**Erratum**

**Auditor-General Report to Parliament No. 8 – Online Service Delivery**

Page 2 of Report to Parliament No 8 2012-13 incorrectly states that the "title search by landowners" service is not currently available on line.

Page 12 of Report to Parliament No 8 2012-13 incorrectly states that the "title registry search" service is not currently available on line. As a result, the number of examples is seven, with four of those available on line in other Australian states.

The correct pages are attached and should replace pages 2 and 12.

QAO

Queensland Audit Office

In addition, each department does not have a systematic assessment of customer preferences and service delivery costs by the various channels. The lack of current technology also inhibits the ability of departments to deliver more complex services online. As a result, departments have not achieved the full potential of new and emerging technology for online services.

## Service delivery strategies

There is no central strategy at the state level to guide departments to align their channel capabilities with services and customer expectations. Each department manages its own service delivery channels with little central co-ordination.

Brisbane City Council uses a service delivery channel strategy that includes customer needs and delivery options, but no department has developed a channel strategy. The proactive selection of service delivery options based on analysis of current and emerging technologies and customer preferences is not undertaken in departments. As a result, several services that can be provided online are still being conducted through traditional channels. For example, the following services are not available online:

- ordering of birth, marriage and death certificates
- repayments, arrears management and balance checks by public housing tenants
- booking for breast cancer screening services
- application for a driver's licence or learner's permit
- application by prospective tenants for the National Rent Affordability Scheme

Departments that provide services to business and industry have been more successful in moving their customers to online channels. The business community has strong demand for online services. The two departments in this audit that provide services mainly to the business community have expanded their online presence, moving 95 to 100 per cent of customers to the online channel. The Department of Tourism, Major Events, Small Business and the Commonwealth Games (DTESB) is successfully managing the whole-of-government business and industry website and is well positioned to develop a central strategy for business related services across the public sector.

## Technology capability and security

With the exception of DTESB, departments and the council audited did not have sufficiently flexible and agile technologies to meet customers' growing demand for online systems. In addition there is a lack of technology for complex online services that need identity verification. The Queensland Government Chief Information Officer is evaluating an authentication system that can be used by departments.

The departments we audited are not well prepared for internet security attacks that are becoming more sophisticated and targeted. While risks concerning credit card information have been carefully considered, the non-financial personal information collected through online services by two of the departments was not appropriately secured.

## Cost-effectiveness of online services

The Department of Transport and Main Roads records and compares the cost of delivering services across each of its channels and uses the data to inform business cases for new online projects. But it does not use this data effectively to inform strategic decisions about service delivery options.

Other departments and Brisbane City Council lack systems to accurately record and monitor the cost of each service delivery option. Therefore, they are unable to quantify potential efficiencies of moving services online or improving efficiencies of existing online services.

The One Stop Shop program has compiled an inventory of services delivered by each department. However, departments do not have channel strategies, so collating an inventory of services has been a difficult process and the inventory may not be complete. The program has identified 128 services that could be moved to the online channel. Examples of services that are currently not available online are:

- registering a birth
- applying for a birth, marriage or death certificate
- demerit point check
- transferring or cancelling a vehicle registration
- applying for a driver's or learner's licence
- applying to pay infringements issued in person, through a voluntary installment plan
- applying to be registered as a teacher.

Of the above seven examples, four of these services are available online in other Australian states.

## Departmental channel strategy

Our survey of all state government departments found that none had developed channel strategies. No department has a document that identifies all their services, the channels used to deliver those services, and how performance of each channel is assessed.

## The Brisbane City Council model

In contrast to the State Government departments, the Brisbane City Council (BCC) has developed a strategy that articulates customer and BCC preferred channels for service delivery. BCC used the *Delivering Australian Government Services: Managing Multiple Channels* to develop this strategy. The steps taken by BCC to develop their channel strategy are outlined in Figure 2B.

**Figure 2B**
**BCC case study**

| Steps undertaken by BCC to develop a channel strategy |
|---|

BCC developed a channel management strategy in 2007 for 2007–2012. In developing the strategy, BCC took into account:

- general trends, including research by state and Australian Government organisations
- the outcomes of research performed over BCC's own customer base
- BCC's preferred channels for delivery of various types of services.

As a product of this analysis, BCC developed a preferred channel model to record the channels that best fit BCC and customer needs for each transaction class (for example, simple and/or complex information requests, service requests, payments and feedback). Online services were identified as either the first or second choice of channel for all transaction classes.

While issues with maturing technology prevent it from delivering more services online, BCC has been able to move 19 of its top 25 call centre services online.

By developing a strategy to manage all its service delivery channels, BCC has managed its mix of channels to achieve higher volume of online traffic, with less reliance on the more costly phone and counter channels.

In 2011–12, BCC dealt with 70 per cent of all customer contacts (including information, enquiries and payments) through the online channel. Data for the past six financial years shows that there is an increasing trend for use of BCC's online channels and decreasing use of phone and counter channels (Figure 2C).