they have added more to help you, as well as faster processing.

The right technology... but did we miss the most in need citizens?

Citizens expressed high levels of satisfaction with the government's online services and praised their efficiency, time savings, and convenience. An analysis of their comments suggests that investments in digital service delivery solutions, including the rollout of SaaS technology in federal, state and local government, have been successful.

Interestingly, many participants explicitly detailed how online services were evolving and flagged quite technical issues, such as security and multifactor authentication. IBRS performed both sentiment analysis and a keyword extraction on citizens' comments to explore the main issues for each socioeconomic grouping.

The comments from citizens clearly show that three themes causing disengagement are primarily human issues, not technology. Although the necessity for mobile access to digital services is partly technological, it's fundamentally a design concern. This also applies to the need for a seamless transition from digital to voice interaction with a human during service delivery.

Introducing empathic citizen-centric service design

IBRS believes that closing the gap in online service delivery for all Australians while also greatly improving the level of automated service delivery and thus service efficiency, can be solved with empathic citizen-centric service design. This design framework was first detailed in 2023 in a report on New Zealand digital services delivery.

Empathic citizen-centric service design is an extension of the concept of citizen-centric service design. It prioritises the needs, experiences, and perspectives of all citizens, especially the most disadvantaged, to create accessible, meaningful, and effective services.

Government digital service designers will be familiar with the principles of user journey mapping and human-centred design. However, empathic citizen-centric service design has a particular focus on the most disadvantaged groups within society to identify ways to enrich the services for clarity of direction and simplicity of language, multifactor accessibility, and logical and seamless intervention points for human support.

These three additional focus areas seek to increase engagement with disadvantaged citizens and create opportunities to improve service delivery and engagement for all.

Rather than focusing on technological innovation, the expanded approach emphasises utilising existing capabilities and supplementing them with experiential assets that educate and guide citizens through the service.

Principles of empathic citizen-centric service design

- **Citizen-focused:** Centre the design process around the citizens' needs and preferences.
- **Inclusive:** Ensure services are designed for all, irrespective of age, gender, ability, or socioeconomic status.
- **Cocreation:** Engage citizens in the design process, allowing them to contribute to and shape the services they will use.
- **Accessibility:** Design services that are easily accessible to everyone, eliminating barriers that could prevent utilisation. Ensure that a broad range of mobile devices are supported.
- **Clarity:** The services communicate how services operate, the service processes, and how decisions are made, using simple language that avoids government jargon, specialised terms and legalise.
- **Simplicity:** Make services straightforward and uncomplicated to use. Explain what is happening at every point in the process, why it is happening, and the next steps.
- **Experiential:** Services will educate citizens before and during the service delivery. The services will leverage multiple education experiences: text, voice, video, on-screen walk-throughs, etc.
- **Flexibility:** Design services to evolve based on the changing needs or circumstances of the citizens.
- **Holistic approach:** Consider the entire citizen journey, ensuring that every touchpoint is optimised for the user experience. The design will factor in internal processes. It will streamline and eliminate lag in service delivery due to internal manual activities and validation.
- **Feedback loops:** Incorporate mechanisms to gather and act on feedback from citizens, fostering continuous improvement.
- **Extend before build:** Prioritise agility for digital service delivery design by leveraging existing investments in core solutions, integrating forms and low-code business process applications whenever possible.
- **Innovation:** Continuously explore and integrate new methods or technologies to enhance service delivery.



Leverage existing technology capabilities with empathy

Improving accessibility and availability of local government services will necessitate a multifaceted approach from policymakers and service providers, including investment in infrastructure and resources. However, budget constraints often limit the feasibility of investing in new infrastructure and resources.

The good news is that significant benefits can be realised through further utilisation of existing technology investments and relatively minor supplementary investments. Through our public sector and education research and advisory services, IBRS has identified that core solution investments are frequently underutilised. Organisations often overlook the standard modules and

capabilities that are included in their enterprise solution. By prioritising the adoption of these capabilities, productivity can be quickly improved, leading to enhanced service delivery. However, to ensure that services are both equitable and efficient, any new services that are enabled by these capabilities must incorporate empathic service design.

