

DIIS Digital Strategy - 2017-2020

Our Department's strategic vision is to "Enable growth and productivity for globally competitive industries."

This DIIS Digital Strategy describes how the Department will transform its digital experience through to 2020, contributing to the delivery of the strategic vision.

It presents the desired future user experiences and capability shifts that drive our agenda, captures important principles that guide our decision-making and identifies the key areas of investment that will take us there.

Developed by

Strategy and Engagement Branch
Digital Strategy and Operations Division

Feedback, questions and suggestions

ict.engagement@industry.gov.au

The digital vision for 2020

For our Customers

An integrated, adaptive customer experience that simplifies interactions and anticipates the needs of business and science in Australia

For our Staff

A digitally enabled department, where it is simple to do complex things, wherever you are, using integrated and secure products and services

About the Digital Strategy

The Digital Strategy is our plan for what we want to achieve, and how we will go about making it happen between now and 2020.

The strategy sets out a broad timetable to deliver a set of powerful new experiences for our business and science customers across Australia and for our staff.

We will be delivering information and services that are more streamlined, personalised and relevant to our customers and staff than ever before.

In many cases, we will work closely across the federal government and with jurisdictions to leverage the best innovative digital approaches and create an integrated experience for the business and research community.

We are operating in a dynamic landscape where intensifying globalisation, the need for greater innovation, the expanding digital economy and changing user expectations are creating new economic opportunities and vulnerabilities.

To work in this changing environment we have recognised the need to continue to grow our capabilities through a program of cultural shift and enhanced tools and delivery approaches.

The strategy sets out a set of guiding principles that will guide our decision making and provide a consistent focus for our activities.

Our strategy is dynamic and will be able to respond to the changing environment. It will be reviewed annually to ensure it continues to reflect where we are heading and how we plan to get there.

The Digital Strategy reflects alignment with broader government initiatives, ensuring we keep up at a time when digital trends are transforming the fundamentals.

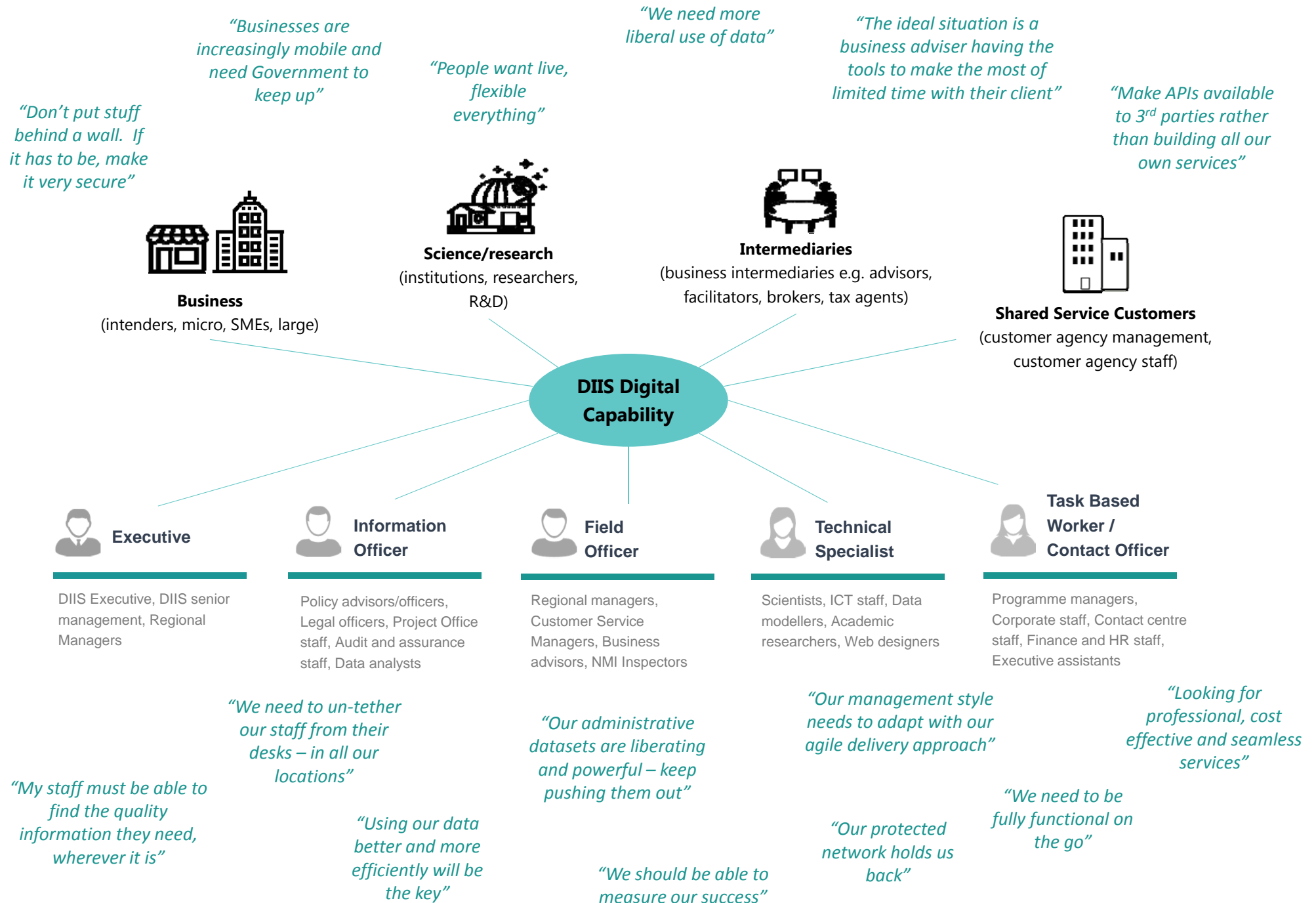
We will seek to influence and leverage what is offered by these broader government initiatives:

