2016 South Australian Government digital landscape report

Office for Digital Government,
Government of South Australia

Government of South Australia

SOUTH AUSTRALIA

EY Sweeney

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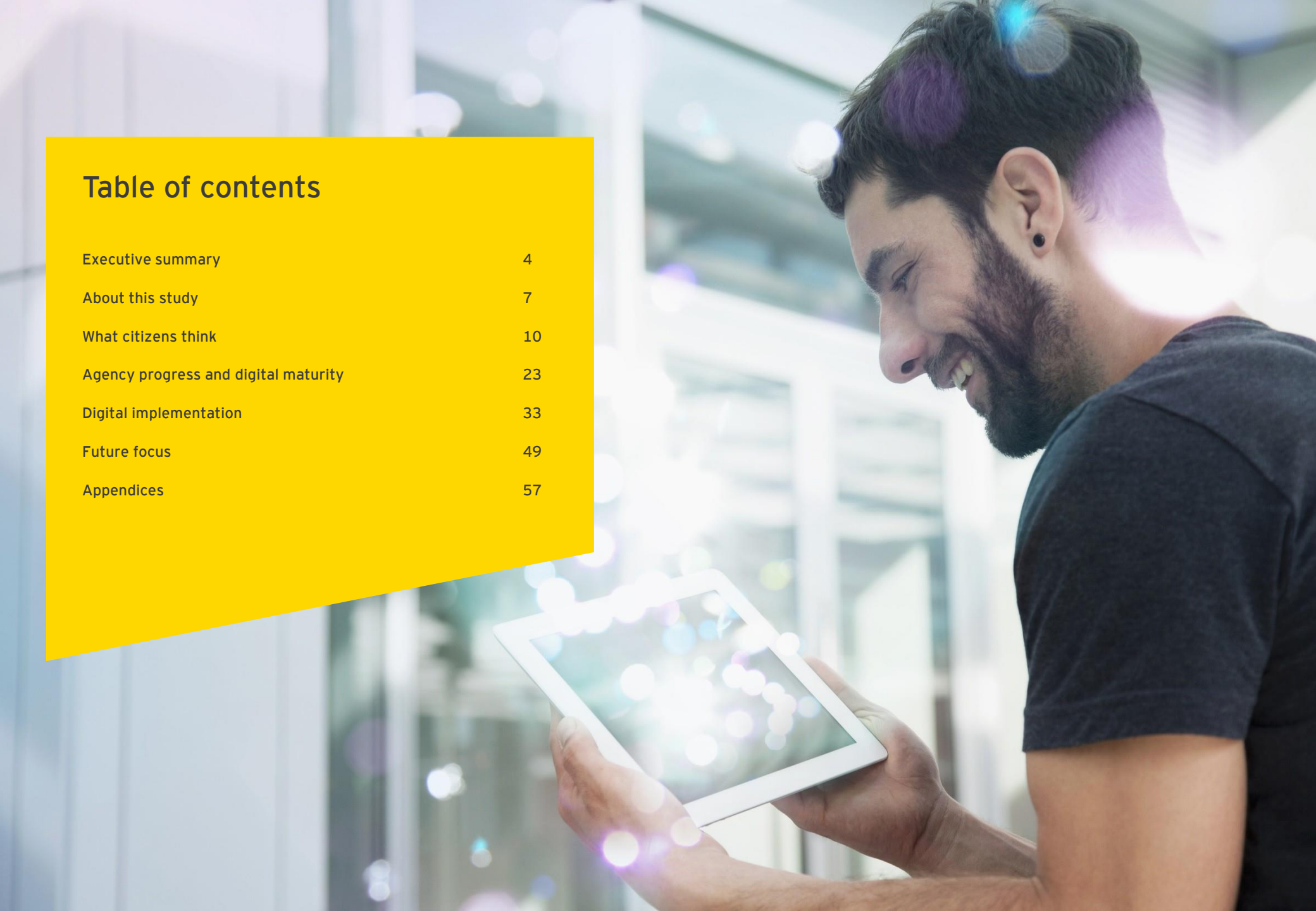


Fast facts

Citizen survey

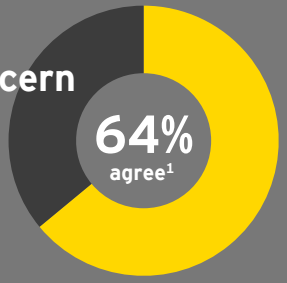
Overall satisfaction rate for digital services provided by the SA Government is 6.9. While 38% believe digital services have improved over the last 12 months (vs. 8% worsened)

6.9
(out of 10)

32%
of SA citizens would like to take part in co-creating services with the SA Government (vs. 31% who would not)

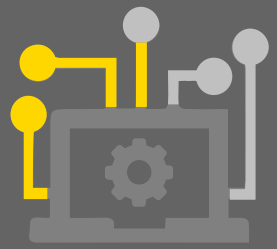
Trust is a concern

"I worry about what information organisations can access about my digital behaviour."



[1] EYS: 2015 Digital State of the Nation

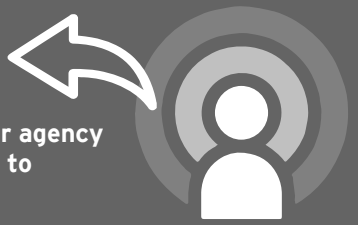
Staff survey: All agencies



2.7
(out of 5)
Average perceived agency digital maturity

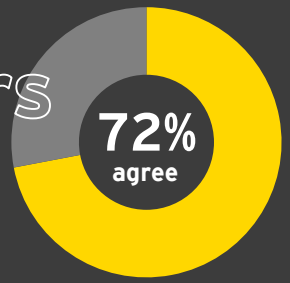
54% believe their agency is transitioning to being digitally mature; however...

35%
of staff believe their agency is ready to respond to digital needs



Staff survey: Digitally mature agencies

"My organisation **empowers** and supports me to come up with new ideas"



55%
of staff agree that they receive training that supports a modern digital workplace

67% align closely with having "strong leadership in place driving digital transformation"

Executive summary

The Premier's *Digital by Default Declaration* is a bold and ambitious endeavour that challenges South Australian (SA) Government agencies to transform their interactions with the community. While progress for many agencies has not flowed easily, there is much to learn from the early successes of others. For this reason, monitoring progress early and often provides insights to inform continued implementation of the declaration.

This report has been created to examine the progress of SA Government agencies in the transformation of their services, and to gain a better understanding of the service needs of SA citizens. Its findings are based on interviews with 17 executives from SA Government agencies, as well as surveys undertaken by 560 SA public servants and 1,100 SA citizens.

With two years now having passed since the launch of the *Digital by Default Declaration*, progress among agencies has been distinctly two-speed. Some agencies are already able to demonstrate progressive digital solutions, while most are still in the discussion phase. Additionally, some citizens surveyed demonstrate a great appetite for leading technology while others follow at a careful distance.

Five key digital landscape insights have emerged after conducting this research. These are summarised on the far right of this page and each are detailed below in the executive summary of this report.

1. Citizens are up for the journey

Nearly half of the citizens surveyed indicate that if the SA Government offered more services online, this would have a positive impact on their lives. While SA citizens express concerns about trusting government agencies with their personal details, they are positive about the potential availability of more digital offerings. Of those who access government services, 78% do so online which indicates citizens are receptive to future digital offerings.

Furthermore, 32% of citizens would be willing to take part in co-creating and testing SA Government digital services. In particular, there is stronger interest amongst the younger age segments and those with a disability.

2. Opportunity to improve digitally

A fair proportion (38%) of citizens using digital services indicate that SA Government digital services have improved in the last 12 months, however, 54% believe they have not changed. Overall satisfaction with digital services provided by the SA Government is at an average of 6.9 (out of 10) among citizens that have accessed a government service in the last 12 months. Four in ten (39%) of these citizens are either satisfied or very satisfied with the digital services provided by the SA Government.

Sixteen per cent of citizens think SA Government technology offerings are close to the 'ideal' organisation. However, almost three times as many (43%) believe that the SA Government has a long way to go to be considered 'ideal' from a digital standpoint.

When prompted, citizens selected two key digital focus areas for the SA Government – online service navigation and personal data security. If the SA Government is able to lift citizen perceptions for each of these aspects, overall citizen satisfaction with digital services is likely to increase.

*Note: Although internet penetration is very high, the online survey methodology means that the online SA Government access figures may be somewhat overstated

Five key insights

1 **Citizens are up for the journey:** Trust is an issue, but citizens are positive about the impending transformation and want to contribute

2 **Opportunity to improve digitally:** Some citizens believe digital improvements have been made, but there is still a way to go to be perceived as ideal

3 **A potential model for success:** Progressive agencies display user focussed plans and ICT priorities

4 **Perceived barriers to progress:** Four common concerns – funding, guidance, talent and legacy systems

5 **Greater central government support:** Desire for central government to act as strategic guide & facilitator

Executive summary

3. A potential model for success

Progressive, more digitally mature agencies demonstrate a number of attributes that have underpinned their achievements. These attributes occur with such consistency that they already emerge as elements of a potential digital service delivery model, with opportunities for adoption across government agencies.