Furthermore, local governments and smaller agencies can achieve significant gains in efficiency and

effectiveness by using low-code business applications or low-code process tools within their existing core platforms, with an empathetic approach to service design. These applications, combined with the core SaaS public-sector solutions' low-code forms and business process automation capabilities, can provide a range of specific web and mobile-ready digital services to meet constituent needs.

Quick wins with empathic design

While much more work is needed to expand digital services, IBRS acknowledges the financial constraints government services face, especially local councils, and the investment cycles required for major technology upgrades. Consequently, this study proposes that near-term tactical activities, which require less effort and cost, would yield more success than 'big innovations' that demand significant investments in budget and human capital.

Following, IBRS has listed a series of actions that could lead to 'quick wins'. All are related to the key finding that service effectiveness increases dramatically once empathy is added to the efficiency of digital service delivery.

Clarity and simplicity: services are more than an interface

While some citizens have noticed improvements, others, particularly those in disadvantaged groups, still find government digital services too complex and hard to follow. Citizens want clear instructions and interfaces that guide them through processes. There is a need for simpler digital services that are designed to meet the needs and preferences of all citizens.

1. **Simplify navigation:** Review existing interfaces (ideally working with citizens). Declutter menus and headings, and ensure that information is provided in a logical hierarchy. This will help users quickly locate the services or information they need without unnecessary confusion or frustration.
2. **Revamp instructions and communication:** Review services and consider whether there is a sufficient overview of the process and instructions are written in clear, concise, and easy-to-understand language. It is vital to use plain language, avoid government agency jargon, and explain technical terms and activities when necessary.
3. **Add visual aids, multimedia and guidance:** Incorporate visual aids such as infographics, visual workflows, and video tutorials to supplement written instructions to enhance user comprehension. If services are particularly convoluted, consider leveraging 'digital adoption platforms' that can guide users through the digital processes.
4. **Refresh to provide a consistent user experience:** Maintain a consistent user experience across all digital services by following design guidelines and standards, such as colour schemes, typography, and layout. This should apply equally to web and mobile services. This helps users feel more comfortable and familiar when navigating different government services.



Accessibility: enhance mobile modalities

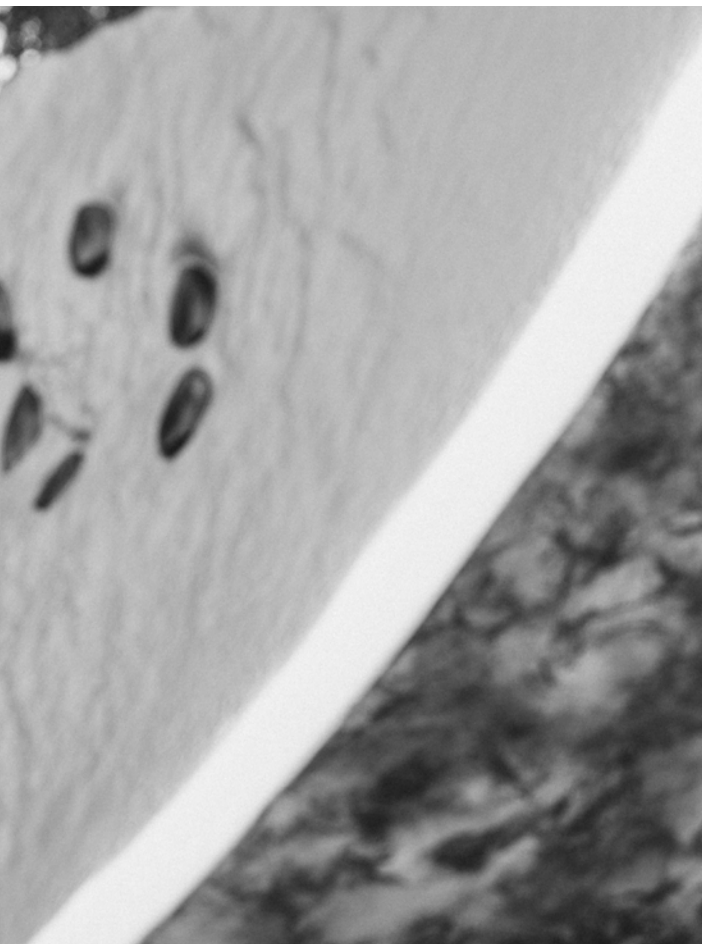
Citizens expressed a need for access to digital government services on mobile devices, particularly for citizens in rural and low-income areas.