- ❖ **The National Business Simplification Initiative** - reducing regulatory complexity, making it easier to do business with government
- ❖ **The Digital Transformation Agenda** – driving transformation of service delivery across government and includes the development of whole-of-government platforms including:
 - ❖ Digital identity
 - ❖ Cloud.gov.au
 - ❖ Data exchange
 - ❖ Performance dashboards
- ❖ **The National Innovation and Science Agenda** - reflecting a renewed focus on the role of science and research and which will stimulate innovation and the linkage between business and R&D
- ❖ **Open data** - making data freely available, easily discoverable and available for re-use, where it can be leveraged to support information and service delivery for our customers and our staff.
- ❖ **Cloud and Agile** – Government partnerships, co-design philosophies, agile methods and the cloud will continue to be key foundations of our approach going forward.

Guiding principles

Principles	Strategies
 <p>Anywhere, anytime, any way Users can easily access the services they need, whenever and wherever they need to, using the device or channel they choose.</p>	<ul style="list-style-type: none"> ○ Tailored access – users' access is tailored to their needs, and is easily extended when those needs change ○ Enable mobility – users have freedom to work anywhere, anytime, with the device of their choice ○ Security – user's interactions and the data we manage will be appropriately secured
 <p>User-centred design We are responsive to user needs and work with users to co-design solutions that meet their needs and satisfy key stakeholders.</p>	<ul style="list-style-type: none"> ○ Continuous user research – we ensure we understand user needs through the initial requirements discovery phase and throughout the life of our solutions, using multi-disciplinary teams ○ Partner across government – we develop internal and external partnerships that deliver mutual benefit and drive great user experiences ○ Agile – design processes that are flexible and tailored to project requirements
 <p>Strategic technology choices We make deliberate solution choices, leveraging existing assets where we can and favoring cloud/service-based delivery when we can't, to optimise the value of our investment.</p>	<ul style="list-style-type: none"> ○ Shift to the cloud – we continue to expand the range of cloud-based services, keeping our systems up to date while reducing our maintenance overheads ○ Build our services to share – services are designed, built, and optimised for broad use ○ Reuse what's useful, retire what isn't – the department re-uses what works (including using whole-of-government platforms) and retires what no longer provides significant value for users ○ Buy before build and configure before customise – existing strategic business and ICT capabilities and solutions must be considered before investing in new ones. We will customise packages and services as a last resort, avoiding long term support and upgrade costs
 <p>Simplify, automate, enhance our processes We review and redesign the business processes that support our key digital investments to make things simpler and more efficient for our users.</p>	<ul style="list-style-type: none"> ○ Simplify first – we work with our users to simplify the underlying business processes before automating or otherwise enhancing our services ○ Drive automation – processes are automated where possible and are less complicated for users ○ Deliver holistic solutions – we consult with all interested parties to ensure a holistic solution that makes life easier for everyone ○ Continual review – we regularly review our processes and systems to identify opportunities to make things simpler, more effective and more automated for our users