The most powerful elements relate to the strategic focus of the agency. Progressive agencies were heavily focussed on the needs of citizens, and that in turn formed the basis of their strategic plans and priorities. But most relevant was the strong connection that ran between these strategic plans and their technology priorities and projects. Without exception, progressive agencies were directing their digital initiatives from the executive team and the agency's strategic plan. Technology was enabling the plan and supporting digital projects focussed on users or clients.

Similarly, data showed that agency staff who considered themselves to be working within digitally mature agencies felt they were ready, willing and able to contribute to digital progress.

Progressive agencies that have taken the lead have been encouraged by the *Digital by Default Declaration* to listen to key users and transform their interactions with them. A number of excellent digital solutions have been implemented by agencies within SA Government.

These progressive agencies display some common characteristics: they tend to be user-facing agencies; are often commercially minded and proactive; their strategic plans are well defined; and their technology plans are largely user focussed and have been agreed upon by the organisation's broader executive team.

The agencies that have made strong progress usually find themselves serving a vocal or demanding citizen group. They have found the necessary funding and skilled resources to plan and progress digital solutions, and citizens have responded by making use of those solutions.

4. Perceived barriers to progress

Agencies that are lagging point to obstacles such as a lack of funding, guidance, skilled resources and legacy systems. They often perceived the *Digital by Default Declaration* as lacking the necessary funding and central government support.

These agencies are generally less citizen-facing and often internally focussed. Their progress and characteristics are in contrast to the progressive group in a number of ways. In their case, digital priorities are usually less specific, less tangible and not yet implemented. Strategic plans of the organisation did not surface in the conversation unless prompted and their technology agenda is often not business-led.

These agencies with little progress to show may well ask for more funding, resources, investment or talent, but they still may not have the clarity of vision and capability required to make good use of these, if they were forthcoming.

Executive summary

5. Greater central government support

Across the executive interviews with agencies, central government was broadly seen to undertake a number of activities that support the *Digital by Default Declaration*, including building digital awareness and providing agencies with the imprimatur to move forward with projects.

In many cases however, agencies were looking for greater guidance and support in defining and delivering their digital objectives. This ranged from providing policy clarity and advice, facilitating cross-agency sharing of skills and capabilities, to being actively involved in project delivery.

On the whole, agencies are looking for central government to act as a facilitator, strategic guide or consultant on all matters digital. In particular where a project has implications or benefits for a number of agencies, central government should act as the project co-ordinator, providing digital expertise while ensuring the lead agency delivers the project in a manner that benefits all.

Where to from here?

Four priorities emerge from this digital landscape report as opportunities to accelerate progress of the *Digital by Default Declaration*:

1. There is a strong desire from citizens to access government services through digital channels. Citizens suggest two key priorities for the SA Government: having online services that are easy to navigate and making sure that their personal data is handled securely.
2. Address the popular perceived barriers from lagging agencies about a lack of funding, skilled talent, guidance and legacy systems. This should not necessarily constitute funding hand-outs but rather solutions and delivery models that have been successfully applied by the progressive agencies.
3. The study findings begin to assemble characteristics of digitally successful agencies. These provide a potential model for effective digital practice that could be replicated across government, provided this model serves to constructively support lagging agencies to define and implement their digital strategy.
4. Better define the role of central government in delivering the *Digital by Default Declaration* to be that of the facilitator of digital progress, the strategic guide and supporter, but not the controller. To achieve this, central government needs to be equipped with the skills and capabilities to provide adequate support across all government agencies.

Top four priorities for the future

1 **Citizens highlighted two key focus areas for the government; website navigation and better handling of personal data**

2 **Lagging agency barriers need to be addressed**

3 **Progressive agencies pave the way and can help inform others how/what digital initiatives to implement**

4 **The role of central government to be better defined as the facilitator of digital progress**

About this study

Context

The use of ICT by governments around the world has not only yielded significant productivity gains, it has generally responded to the expectations of increasingly digitally literate, engaged and active citizens. The SA Government's ICT Strategy, *SA Connected, Ready for the Future* is designed to position ICT as an enabler, to better connect people in SA with the things they want and need, when and where they need them.

In 2014, the SA Government released a report, *South Australia Digital Disruption and Digital Opportunities*[2]. It found that two thirds of SA businesses will face a significant change to their business operations as a direct result of digital disruption over the next five years. Furthermore for almost a third of all businesses in the state, these effects will be felt within the next three years (by 2017).

It was later found that some of these predictions were conservative and that disruption was happening faster than anticipated. Government is not immune to the effects of digital disruption.

Around 80% of SA Government ICT spend[3] is in business as usual – 'keeping the lights on' – leaving little left over to respond to these prevailing challenges and opportunities, or to meet the evolving needs and expectations of South Australians.

Governments are at a point of inflection where their ability to adapt to the prevailing conditions is being outstripped by the rate of change in the external environment. Outdated ICT systems and processes exacerbate the barriers to modernising and transforming public service business models.

In recognition of this, in 2014, the Premier issued the *Digital by Default Declaration* committing the government to proactively transform its services, using digital technology.

In 2015, the Office for Digital Government (ODG) was established and in June 2015 launched its inaugural *SA Digital Landscape Report* and later the government's first *Digital Transformation Strategy* and *Digital Government Action Plan* to put the Declaration into effect.

Twelve months on, ODG has commissioned this report to assess progress to date and inform the SA Government's next steps with respect to digital.

[2] South Australia Digital Disruption, Digital Opportunities, 2014
[3] Government of South Australia 2013-14 ICT Investment Report, 2015

About this study

Purpose and approach.

This is the second in a series of reports designed to shed light on the digital landscape in South Australia, specifically to:

- gain a better understanding of the barriers and opportunities central to modernising and transforming SA Government services using digital technology.
- identify areas where agencies require additional support to deliver their digital strategies.
- provide digital transformation case studies as a means of highlighting relevant and practical approaches to digital capability, to create shared value from learnings.
- better understand South Australian citizens' digital government service needs, to inform future digital plans and agency strategies.

In conducting this study, EY Sweeney interviewed 17 senior executives across 15 agencies, surveyed 560 public servants and more than 1,100 citizens.

Findings are contained within this report and data is shared on www.data.sa.gov.au.

About this study

Background and methodology

Summary of research conducted.

The study comprised a four pronged approach:

- **agency lens (qualitative):** insights collected through interviews conducted with SA agency executives. These interviews provide insights into executive team values and behaviours, some of which have led to digital solutions that respond to the needs of SA citizens.
- **agency lens (quantitative): i**nsights collected from staff that work at SA Government agencies. These help to establish perceptions of digital maturity and the level of digital transformation that has taken place.
- **citizen lens (quantitative):** insights collected from SA citizens about their current level of engagement with digital services, their needs and government's current performance. These are critical to help understand current perceptions and help prioritise SA Government initiatives. Data collected in the citizen survey has been weighted to be reflective of gender, age and location and reflects the proportion of SA citizens that access at least one government service over a 12 month period.
- **case studies:** insights on digital projects undertaken across SA Government that have delivered benefits to citizens, businesses and investors. These case studies highlight where agencies have utilised digital capabilities to address community needs.

The study gathers the perspectives of these audiences by applying research methods offering respondents complete confidentiality. The result is a candid assessment of the perceptions, experiences and declarations of these three distinct audiences. They have 'called it as they see it', leaving the findings to provide a frank account of progress to date.

Particular phrases and icons that are used throughout this report have been defined in the appendix.

Methodology

Qualitative

- 17 face to face interviews with executives of SA Government agencies
- Interviews were approximately 1 hour in duration
- Fieldwork took place in September 2016

Quantitative

- 560 online surveys with SA Government agency staff
- 1,148 online surveys with SA citizens
- Surveys were approximately 10 minutes in duration
- Fieldwork took place in October 2016

Case studies

- Desktop research of SA Government digital initiatives
- Leveraged findings from qualitative research

What citizens think

Fast facts: Citizen survey

Citizen survey

Overall satisfaction with digital services provided by the SA Government

6.9 (out of 10)

38%

believe that SA Government services have improved over the last 12 months

43%

of citizens think that the SA Government services are far from the ideal of a completely transformed organisation

Ideal organisation

49%

vs. 4% negative impact

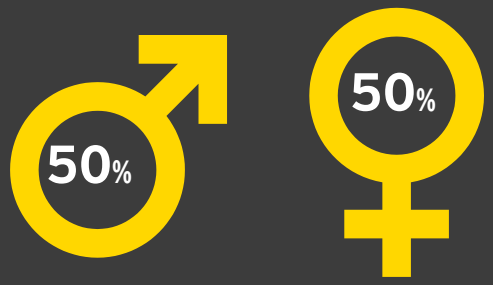
believe if the SA Government offered more services online this would **positively** impact their lives

Banks are **trusted** more than the SA Government in most categories

"I am worried that personal information can be hacked, as it seems every week there is a story about websites that have been hacked, the government would need to almost guarantee that their sites would not be hacked and personal information stolen."