1. Local digital literacy programs: Consider implementing digital literacy programs among citizens, especially in underserved communities. This could involve offering workshops, training sessions, and educational materials to help citizens become more comfortable using digital services and technologies. Promote the programs during digital service delivery and extend to physical engagements through local libraries and other public-facing services.
2. Enhance multilingual support: Review existing services to determine where multilingual support should be enhanced to cater to the diverse linguistic needs of citizens. This will involve translating crucial content and instructions, as conveyed in 'Clarity and simplicity' above.
3. Expand public access points: Establish and promote public access points, such as community centres or libraries, where citizens with limited access can use digital government services. These locations should have the hardware, software, and support staff to assist users.
4. Outreach and promotion: Based on points 1, 2 and 3, engage in targeted outreach and promotion efforts to raise awareness of digital government services among underserved communities. This may involve partnering with local organisations, hosting informational events, and leveraging traditional media channels to reach a wider audience.
5. Ensure all services are mobile-ready: Adopt a mobile-first design approach, ensuring digital services are easily accessible and functional on mobile devices. This allows citizens to access and complete tasks even when access to computers and fixed-location internet is limited. Where possible, adopt low-code business process application tools to ensure a consistent approach to delivering services via desktops and mobile devices. Review existing services on various mobile platforms for usability and test with citizens from diverse backgrounds.
6. Enhance digital processes with updates and notifications: Review existing digital services and ensure all provide real-time updates and notifications to keep citizens informed about the status of their requests or applications. Alerts (e.g., text messages to mobile phones, emails) can often be added to existing processes with minimal effort. This can save time by reducing the need for follow-up inquiries and provide peace of mind for users.



Citizens have their say

It was very confusing the first couple of uses, but I found later they had made specific changes that really made it easier to use.



¹ "Too Big To Ignore", TechnologyOne, IBRS, Insight Economics



Human support: free staff to handle exceptional cases with exceptional care

The future challenge is to broaden the reach of simplified digital services to decrease the demand on live support services. This enables live support to offer more personalised, citizen-centric assistance that integrates seamlessly with digital services as required.

1. Explore back-end service efficiency: Instead of focusing on new systems to enhance digital service delivery, government agencies and councils could prioritise freeing up human agents from internal tasks. This includes automating manual, repetitive back-office activities and streamlining access to information. By prioritising automation, human resources can be reallocated to deliver greater personal support and deeper interactions with constituents.
2. Review the internal processes for citizen-facing services: Identify where internal processes can be streamlined. IBRS notes that many organisations utilise core system modules with pre-integrated processes. Sometimes, embracing such modules and industry-standard processes is resisted as they do not align with existing processes and practices. Reconsider if these arguments still hold true when looking at the efficiencies and potential impact on client-facing services. Manual validation processes can be streamlined or fully automated. The introduction of AI cognitive services may be a boon here. The key goal is to achieve the shortest possible route between a citizen's service request, the core information systems, and service resolution.
3. Human and software-assisted digital adoption: Investigate using a digital adoption platform (mentioned in the Clarity and simplicity section above) to supplement human support.

In this blended approach, service staff guide citizens as they start working through online service digital walk-throughs. This activity has more in common with learning and development than technical or process design. Understand that in most cases, a citizen learns about a government process as they engage with it online, and by treating the activity as a learning opportunity, significant gains can be made for future service delivery.

4. Continuous service improvement from the coalface: Foster a culture of continuous improvement within customer service teams, encouraging staff to share best practices, learn from each other, and develop new strategies to enhance support quality. Adopting a process of continual improvement involves a data-first approach to digital service planning and delivery. Service performance data can come from the platform (e.g., reports on service volume, data quality, rework needed, etc.) and from citizen feedback. This requires a data-first view of delivering services and a commitment to continually improving service quality.

Many small wins are a big win!

Automation of 'big, costly processes', such as property development applications, may seem like a high priority. After all, these complex processes often take up a lot of staff time in terms of validations, checks, manual reading of submissions, multiple stakeholders and so on. In previous economic modelling, IBRS noted that even a relatively simple development application (DA) costs at least \$9,000 in human capital to process, factoring in both council and constituent costs.