 <p>Open, trusted collaboration We make it simple for our staff, customers and partners to communicate and collaborate.</p>	<ul style="list-style-type: none"> ○ Unify communications – communicating is seamless and timely through a common set of channels, such as videoconferencing, instant messaging and email ○ Facilitate collaboration – we have powerful tools to facilitate people connecting and collaborating digitally, both internally and with external stakeholders – businesses, advisors, partner agencies, etc. ○ Pursue integration – users can access, harness and contribute the work of others, across different systems, easily and without manual workarounds
 <p>Aligned to broader government policy Our digital services will be shaped by and stay connected to the government's policy objectives including the vision of enabling growth and productivity for globally competitive industries.</p>	<ul style="list-style-type: none"> ○ Whole-of-government engagement – we engage with and drive initiatives across government that relate to the business and science community (including the National Business Simplification initiative). We are the joint lead in developing the government's whole-of-government Roadmap for business ○ Representation on key committees – we ensure high level representation on key committees such as the Digital Eight, Service Delivery Leaders and Cyber Security to represent our views
 <p>Accountable Digital and ICT delivery responds to user needs, business priorities and a whole-of-government perspective. We own and report on progress transparently.</p>	<ul style="list-style-type: none"> ○ Governance and reporting – the Department has clear governance and reporting that considers the rationale for and tracking of investment decisions, including their impact on users ○ Performance – KPIs for our key digital services are published on the public Digital Dashboard ○ DTA Digital Service Standard – our external facing digital services will meet the Digital Service Standard consisting of 13 criteria that guide government agencies to produce simpler, clearer and faster services for all users. ○ Departmental standards – The department sets tailored, adaptable, and clearly defined standards for delivery that respond to user needs, business priorities, and whole-of-government direction

What our customers and staff are saying about our digital capability...



By 2020 we will deliver better experiences for our users....

The department already has significant programs and projects in place that are improving the digital experience of our customers and staff. The Digital Strategy continues this work and introduces new investment to further improve digital experience leading up to 2020.



Business

(intenders, micro, SME, large)



Science/research

(institutions, researchers, R&D)



Intermediaries

(business intermediaries e.g. advisors, facilitators, brokers, tax agents)



Shared Service Customers

(customer agency management, customer agency staff)



DIIS Staff and Managers

(Exec, information officers, field officers, technical specialists, contact officers)

You are engaged in **co-design** of the information and services that you need to deal with government.

Digital is the **preferred channel** for most interactions with DIIS

Your **identity** is joined-up across all government services

Key information and services are accessible through **single entry points** across multiple agencies and jurisdictions

Information and services you see are more relevant to your needs, are **personalised and tailored** where appropriate to your circumstances

Simplified transactions use information we already know about you to pre-fill, pre-qualify and otherwise "pre-process" your interactions, so you need to do less

Increasing use of APIs allows government services to integrate with each other and with third-party software, giving you **greater choice in how you access our information** and services and enabling services to be delivered through your natural systems (e.g. business financial software)

Services are **continuously improved** through agile cycles of discovery, development and release.