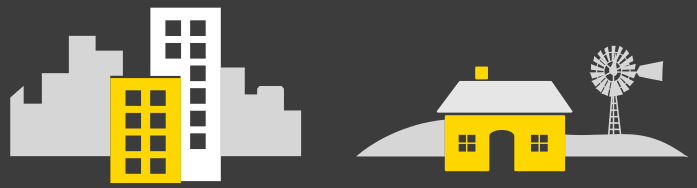
Profile of citizen survey participants (post weighting)

Gender



Base n: 1,148 (All respondents)

Residence

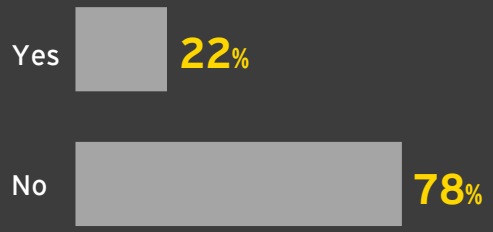


75% metro

25% rural

Base n: 1,148 (All respondents)

Identify as person living with disability



Base n: 1,124 (excl. prefer not to say)

Current working status

51% Working full or part-time

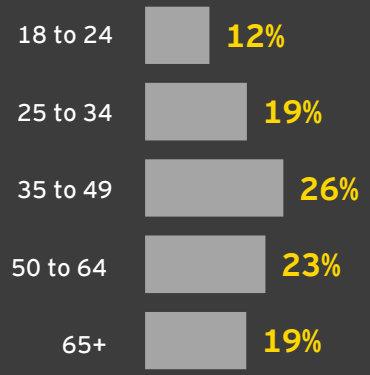
18% Looking after the home

25% Retired

11% Studying full or part-time

Base n: 1,148 (All respondents) – multiple response

Age group (years)



Base n: 1,148 (All respondents)

Citizens

1 Perceptions of SA Government digital services

- Citizens believe there is room for the SA Government to improve digitally and many are looking forward to these improvements.
- A fair proportion (38%) believe SA Government digital services have improved over the last 12 months.
- Overall, the average satisfaction rating of digital services provided by the SA Government is 6.9 out of 10.

2 Relative trust across widely used services

- Citizens find it difficult to trust key industries. Overall, 44% of citizens do not trust any of the key industries explored.
- Overall, 16% of citizens trust the SA Government the most, relative to other industries.
- Compared to other key industries, the SA Government is trusted the most for its use of online data, process transparency and honesty.

3 Services accessed

- Overall, 66% of citizens have accessed at least one government service in the last 12 months, 78% of whom have accessed at least one service digitally in this period.
- Transport, travel and motoring services are the most accessed digitally.
- On average, citizens use government digital services 3.4 times in a 12 month period.

4 Internet access and usage

- Ease of accessing the internet is rarely a barrier, with 84% of citizens able to easily access the internet daily.
- Laptops and desktops are the preferred devices to access SA Government services online.

Citizens

Perceptions of SA Government digital services

There is room to improve digitally, and many are looking forward to these improvements.

Most citizens look forward to improvements in the future

Forty nine per cent of citizens surveyed believe that online access to more SA Government services would positively improve their lives. This is compared to only 4% who believe it would have a negative effect.

This positive sentiment is particularly strong amongst:

- younger age segments (those aged <55 years old 55% ▲, 55+ years old 39% ▼).
- those with a disability (has disability 59% ▲, no disability 47% ▼).

Sixteen per cent of citizens think SA Government technology offerings are close to the 'ideal' organisation

However, there is a fair proportion of citizens (43%) who believe the SA Government has a long way to go to being considered 'ideal' from a technology standpoint.

Encouragingly, a fair proportion of citizens (38%) believe the SA Government has improved its digital services compared to 12 months ago. Indicatively, those noting improvements are more likely to be <55 years old (42%▲) versus 55+ years old (30%▼).

The SA Government's current digital capabilities receive an average citizen satisfaction rating of 6.9 (scale zero to ten).

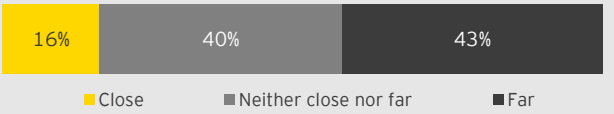
Among citizens that have accessed a government service in the last 12 months, nearly four in ten (39%) are either satisfied or very satisfied with the digital services provided by the SA Government. Nearly half of this group of citizens are neutral. A smaller proportion of 15% are dissatisfied, providing a rating of between zero to four.

Some citizens indicated that they did not know which tier of government provided which service (or they didn't care). While they may have utilised services provided by the Commonwealth, state or local government, to them, these were all considered 'government services'.

Overall satisfaction with digital services provided by the SA Government	**6.9 (out of 10)**

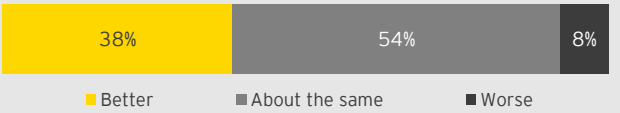
Imagine an ideal organisation completely transformed by technology, so every new product and service was simple, smart, secure and digital:

How close do you think government services are from the ideal (%)?



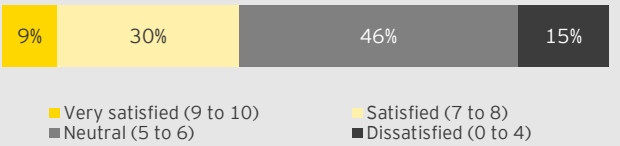
Base: Excludes don't know (n=1,021)

How do SA digital government services compare to 12 months ago?



Base: All who accessed at least one government service online in the last 12 months (n=562)

Overall, how satisfied are you with digital services provided by the SA Government?



Base: All those that have accessed a government service in the last 12 months - excl. don't know (n=785)

If SA Government offered more services online, what level of impact would this have on you?

Base: All respondents (n=1,148)

Citizens

Relative trust across widely used services

When comparing the state government, telecommunications companies, banks and utilities, 44% of citizens do not trust any of these institutions.

Citizens were asked whether their trust is greatest for the SA Government, banks, telecommunications companies or utilities across a number of aspects.

The SA Government is trusted the most in relation to:

- the use of online data (20% trust it the most).
- being transparent about processes and operations (18% trust it the most).
- being honest and open about problems and issues (16% trust it the most).

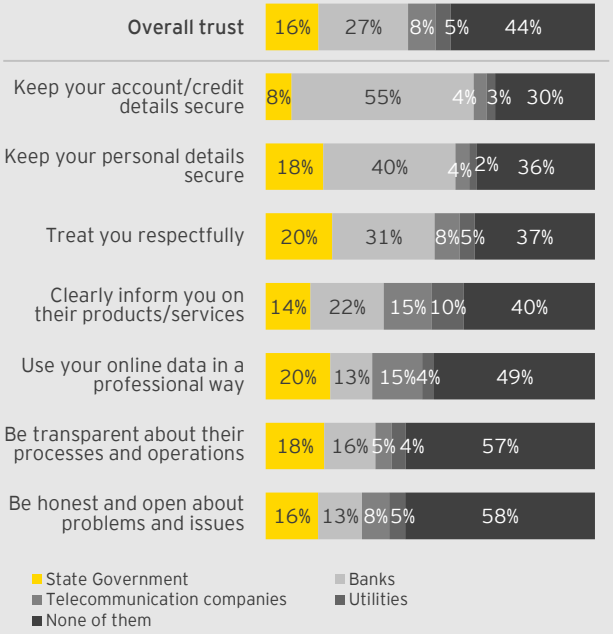
However, trust with any institution is an issue. Overall, 44% of citizens do not trust any of these institutions.

44%

of citizens do not trust any of the key institutions explored

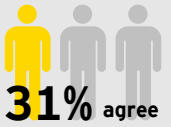
Banks are trusted the most in relation to keeping account and credit details secure and keeping personal details secure. However, for every other attribute, more citizens do not trust any institution.

Who do you trust most (among SA Government, Banks, Telcos or Utilities?)



Base: All respondents (n=1,148)

"I do not trust the government is handling my information securely."



31% agree

Citizens

Services accessed

SA Government services are well utilised.

Two in three citizens (66%) have accessed at least one SA Government service in the last 12 month period. The majority of these users (78%) have accessed at least one service digitally in the last 12 months.

Transport, travel and motoring services are the top set of services (accessed by one in three citizens) in the last 12 months. Only a minority of citizens have accessed each of the other SA Government services on offer.

Among the top five government services that citizens have accessed in the last 12 months, health and wellbeing services, employment, money and tax services, and transport, travel and monitoring services are accessed the most online.

On average, citizens accessed SA Government digital services 3.4 times in the 12 months prior to being surveyed.

Amongst those that have not accessed SA Government services online, it is important to understand what is holding them back. Some common reasons provided are highlighted below:

- some SA Government digital services are accessed less frequently than once every 12 months:

  "I do not need to access them very often."
  "I only use when I need it."

