Queensland Government response to the Education and Innovation Committee's Review of the Auditor-General's Report 8: 2012-13 *Online Service Delivery*.

The following Government's response is based on Queensland Government agencies only as it is considered that the Committee's recommendations are directed at Queensland departments. Therefore it does not include a response from Brisbane City Council (BCC). BCC is also currently not part of the Queensland Government's One-Stop Shop.

The Committee recommended that the Minister for Science, Information Technology, Innovation and the Arts advises the House:

E&I Committee Rec. No.	Recommendation	Government response
1	How the One-Stop Shop program will address the Auditor-General's recommendations made in the Report to parliament 8:2012-13 Online service Delivery and when the program will be fully implemented.	The One-Stop Shop Plan provides the direction and future roadmap for the Queensland Government's service delivery approach. It is supported by a program of activities to be rolled-out over the next 5+ years which will deliver visible customer improvements alongside efficiency and whole of government capability building pieces. The Plan will be released by the Premier.
	AG rec.1. It is recommended that the Department of Science, Information Technology, Innovation and the Arts ensures that the central channel strategy includes: • aligning current service delivery	The One-Stop Shop plan is based on an analysis of customer needs, expectations and current experience. This has been informed by a whole-of-government service inventory and cost to serve analysis which identified the need and opportunities for increased online services; the prioritisation of these services to support channel migration and provide a base for future decisions about service delivery quantum, channels and quality.

E&I Committee Rec. No.	Recommendation	Government response
	options with customer needs, service characteristics and central priorities with consideration given to developing separate strategies for public and business online services to meet the specific needs of these customer segments	A key feature of the One-Stop Shop Plan is a centre-led policy framework which will provide a set of guidelines, standards and assessment methodology to ensure a seamless customer experience. It will cover issues including: service distribution channel strategy at whole-of-government and agency level; benefits management and realisation; agency service and channel migration roadmaps; contestable service delivery models; collaboration and sharing of tools and capabilities; and customer-centric design and continuous improvement. All agencies will be responsible for ensuring their services are optimised and co-ordinated in line with the One-Stop Shop policy framework; progress is delivered against the service and channel migration roadmap, and benefits are reported via a One-Stop Shop online dashboard. The Department of Tourism, Major Events, Small Business and the Commonwealth Games is working with the Department of Science, Information Technology, Innovation and the Arts, in the development of a whole-of-government strategy for business online customers as part of the government's One-Stop Shop approach and whole-of-government web franchise model. The Business and Industry Portal is a good example of a web franchise which successfully targets business customers and supports increased availability and take-up of business and industry services online.
	• increasing the number of services available online and moving customers to the preferred channels for each service	The One-Stop Shop seeks to deepen the service content available online through www.qld.gov.au, and to ensure that information is available to answer basic enquiries for all services by June 2014. During the last year a significant number of services have made information available. For example, The Business and Industry Portal added an additional 153 business and industry services last financial year and is continuing to grow. The One-Stop Shop is also seeking to add 200 new online transactions within its first two years of implementation and includes an active campaign to increase customer migration to online. The One-Stop Shop Plan also includes piloting new channels such as social media,

E&I Committee Rec. No.	Recommendation	Government response
		mobile apps and click to chat which will augment the online customer experience.
	• a benefits realisation plan and migration plan for each department to ensure that the expected benefits of implementing the central channel strategy are realised	The centre-led One-Stop Shop Policy Framework will be supported by a benefits management and realisation framework which agencies will need to align to and report through the One-Stop Shop online dashboard. There will be a strong focus on benefits tracking and measurement to ensure performance is measured not only in terms of the cost savings but also customer satisfaction.
	• performance indicators to measure the success of the online channel for satisfying customer needs.	Underpinning the development of www.qld.gov.au is extensive customer testing to ensure the channel is shaped and refined to meet customer needs. In addition, the One-Stop Shop Policy Framework will set-out the key performance indicators for measuring the online channel (and the other distribution channels) including a strong focus on regular customer feedback to continuously assess service delivery performance, understand customer expectations and to inform ongoing service delivery improvements.
	AG rec.2. It is recommended that each department develops and implements a channel strategy consistent with the central strategy.	A central channel strategy with clear migration targets and simplified distribution points will be developed as part of the One-Stop Shop program during phase one implementation. Some government departments have already developed their own individual channel strategies and will need to review these to ensure alignment with the central channel strategy during this phase. Each agency will be required to have an agreed service and channel migration roadmap in place by December 2013 to identify and prioritise future service provision (with particular emphasis on online service opportunities) which will inform an agency-specific channel strategy. DSITIA is already working with most agencies to support service mapping and channel migration roadmaps.
	AG rec.3. It is recommended that all departments document the security	Department of Science, Information Technology, Innovation and the Arts

E&I Committee Rec. No.	Recommendation	Government response
	design and use this to identify and mitigate security risks of online services.	commissioned an external security expert to audit the current security design and practices for www.qld.gov.au and develop an online security plan and implementation schedule for services.
	AG rec.4. It is recommended that all departments and the Brisbane City Council identify cost-effective technology solutions to expand their online channel and use authentication services for complex online services.	The need for cost-effective technology solutions to drive online service delivery has been included in the One-Stop Shop plan including a schedule of proposed solutions over the next three to five years. The One-Stop Shop will lead the development of this capability for all agencies to use. The One-Stop Shop Plan includes establishment of new whole-of-government capabilities for customer authentication which will enable customers to apply for services (ie licences) etc without having to repeatedly provide proof of name and address. Once customers have registered they can use their government account across all channels/services.
	AG rec.5. It is recommended that all departments and the Brisbane City Council collect and use data on cost and demand to optimise the mix of channels used for services.	The centre-led One-Stop Shop Policy Framework will include channel migration planning and will be supported by a benefits management and realisation framework. There will be a strong focus on sourcing and using data on costs and demand.
	AG rec.6. It is recommended that the Department of Science, Information Technology, Innovation and the Arts reviews Smart Service Queensland's business model and costs to ensure the benefits of using a service provider for departments are realised.	Smart Service Queensland's future business model will be considered in the context of the government's One-Stop Shop Policy Framework and the government's contestable service delivery framework.
2	Whether a whole of government channel strategy and department level channel	A whole-of-government channel strategy will be developed as part of the One-Stop Shop Policy Framework during phase one of its implementation. All Departments will

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	strategies have been developed.	be required to have service and channel migration roadmaps in place which will inform department level channel strategies in alignment with the One-Stop Shop central channel strategy to drive future service delivery.
3	Whether there has been an increase in the number of services available online and the uptake of these services by business and the public.	Since the Auditor-General's Audit was tabled in Parliament in March 2013, more than 20 new services have been made available online already generating an increase of around 13,000 online payment transactions. In addition, the Business and Industry Portal added an additional 153 business and industry services last financial year.
4	Advise of progress made by the external security consultant engaged to develop security documentation and to conduct penetration testing.	Smart Service Queensland (Department of Science, Information technology, Innovation and the Arts) has finalised the online services security plan and undertaken appropriate penetration testing. Implementation is underway with the major activities to be completed by end 2013.