Also, for business...

Tools are available that guide you and your business along a tailored pathway that helps you make decisions about the services you need and links to the flow-on transactions to complete your business with government

Also, for science...

Digital is bridging the substantial gap between business and the opportunities afforded by the world of research, science and innovation

Also, for intermediaries...

As an Advisors in the DIIS advisor network, you have access to enhanced information about your clients and can give them plans and advice which adds value and which can result, in some cases, in online information and self-service follow-ups

Also, for shared service customers ...

As a client agency, you will have access to a growing range of commodity services, such as Financial Management and Human Resource Management, delivered using simple, up-to-date and cost-effective offerings

Also, for DIIS staff and managers ...

You are able to access a wealth of knowledge and experience through strategic partnerships when you initiate, lead, or participate in co-design. When you need to provide a rationale for decisions, you are able to leverage a shared set of clear standards and access a rich evidence base

You have **increased access** to information, tools and services **anywhere and anytime, with your choice of device**

Easier access to internal and external **collaboration** through digital enablers













You have **personalised access rights** for all **digital products and services**

You experience **streamlined and seamless** products and services

Products and services are **driven by business needs**, take advantage of **emerging technologies** and are suited to your role

Business Simplification, Better Business Services: an 'alpha' vision for digital, 2020

Information and services to help me grow and run my business, tailored for me and delivered through single entry points when and how I want them