- lack of awareness of which SA Government services are available online:

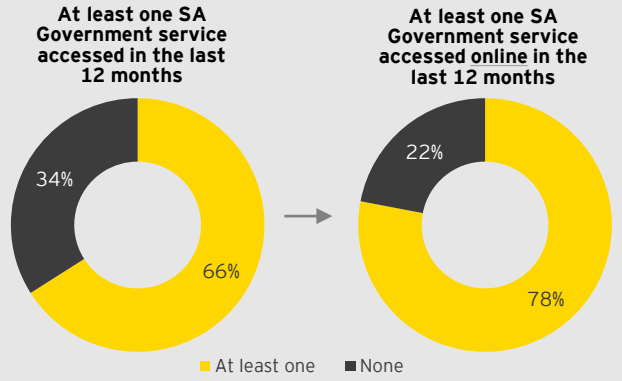
  "I am not aware of SA Government digital services."

- preference for assistance of humans rather than computers:

  "I prefer to speak to people face to face."

Average no. of times SA Government digital services were accessed in the last 12 months **3.4 times**

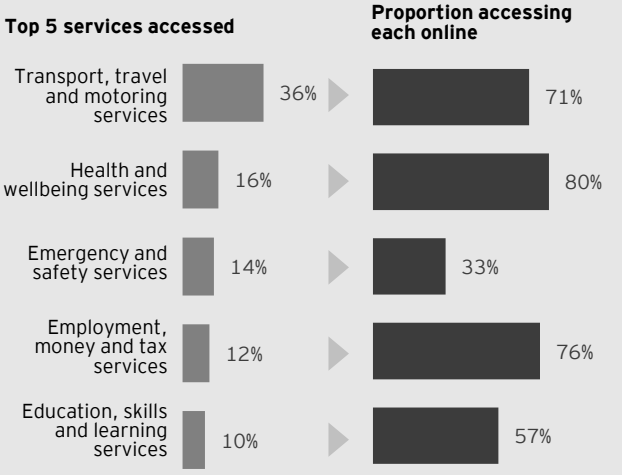
Usage of SA Government services in the last 12 months



Base: All respondents (n=1,148)

Base: All who accessed at least one government service within the last 12 months (n=823)

SA Government services accessed in the last 12 months



Base: All who accessed at least one government service within the last 12 months (n=823)

Citizens

Services accessed

Making a payment is the number one reason for online service usage.

When citizens access SA Government services online, they are most likely to be making a payment of some description, looking for information or a service, or submitting a form.

Citizens are most likely to be making a payment online when they access travel and motoring services and employment, money and tax services. Given that making a payment is one of the key activities citizens are conducting online, it is imperative that payment methods are kept as simple as possible.

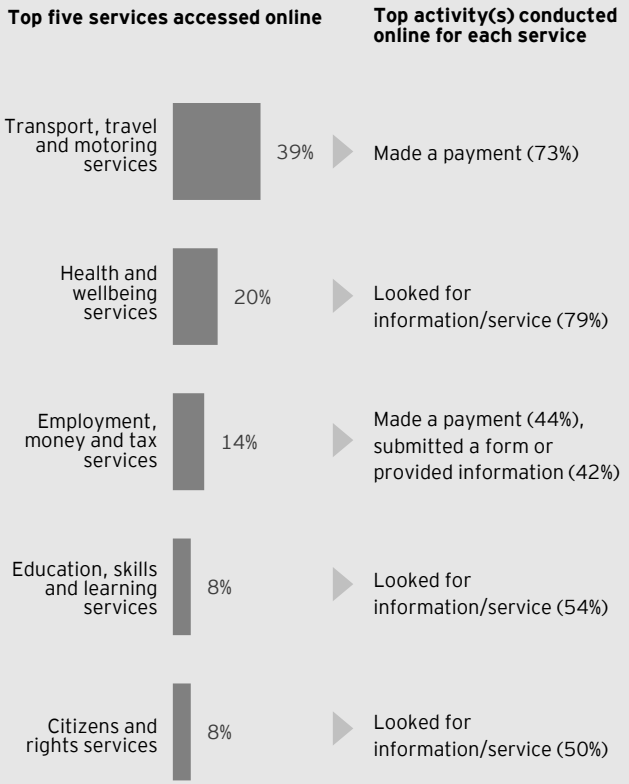
Encouragement to use/increase use of digital services offered by the SA Government (selected quotes shown)

"If the SA Government offer BPAY instead of credit cards for payments…"

"I like paying my bills online so the more things I can pay digitally the better."

"Ability to pay by American Express and/or PayPal."

Online activity for top five services accessed online



Base: All who accessed at least one government service online within the last 12 months (n=649)

Citizens

Internet access and usage

Many are able to access the internet easily, but access to the internet is dependent on personal circumstances.

Ease of accessing the internet is rarely a barrier

Eighty four per cent of citizens state that they are able to access the internet easily. Only 5% indicate that it is difficult to access the internet. There is a higher rate of access difficulty among:

- those with a disability
- those living in regional / rural areas.

Laptops and desktops are the preferred devices to access SA Government services online

Younger citizens (aged 18 to 34 years) have a slightly higher preference than older citizens (aged 55+) toward using smartphones and they are less likely to use desktops. Preference for using a desktop is higher among retirees (44% ▲), especially when compared to those studying full or part time (18% ▼).

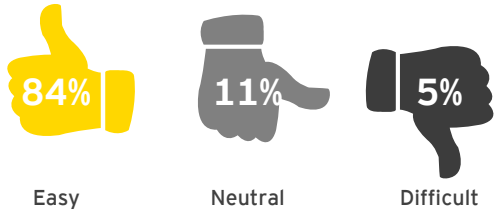
Personal circumstances determine the preference for time/day for accessing SA Government services

There is an even split between those who prefer to access SA Government services during business hours and those who prefer to access these outside of business hours / on weekends.

Citizens that work full time or part time prefer accessing government services outside of business hours (46% ▲).

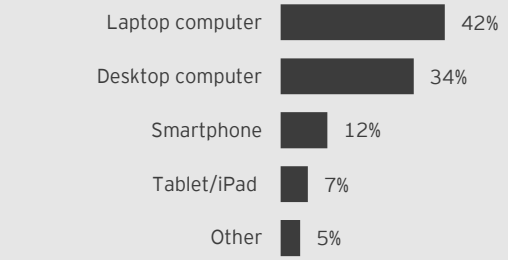
Those who prefer to access SA Government services during business hours are typically older aged 50+ (68%) ▲, compared to the younger generation of 18-34 yr olds (34%) ▼.

Is it easy for you to access the internet on a daily basis?



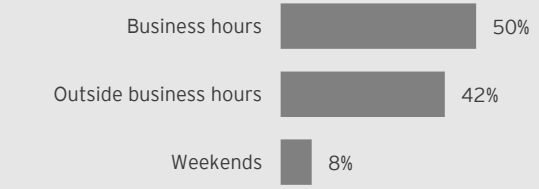
Base: All respondents (n=1,148)

Which device would you most like to be able to use when accessing SA Government services?



Base: Excludes don't know (n=1,136)

At what time would you prefer to access SA Government services?



Base: Excludes don't know (n=908)

Citizens

Internet access and usage

Two disadvantaged groups emerge from the study: those living in regional / rural areas, and those that identify as having a disability.

Of those living in regional / rural areas

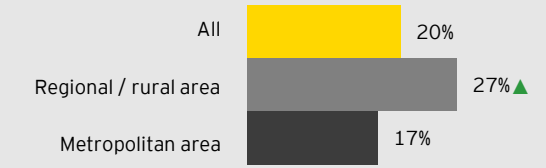
One in five experience unreliable internet access around the area where they live. Reliability issues are more common in regional / rural areas (27% ▲) than in metropolitan areas (17% ▼). As a result of this, online access to SA Government services is less widespread in regional / rural areas than in metropolitan areas.

There are two key differences in services that are accessed online, by locality:

- citizens living in metropolitan areas are significantly more likely than those living in regional/rural areas to access transport / travel and motoring services (42% ▲ and 30% ▼ respectively).
- regional / rural citizens however are significantly more likely than metropolitan citizens to access employment, money and tax services online (20% ▲ and 12% ▼ respectively).

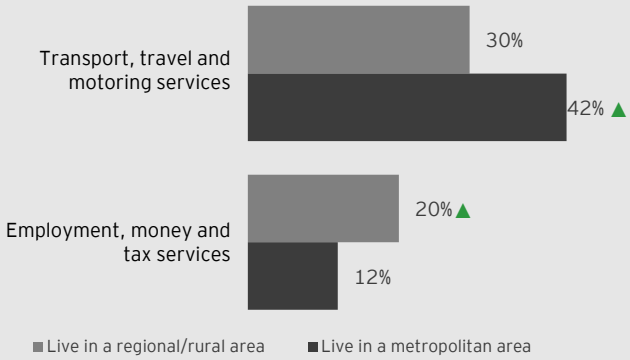
Those living in regional / rural areas do not have greater interest in co-creating or sharing information to improve services, than those in metropolitan areas.

The internet in my area is unreliable (%) (by location)



Base: Excludes don't know (n=1,120)

Key differences in SA Government services accessed online (by location)



Base: All who have accessed a government service in the last 12 months (n=823)

Citizens

Internet access and usage

Citizens that identify as having a disability experience distinct challenges when accessing SA Government services online.