However, our research also found that even small and simple processes, such as registrations or waste removal requests, cost at least \$20 to \$50 in terms of human capital. In addition, moderately complex processes, such as asset-related requests, are commonly in the \$90-\$350 range. There are many more requests for these simple and moderately complex processes, so automating them can bring greater financial benefits. Offering user-friendly portals and forms, along with streamlined processing for simple requests, can have a greater long-term impact than automating costly, complex processes.

It is also a lot easier and faster to automate these simple processes, as they are often readily available within existing ERPs or can be implemented with low-code or portal features of those ERPs.

In short, by focusing on the easy, quick wins, councils are likely to see solid long-term benefits.

However, when designing the citizen-facing interfaces for these services, keep in mind principles of empathic design to ensure that the services are well understood and usable by all citizens, not just those with strong education, language, and digital literacy.

Apply resources to edge cases with care

When dealing with inherently complex processes like tax, it should be assumed that edge cases will always exist. The prioritisation of resources to address these edge cases should be based on two factors: the frequency of the edge case and the overall cost of manual processes or workarounds that result. This total cost should include not only internal service costs (support staff time, call centre, etc.) and the external costs incurred by citizens in terms of time and money to fulfil their role in the process.

Core platform considerations

IBRS's previous research into the benefits and challenges of implementing new systems found that adopting a modern SaaS enterprise platform offers multiple advantages over retaining on-premises solutions, lifting legacy solutions into cloud infrastructure, or adopting numerous, weakly connected, smaller SaaS offerings.¹

The benefits include rapid improvements in security, the ability to rapidly innovate, and the best long-term economic outcomes.

In the context of this study, the use of a SaaS enterprise platform takes on additional significance: it is the foundation for augmented service delivery. Empathic service delivery requires intimate orchestration between citizen-facing activities and internal, cross-departmental activities. It works best when the platform aligns information between standard operational functions such as finance, invoicing, payments and receivables, citizen services, rates, and related public sector functions. Such platforms simplify digital service delivery by providing 'straight-through processing' opportunities.

The core enterprise platform allows for the creation of portals, custom business processes, and automation through forms and workflows, all using a low-code approach for ongoing service improvement. The platforms also provide analytics on how services are delivered and their performance. This is important so that continual improvements can be made.

¹ "Too Big To Ignore", TechnologyOne, IBRS, Insight Economics





Conclusion

This study provides policymakers and service technology implementation teams with concrete evidence to inform and direct future initiatives.

Empathy in service delivery design is the quickest and cheapest way to resolve digital inequity for Australia's neediest citizens and improve satisfaction for all citizens. If it results in greater engagement by enabling citizens from precarious backgrounds to fully access services online, the government will see marked productivity gains.

The good news is that quick wins can be had in the three major areas identified: clarity and simplicity, accessibility, and human support. These do not require significant new investment in technology or platforms, but new skills may be needed to identify and design the required learning paths and information assets.

The long-term solution for improving citizen service requires a fundamental shift in how we approach the architecture and priorities of service delivery. Instead of attempting a complete overhaul in one go, a more effective strategy is to adopt an incremental approach. This approach would initially prioritise freeing up service agents, allowing them to focus on more complex and value-added tasks.

A SaaS-first approach can facilitate this incremental strategy, where core functionality and modules are supported by low-code business processes and integration services. Low-code platforms enable rapid development and customisation of applications, allowing organisations to respond quickly to changing citizen needs and expectations.

The emergence of AI tools in these spaces is likely to further accelerate the adoption of low-code capabilities. AI can automate repetitive tasks, provide intelligent insights, and enhance the overall user experience. However, to fully leverage the benefits of AI and low-code, it is crucial to establish a low-code centre of excellence as well as sovereign AI and governance. All stakeholders, including service staff, must be actively involved in the innovation cycle. By including service staff in the design and development process, public sector organisations can ensure that the solutions meet their needs and are aligned with their workflows.

This collaborative approach will not only lead to more effective and efficient service delivery but also empower service staff and foster a culture of innovation within the organisation.

We hope this study provides a solid starting point for future discussion.

Yours sincerely,
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