3 work programs	12 experiences	12 investments
<p>Program 1:</p> <p>Personalised information and advice</p>	<div>  <p>Dynamic online content "I'm shown online what my business specifically needs to know about the many agencies/tiers of government"</p> </div> <div>  <p>Life events-information "I can navigate content based on the life-stage of my business,"</p> </div> <div>  <p>In-channel help "When interacting digitally, I can get help without leaving the digital channel."</p> </div> <div>  <p>Pro-active communications "I receive targeted communications about new programs or when moving to a new stage with my business."</p> </div>	<p>1. Business.gov.au: further consolidation of business related content from across the Commonwealth and other levels of government initially into a topic structure in business.gov.au, consistent with the gov.au content strategy. [DIIS with DTA]</p> <p>2. Business life events/transitions: easy to follow pathways for major business life events such as "Starting", "Running", "Growing", "Employing", "Exporting", "Leaving", based on a DTA pattern; organising the experience around the business not government agencies (including other levels of government). Stage 1 – creating the map and checklist. (see Program 2 below – joining up the services). [DIIS with DTA, and relevant agencies – e.g. Dept of Employment, ATO on "Employing"]</p> <p>3. Virtual Assistant: online (in-channel) tool to assist businesses, initially explored as an add on for the current webchat service in business.gov.au. The Virtual Assistant (VA) learns with each query to provide increasingly more helpful and intelligent answers. Could be an alternative pattern for life-events (i.e. the VA guides you through the experience). Need to investigate the need for one VA across all domains, or whether they need to be interoperable, with initial support and advice at the business.gov.au level and a hand off to more detailed support in transaction sites (e.g. ATO). [DIIS with DTA]</p> <p>4. Personalisation: the option of tailored content in business.gov.au based on what we know about you (e.g. your sector, location, size, business life-stage, previous interests). [DIIS with DTA]</p> <p>5. Tailored 'pro-active' communications: building on existing social media strategies, tailor 'pro-active' communications based on what we know about you (as per Personalisation). Could be information about local market conditions and events, changes in government programs or regulations, reminders about regulatory compliance, or benchmarking information about your businesses performance vs competitors (with advice about options for follow up – e.g. to your accountant, or to government services). [DIIS]</p>
<p>Program 2:</p> <p>Simplified Transactions and Joined Up Services</p>	<div>  <p>Tell us once "When I update government about my information or circumstances, I'm telling the whole of government, not just one agency."</p> </div> <div>  <p>Pre-qualification "My eligibility to take part in grants and programmes is partially/fully pre-determined based on my profile, creating a personalised offer & reducing application overheads."</p> </div> <div>  <p>Pre-population "My government identity is used to pre-fill online forms or remove the need for them entirely, reducing my overheads"</p> </div> <div>  <p>3rd party service/ data integration "I can use natural systems like smart phone applications and business software to transact with gov't and stay compliant."</p> </div> <div>  <p>Life events - services "I can navigate services based on the life-stage of my business, rather than the government's administrative arrangements"</p> </div> <div>  <p>WofG integration "Services and transactions I use are increasingly joined up across agencies and tiers, greatly reducing the complexity I must deal with"</p> </div>	<p>6. Business Registration Service (BRS): a single online business registration service available on business.gov.au for all Commonwealth registrations (e.g. ABN, Business Name, Company, GST) when starting a new business. Existing project with a public beta delivered in April 2017. [Treasury, ATO, ASIC with DIIS providing the user interface]</p> <p>7. Australian Business Licensing Information Service (ABLIS) (next generation): currently you enter information about your business and ABLIS tells you what state and local government licenses and permits you need. The next generation would: (1) Link BRS with ABLIS – once you've done your Commonwealth registrations, ABLIS would automatically tell you the state and local government licenses you need without you having to go to it or enter any new data; (2) Make ABLIS available through APIs in other websites – e.g. embedded in the Service NSW website; (3) Connect BRS, ABLIS and the actual licensing/permit systems of the states, to create a seamless 'starting a business' experience. NSW and Qld are keen to explore. [DIIS with states]</p> <p>8. Single Touch Payroll (STP): streamlines reporting of tax and superannuation information to the ATO – when staff are paid the employees' salary or wages and PAYG withholding amounts will be automatically reported. Existing ATO project with staged delivery from 1 July 2017. [ATO]</p> <p>9. Grants Hub extension: Business Grants/Services Hub: DIIS is one of two hubs established to consolidate grants administration (the second hub in DSS has a focus on social & community services). A new digital platform is being built for the hub, based on Microsoft Dynamics. It already includes the AusIndustry CRM and Business Adviser Tools and from the end of 2017 will provide an end to end grants management system. Linking to the CRM and using the Australian Business Register as a spine will enable pre-qualification for grants and pre-filling of forms, as well facilitating the tailored 'push' communications (see 5 above). [DIIS]</p>
<p>Program 3:</p> <p>Unified identity</p>	<div>  <p>Streamlined authentication "I have a single business identity with government, including a credential that I can use to transact securely."</p> </div> <div>  <p>Managed authorisation "My access and authority to act on behalf of a business is managed in one place, and is connected to my single personal identity."</p> </div>	<p>10. Digital Identity Platform: create a single system to allow Australians, including Australian businesses to prove their identity to digital government services, to be able to complete this process online, once, in a single central place, and to reuse this new "digital identity" across all government digital services. Includes the expansion of VANGUARD services and capabilities. [DTA with DIIS, ATO, DHS etc.]</p> <p>11. Digital Business Account: led by the ATO, will be a one-stop shop for accessing government services in a secure online channel. It features a 'digital inbox' and a 'central place to update your details'. [ATO]</p> <p>12. Relationship and Authorisation Management Solution (RAMS): led by the ATO, it will provide business with the ability manage permissions around who they allow to deal on their behalf with government (including authorised employees of a business). [ATO, DIIS]</p>