Addressing the needs of citizens that identify as having a disability is important

Citizens who identify as having a disability are less clear about the SA Government services that are available online, which implies that greater effort is required to keep these citizens informed about online offerings.

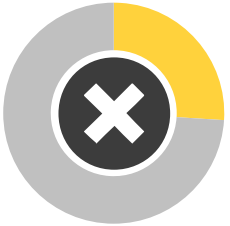
They are more likely to report that the SA Government service they would like to access is not available online. This may be symptomatic of the above issue (i.e. not promoting services enough to disabled persons).

They are slightly less likely to be able to satisfactorily complete / submit a form online or find information on a SA Government service / agency. The *EYS Digital State of the Nation* report showed that of those Australians that identify as having a disability, 35% use assistive technology (magnifiers, closed captions, audio descriptions and screen readers)[4]. As such, providing appropriate technology is imperative to maximise digital engagement.

Citizens that identify as having a disability are more willing to co-operate in sharing personal information with SA Government agencies to help improve services, and are also more willing to be involved in co-creation.

26%

of citizens with a disability agree that the services they would like to access online aren't available

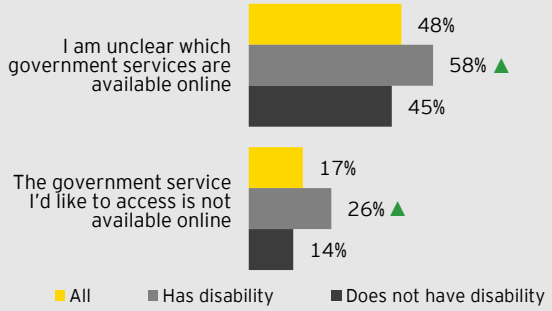


"People with disabilities such as blindness / deafness will need special services that are available as software online and the SA Government should explore these software tools and incorporate them into government websites / apps. As most government service centres are closing down, people with disabilities and language difficulties need to be considered when moving services online." (Citizen aged 25-29, no disability)

[4] EYS: 2015 Digital State of the Nation

Level of agreement for accessing SA Government services online (by disability and no disability)

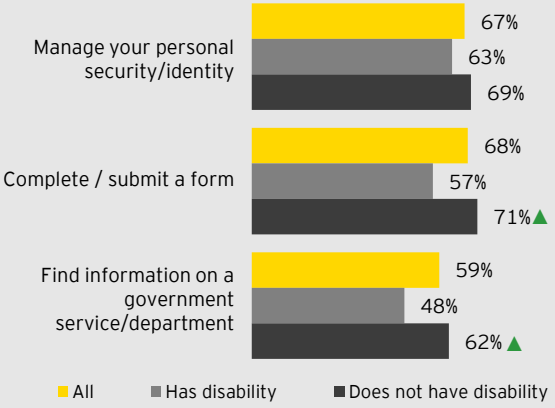
% agree/strongly agree



Base: All respondents (n=1,148); Has disability (n=267), Does not have disability (n=857)

How would you rate your ability to satisfactorily manage each of the following (by disability and no disability)

% satisfactory/very satisfactory



Base: All respondents (n=1,148); Has disability (n=267), Does not have disability (n=857)

Citizens

Internet usage and access

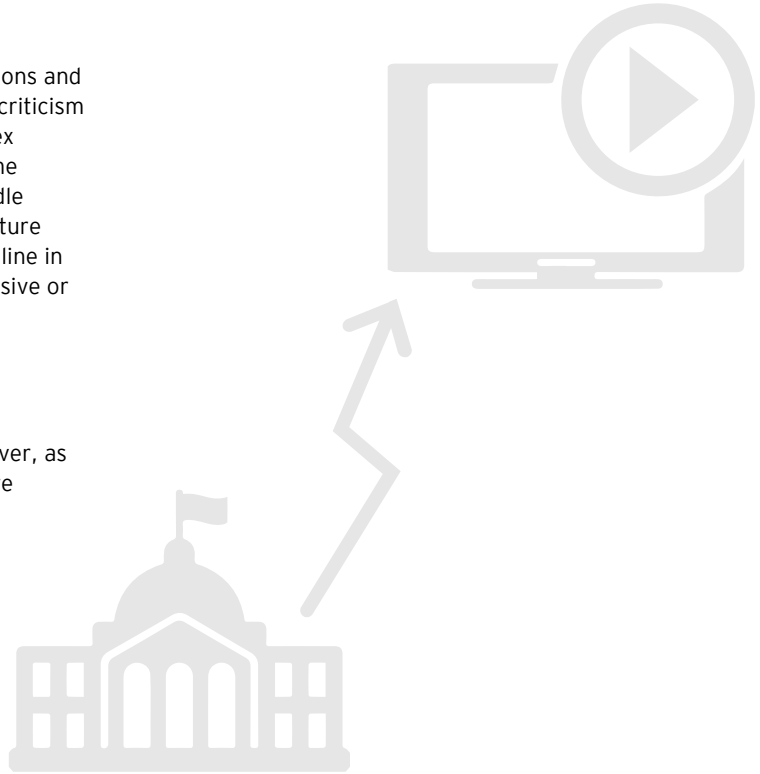
The Digital Performance Index[5] created as part of the *EY Digital State of the Nation* study shows that all sectors aren't created equal. The survey revealed a marked divide between sectors that are delighting Australians and those that are falling short of the mark. This index shows there are many sectors that are not perceived to be excelling in their digital performance, and government specifically lags behind other sectors.

Different stages of digital transformation

Consumers will be enthusiastic about organisations and sectors that get it right and are caustic in their criticism of those they feel are lagging. If this sector index emphasises one thing, it is that there is still some pronounced complacency in Australia. The middle ground on the league ladder will disappear in future years as consumers continue to adopt a harder line in determining whether an organisation is progressive or lagging.

Government lags behind other industries

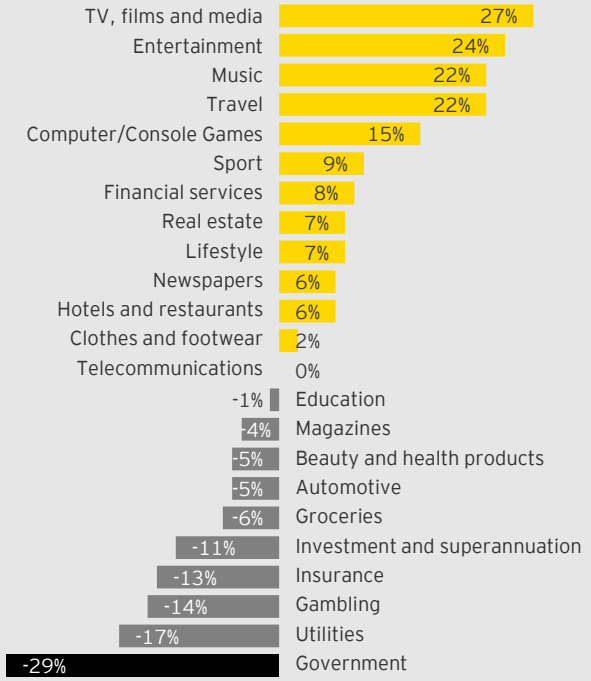
Overall, the rank order of the index shows that government lags behind other industries. However, as shown there are many other industries that have negative index values with substantial room for improvement in the future.



"To date, a large amount of accelerated local digital innovation has been forced by global brands, which are highlighting Australia as a digital expansion market. Even though they are heralded in advance, many of these global incursions have caught local industries on the back foot. Those who have so far escaped without massive market disruption should stop resting on their laurels and start preparing for the inevitable."

David McGregor
EY Technology, Media and Entertainment and Telecommunications Leader

Index: Industry digital performance



Source: EY Digital Australia: State of the Nation 2015-16. Consumer survey.
Base: Total consumers (n=1,500).
Note: Index calculation = % best sector – % worst sector.

[5] EYS: 2015 Digital State of the Nation

What would encourage you to use/increase your use of digital services offered by the SA Government more in the next 12 months? (selected quotes shown)

"I'd use the SA Government services online more if there was feedback guaranteed. I've had an issue with this when seeking help & had to sit & wait on the phone for over an hour at times to get through to the department I'm trying to source assistance from."

"Everything needs to be easy to understand and to navigate. Sometimes you get frustrated because the website leads you in circles and you don't get anywhere."

"To make it easier to login to their sites. At the moment it is a nightmare as you login with the Gov Account and then you are directed to login into another department for example Centrelink."

"I am worried that personal information can be hacked, as it seems every week there is a story about websites that have been hacked, the government would need to almost guarantee that their sites would not be hacked and personal information stolen."

"If they offered a chat line on their website where I could talk to someone through that."

"Up to date information."

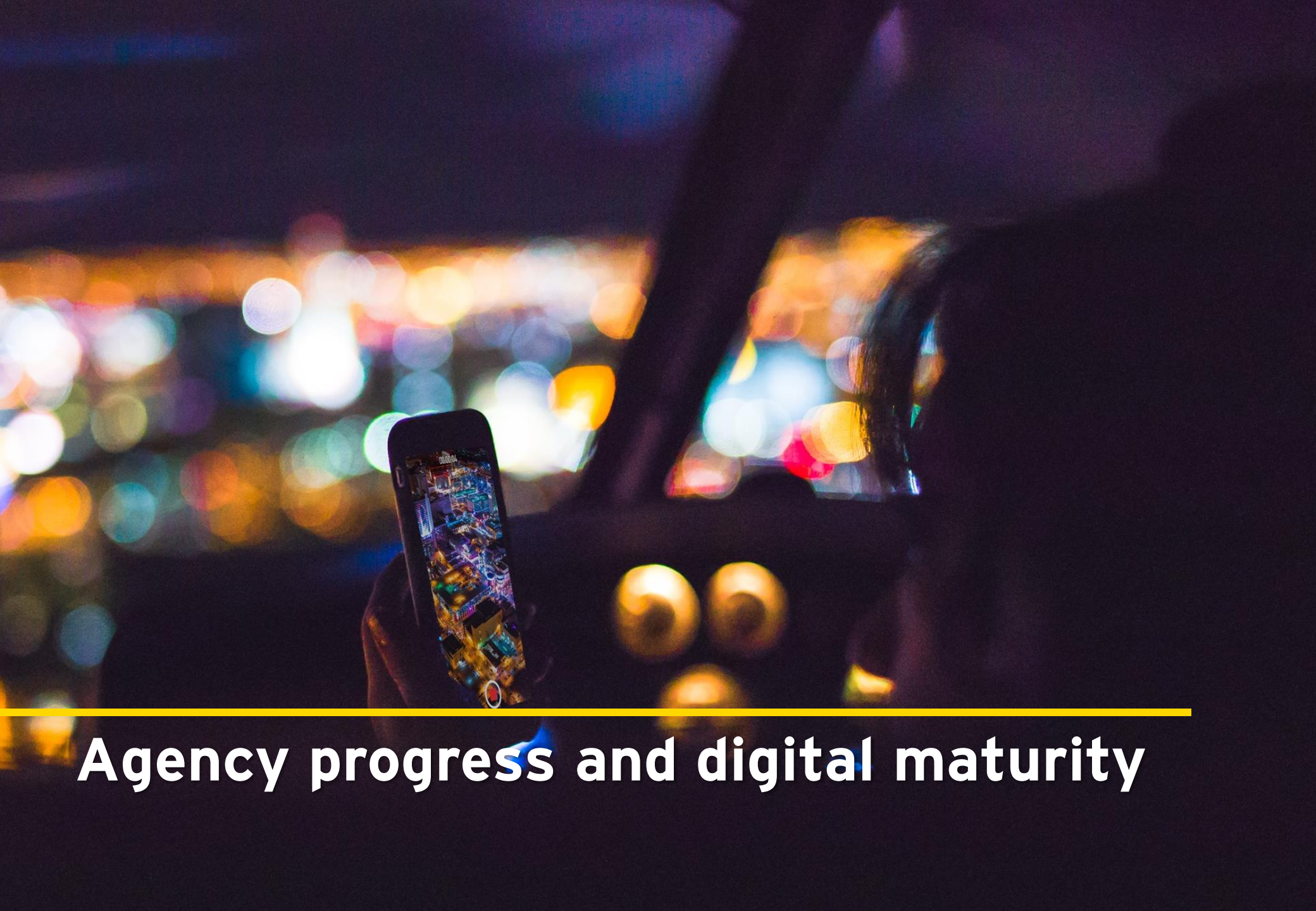
"if I could find exactly what I want and where I need to find it. Sometimes I want information about something and there is nowhere where I can find it so I have to phone up and then I am on the phone for so long waiting for someone to answer my call."

"I think the major issue at the moment is not knowing what services are available online by the SA Government so unless I did a search I would not know which services I would be able to access."

"Integrated portal, single proof identity process and have more services available. Probably better piggy backing off mygov.gov.au."

"If the government was transparent in all their dealings and showed the average Joe Blow what other avenues there are to help them but not making them travel an hour(s) just to hopefully get the help or told fill out a form and come back when contacted etc."

"Be able to get everything I need done on the website not just look for information then have to ring or sent them an email for further information."



Agency progress and digital maturity

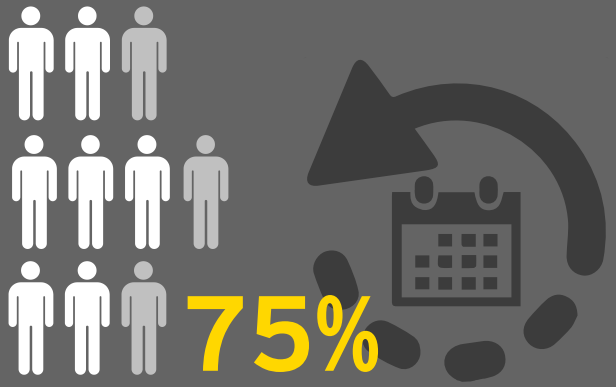
Fast facts: Staff survey

Digital maturity

2.7
(out of 5)

Average perceived agency digital maturity

but...



75%

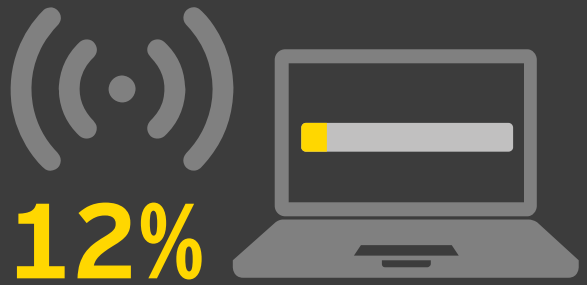
of staff believe their agency is more focussed on digital transformation than 12 months ago

Key challenges to overcome

Technology

14%

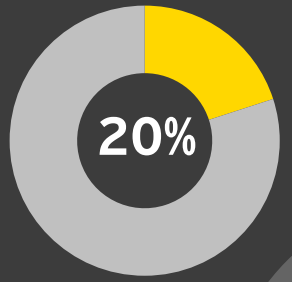
We are able to quickly integrate new digital technologies and services into our business



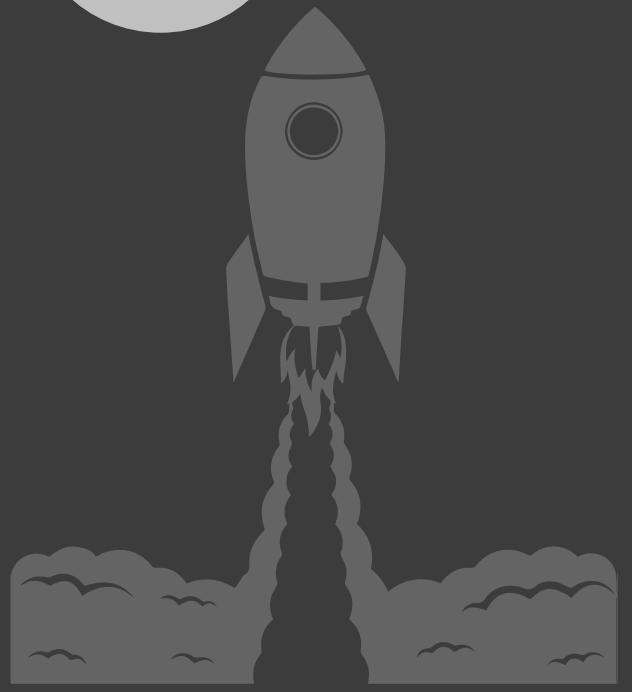
12%

My organisation's current technology enables seamless service delivery across online and offline platforms

Digital leadership
(% close/very close alignment with statement)



believe all business activities are supported by digital policies and procedures



Agency progress and digital maturity

1 Overall digital maturity

- Seventy five per cent of agency staff report more of a focus on digital transformation at their agency over the last 12 months.
- However, currently 86% of staff do not perceive their agencies as customer driven or digitally transformed.
- Staff rate agencies as having an average digital maturity of 2.7 out of 5.

2 Digital leadership

- There are significant gaps in governance and leadership attributes between digitally mature agencies and less mature agencies.
- There is a perception that strong leadership is in place to drive digital transformation amongst 67% of digitally mature agencies, and only 16% of less mature agencies.

3 Innovation and culture

Digitally mature agencies are differentiated on two key aspects:

- they empower and support staff to generate ideas
- they provide their staff with training that supports a modern digital workplace.

The majority of staff agree that their role will be impacted by their agency's digital transformation.