Better Business Services Investment Schedule

Work program	Investment	Timeframe					Outcomes
		FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	
Personalisation	Business.gov.au						Single access point for all information related to businesses
	Business life events / transitions						Easy to follow pathways for major business life events
	Virtual assistant						More help available “in-channel” for online users
	Individualised on-line experience						On-line experience and information is tailored to the individual user
	Tailored “pro-active” communications						Information, changes and reminders can be sent to businesses based on what we know about them
Simplified transactions and joined up services	Business Registration Service (BRS)						All Commonwealth registrations for starting a business can be undertaken from one process
	Australian Business Licensing Information Service (ABLIS – next generation)						Link ABLIS with BRS to provide a seamless starting a business process, including state/territory and local government licences
	Single Touch Payroll (STP)						Streamlined reporting of payroll and superannuation to the ATO
	Grants hub extension						Digital end-to-end processing of business-related grants. Pre-qualification for grants and pre-filling of forms
Unified Identity	Digital identity platform						Australians and Australian businesses can prove their identity online, in a central place, using one identity for all government services
	Digital business account						A one-stop shop for accessing government services for businesses
	Relationship and Authorisation Management Solution (RAMS)						Allow businesses to manage permissions for individuals they allow to deal with government on their behalf
Virtual Business Register	Virtual business register (spine)						A single source of information about businesses (Note: Not yet an agreed program)

Building our capability for delivery

At the heart of the Digital Strategy is the ability to shape the government's and DIIS's digital agenda so that it simultaneously aligns with the policy priorities of the government, and reflects, at its core, the needs of businesses, researchers and research institutions and intermediaries.

This will require commitment, focus and strong leadership to ensure that new ways of working become accepted and adopted as "normal"/"default" throughout the department.

6 work themes

11 experiences

18 key investments

Theme 1: Empowered people



Anywhere, anytime, simply

"When I need to access or update information on the run, I am able to use any device and easily access any system I have permission to access"



Open, trusted collaboration

"When I need to collaborate internally and externally to the Department, I am able to easily find and work with the people and resources I need"



Achieve results, efficiently

"When I need to achieve results, I am able to leverage existing assets without being slowed down by cumbersome processes or systems"



Work with others

"When I need to work with others, inside and outside of the department, to deliver a product or service, I am able to access the collaboration tools I need to make the process seamless and frictionless"

Theme 2: Collaboration and unified communications

Theme 3: Open data and intelligence



Informed decisions

"When I need to provide a rationale for my decisions, I am able to leverage a shared set of clear standards and access a rich evidence base"



Co-design

"When I need to initiate, lead, or participate in co-design activities, I am able to access a wealth of knowledge and experience through strategic partnerships"

Theme 4: Information Management



Customer-centred digital culture

"Working in way that values strong understanding of and connection to our clients is evident in every digital project I work on"



Integration of digital approaches

"I have clarity about how approaches like agile and design thinking fit into our project and programme management framework and allow us to deliver them in a best-practice way"

Theme 5: Robust, reliable, responsive and cost-effective ICT



Foundation expertise

"From the availability of experts to the existence of professional communities, digital projects have access to the skills they need to drive meaningful user-centring and best-practice agile approaches"



Authorisation for innovation

"I see a steady flow of examples where governance and senior leadership are rallying to promote the shifts required to build digital capability and deliver the experiences in the strategy"



Managed customer intelligence

"We build quantitative and qualitative insight about our customer that are captured and made available in ways that invite their use in the design process"

Theme 6: User-centred delivery

1. Mobility and Remote Access modernisation: Significant progress has been made in recent years to allow staff to access our network and specific applications from outside the network and from their own devices. These capabilities will continue to be expanded and modernised as new technologies become available and are made secure enough for our needs.

2. Enabling Systems and Capabilities: Greater access to collaboration and communications tools – voice, video, IM, webinar, etc.

3. Multi-tenant and multi-classification computing environment: All our staff will have access to a common desktop and mobile environment, allowing broader access to our data and systems based on their access rights and security clearance.

4. Digital Governance: Create clear governance and an authorising environment that drives the values and approaches required to successfully deliver on the strategy

5. Culture and Workforce: Invest in a long-term, sustained workforce and culture shift where staff have the permission, skills, communities, motivation and shared vision/language needed to meaningfully move to and sustain an Agile, user-centred design approach in the digital space.