4 Staff and agency capability

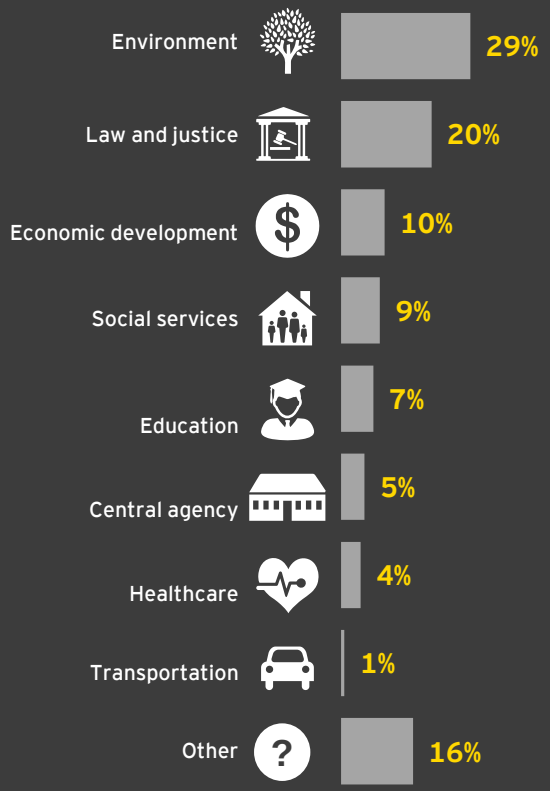
- Digital readiness is still in early stages of development.
- Only 35% of staff believe that their agency is ready to respond to digital trends.
- Digitally mature agencies are more closely aligned to all aspects of HR capabilities and culture.

5 Technology

- Twenty two per cent of staff believe their agency's current technology strongly supports digital transformation activities.
- Integration of on and off-line channels is important for digital transformation, but only 12% of staff perceive their agency is close to achieving this.

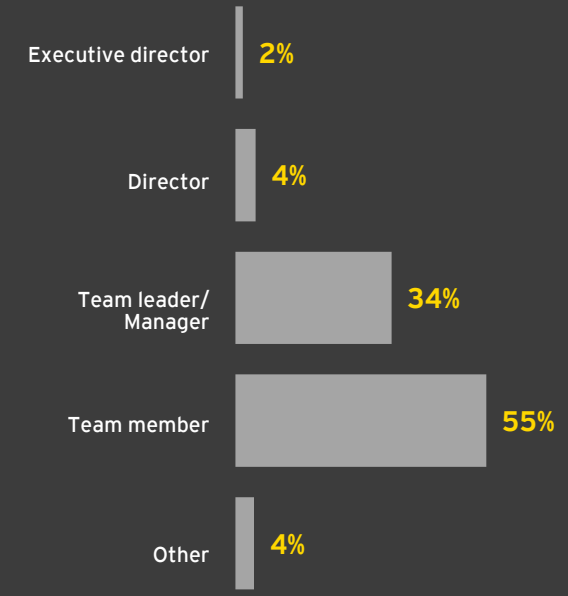
Profile of agency staff participants

Agency's primary focus



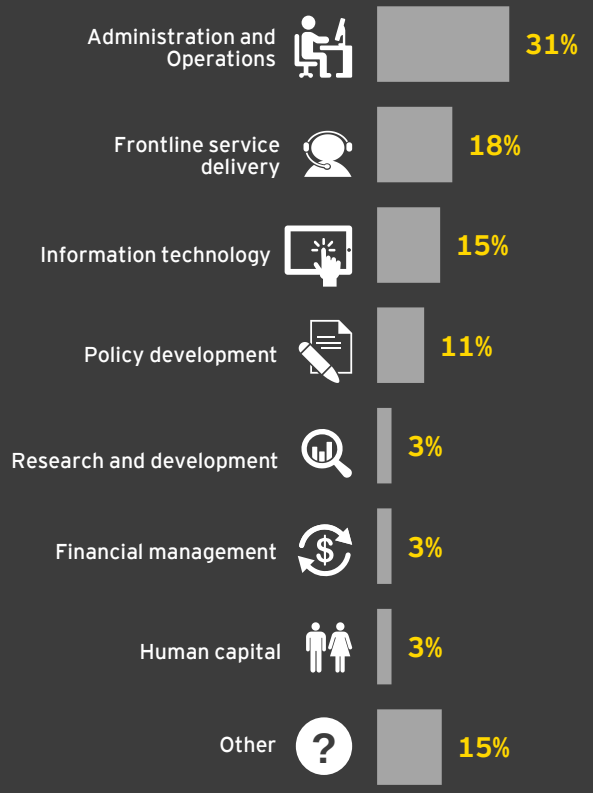
Base n: 560 (All respondents)

Job role



Base n: 560 (All respondents)

Staff member's primary focus



Base n: 560 (All respondents)

Agency progress and digital maturity

Overall digital maturity

Most staff report a greater focus on digital transformation over the last 12 months, but most agencies are not yet perceived to be 'customer driven' or 'transformed'.

Using a digital maturity model that the SA Government have used in previous assessments, agencies were asked to assess where they currently sit on the digital maturity scale from 'minimal' through to 'transformed'.

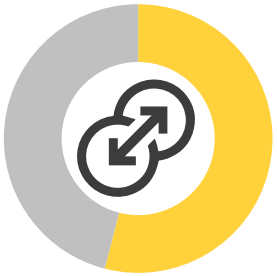
Data reveals that just over half of all staff indicate their agency is 'transitioning' to digital maturity (54%). Whilst most agency staff acknowledged that progress had been made in the last 12 months, one in three still reported their level of digital maturity as either minimal or informal/reactive.

During executive interviews, almost without exception, agencies with established digital implementations referred to themselves as digitally mature; conversely, agencies with little digital progress to show considered themselves less mature.

Staff report a greater focus on digital transformation by their agencies over the last 12 months, with 75% of staff considering this to be the case. An effort to be more digitally focussed is reflected in the increase in the average digital maturity score from 2.56 in early 2016 to 2.70 in late 2016. This score is the average across all agency staff surveyed.

54%

of agency staff believe that their agency is transitioning to being digitally mature

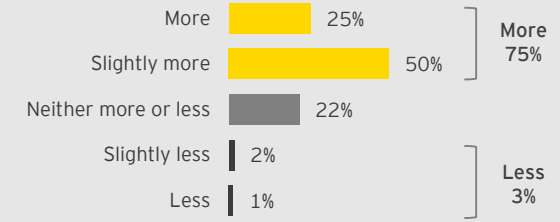


Average digital maturity

2.7

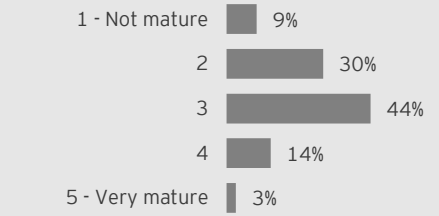
(out of 5)

Over the last 12 months, how has your agency's focus on digital transformation changed?



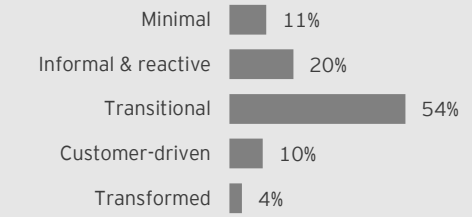
Base: Excludes don't know/unsure (n=512)

How would you rate your agency's digital maturity?



Base: All respondents (n=560)

Which describes your agency's level of digital maturity?



Base: All respondents (n=560)

Agency progress and digital maturity

Digital leadership

There is a big gap in regards to senior level and strategic support provided in digitally mature agencies versus agencies that are not digitally mature.

Leaders in digitally mature agencies drive digital transformation

The staff survey showed that two thirds of staff (67%) working at more digitally mature agencies consider their workplace as having strong leadership and business plans driving digital transformation, and that senior leadership understand and promote digital channels.

In line with the staff survey, executive interviews with leaders working in digitally mature agencies explained that their digital objectives were driven by their strategic plans, that the digital priorities had been agreed during discussion across the executive team and that technology priorities were business and user-led, rather than ICT-led.

Conversely, executive interviews with leaders from agencies with few, if any, digital objectives or implementations tended not to mention their strategic plans during the interview discussions. The staff survey also indicates that agencies that are not digitally mature are far less likely to have a clear and coherent digital strategy in place.

Most agencies have modest digital objectives, goals and plans

During the executive interviews, leaders interviewed used very general language about 'possible directions' as opposed to specific discussion about planned projects at various stages of implementation.

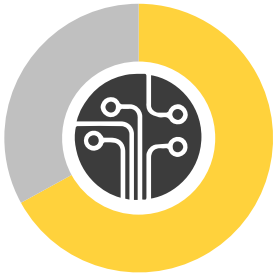
Digital strategies outlined by these leaders were very general and did not provide significant detail around implementation roadmaps or specific business benefits. These agencies had not funded these projects for implementation nor had they marshalled the required resources.

While a small number of progressive agencies set out a well developed set of digital objectives and implementations, many agencies were only able to talk about vague aspirations for their digital projects.

Digitally mature agencies

67%

We have strong leadership in place, driving our digital transformation



Digital leadership

How closely does your organisation align with the statements regarding governance and leadership?