6. Greater access to collaboration tools: provide staff with enhanced access to voice, video and instant messaging tools, whether at their desk or outside the office. Enhanced virtual meeting and webinar capabilities, with internal staff and with external partners, businesses and other stakeholders.

7. Data visibility and management: Implement data management governance, harmonisation/mapping, quality processes and advanced analytical toolsets to enable the greater exploitation of data in planning, monitoring and operational use, whilst expanding the range of data sets available to users for intelligence and analytics-based work.

8. DocHub roll-out: The department's new document management system will be progressively rolled-out, in feature sets and user base, so that our staff can find, share and collaborate on documents far more easily.

9. Departmental CRM roll-out and enhancement: Work will continue to expand the use of the departmental CRM across our department, and to increase the features that are made available to our users. Integration with other applications will allow for more confident and seamless interactions with our customers

10. Re-imagine websites: Consolidate and tune the content of our websites and reducing the number of websites, making it easier for our customers and staff to find the information they need, as well as reducing the duplication in our maintenance of sites and content.

11. Identity and access management: Migrating to a standardised and commercial off the shelf (COTS) IAM platform that will better support the management of access to our systems and allow easier identity management and login for our users, internal and external.

12. Cloud computing by preference: Continue our adoption of cloud services as our preference, with a focus on Software as a Service, then Platform as a service and Infrastructure as a service. This will continue to reduce our ICT costs and delivery time-frames.

13. Refresh and modernise high-value applications: Identify our high-value systems and actively work to ensure they are kept up to date and that we are using the available capabilities that will benefit our users and stakeholders

14. Retirement of low-value applications: Continue our program of pro-actively identifying and retiring those systems that are not providing value to our users and stakeholders, replacing them with high-value services/solutions where the business need still exists.

15. Support and enhancement of enabling ICT platforms: Active management of the platforms and processes that underpin our digital deliver to ensure they are kept up-to-date, efficient and consistent with our requirements

16. Monitor emerging technologies: Monitor industry and market for emerging technologies that may provide benefit to the department

17. Agile + user-centred design: in line with the Digital Service Standard, continue to expand our application of multi-disciplinary teams, user-centred design and agile delivery approaches, for external and internal facing services

18. Research program: Connect with the business, intermediary and science communities in an exploratory research series that explores critical questions, assumptions and hypotheses to help shape specific initiatives and the department's and government's broader agenda.

Key enabling investments schedule

Theme	Investment	Timeframe					Outcomes
		FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	
Empowered people	Mobility and Remote Access Modernisation						Common BYOD and mobile device use
	Enabling Systems and Capabilities						High performing latest standard digital offerings
	Multi-Tenant/Classification End User Computing Environment						Cohesive product offering
	Digital Governance						Clear governance providing an empowered workforce with clearly understood authority
	Culture and Workforce						Staff have the permission, skills, communities, motivation and shared vision/language required
Collaboration and unified communications	Greater access to collaboration tools (Enhanced voice, video and instant messaging, virtual meetings, webinar)						Open effective collaboration, anywhere anytime
Open data and intelligence	Data visibility and management						Open data by default
Information management	DocHub rollout						Easily find, share and collaborate on documents
	Departmental CRM rollout and enhancement						Streamlined content delivery
	Website consolidation						Re-imagine our websites based on user needs
	Identity and Access Management						Login once across internal services
Robust, reliable, responsive, cost-effective ICT	Cloud computing by preference						Desk-based to location agnostic access to information and services
	Refresh and modernise high-value applications						Modernised and relevant product offering
	Retirement of low-value applications						Lower costs of ICT product maintenance
	Support and enhancement of enabling ICT platforms						Constantly evolving product offering based on user needs
	Monitor for emerging technologies						Constantly monitor market for emerging technologies that may provide benefits to the department
Connecting with our users	Agile + user-centred design						Increase benefits from our multi-disciplinary, user-centred and agile delivery approaches
	Research program						Better understanding of the digital needs of businesses and other stakeholders