% Close/very close		Digitally mature n=92	Digitally not mature n=219
My Executives understand and promote the use of digital channels	39%	66%▲	21%
New services and products are designed to be digital from the outset	35%	60%▲	14%
Digital transformation is an essential part of our senior leadership's agenda and reporting relationships	34%	61%▲	15%
We have strong leadership in place, driving our digital transformation	34%	67%▲	16%
My organisation's business plan/strategy drives digital transformation	33%	66%▲	14%
Digital services and channels are impacting my organisation's approach to governance	32%	51%▲	21%
Our organisation has a clear and coherent digital strategy	30%	64%▲	11%
All business activities are supported by digital policies and procedures	20%	40%▲	14%

Base: All respondents (n=560)

Agency progress and digital maturity

Innovation and culture

Capabilities and culture represent vital core ingredients to the development of digital maturity.

The staff survey results demonstrate that the majority of digitally mature agencies accept and prepare for change, embrace digital technology and proactively explore ways to improve digital solution delivery.

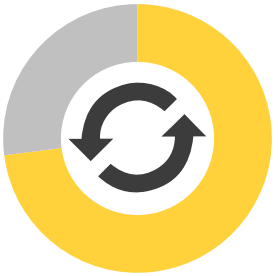
The majority of staff who indicate their agencies are digitally mature state that their agency's HR capabilities and culture closely align to accepting and preparing staff that change is inevitable (73%) and having a culture that embraces technology (70%).

In contrast, agencies that are not digitally mature exhibit low levels of alignment with innovation/cultural aspects, but particularly with encouraging feedback regarding digital services as well as having a workforce whose plans are aligned to digital transformation activities.

Overall, although 43% of agencies pursue new ways of doing things digitally, there seems to be a lack of a clear pathway on how this is achieved. Only one in four (26%) staff surveyed consider their agency experimental and innovative with trialling digital solutions.

73%

of digitally mature agencies accept that changes are inevitable and prepare staff

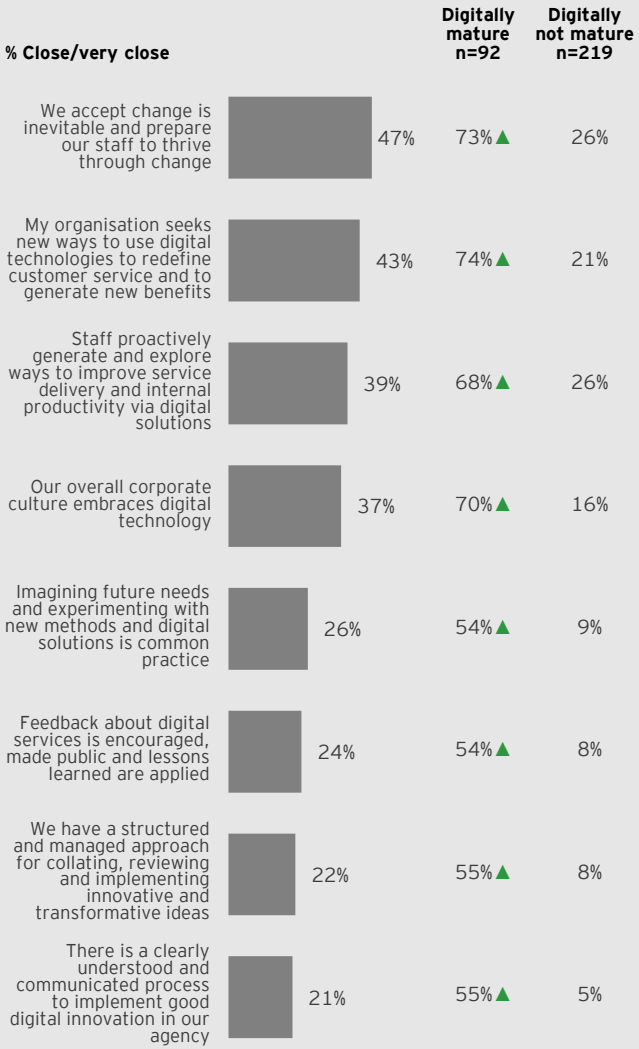


70%

of digitally mature agencies have a culture that embraces technology

Innovation and culture

How closely does your organisation align with the statements?



Base: All respondents (n=560)

Agency progress and digital maturity

Staff and agency capability

Staff roles and skills are the building blocks of digital progress. Ideally staff are both skilled to contribute to digital transformation and given direct opportunities to make that contribution.

Digital readiness is in early stages of development with only 35% of agency staff agreeing that their organisation is ready to respond to digital trends and 30% agreeing that knowledge is easily shared across the entire business.

Whether or not an agency is perceived as digitally mature by staff, there is agreement among nearly seven in ten (68%) staff that their role will be impacted by the agency's digital transformation.

Digitally mature agencies are more likely to empower and support their staff to generate new ideas versus less mature agencies (72% and 37% respectively). Having a continuous dialogue with staff is important to embrace digital technology and keep it top of mind.

Perceived skills and experience required to contribute to digital transformation is relatively high among all staff, with over six in ten agreeing they have these skills. There is an opportunity to leverage these skills to the advantage of the agency if the right level of support is provided.

Overall, only one in four (24%) staff indicate they receive training to support a modern digital workplace. However, there is a big gap between training received at digitally mature agencies and those that are less mature (55% ▲ and 8% ▼ respectively).

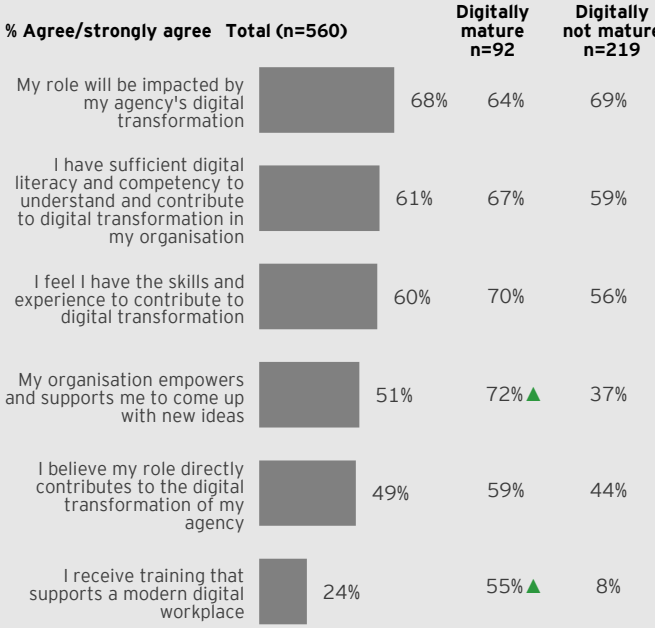
Leaders of agencies interviewed all explained that they did not have additional roles or resources to embark on their digital plans or solutions. But importantly, while agencies that had made little progress pointed to this as a barrier, progressive agencies had elected to re-direct resources from elsewhere on the basis that the digital agenda was vital to citizens. This would become a recurring theme among progressive agencies. Faced with the same barriers as lagging agencies they put in place solutions to tackle them.

68%

of all agency staff responding agree that their role will be impacted by their agency's digital transformation

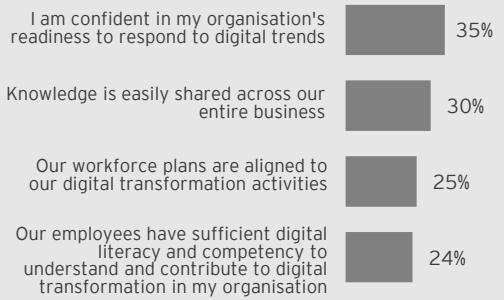
Staff and agency capability

Do you agree with the statements about your role?



Base: All respondents (n=560)

How closely does your organisation align with the statements?



Base: All respondents (n=560)

Agency progress and digital maturity

Technology

Few staff believe that their agency's technology strongly supports digital transformation, quick integration or seamless delivery of online and offline channels.

Staff were asked to rate how closely they believe their agency aligns to the three key technology attributes that support digital transformation.

The data shows that only a small proportion of agency staff perceive their organisation to be 'close' to aligning with the following technology related attributes:

- one in five (22%) agency staff believe that their organisation's current technology strongly supports digital transformation activities.
- only 14% of agency staff believe that their agency can quickly integrate digital technologies into their business services.
- seamless service delivery of online and offline channel is an important part of digital transformation, however, only a very small proportion report being ready for this (12%).

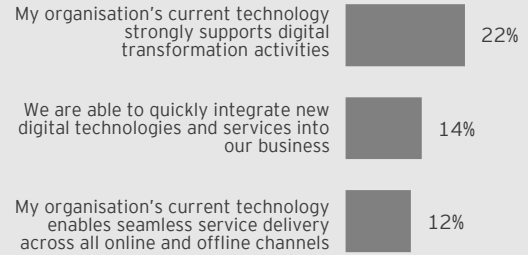
22%

My organisation's current technology strongly supports digital transformation activities

Technology

How closely does your organisation align with the statements?

(% close/very close)



Base: All respondents (n=560)

Agency progress and digital maturity

Case study

TAFE SA – Online 3D nurse and aged care training simulation

A key component to achieving digital maturity is having staff who embrace and act upon the opportunities digital technologies present for changing the way services are delivered. This is particularly prevalent in this healthcare case study.

The ageing of our population, both in Australia and globally, presents a number of challenges including a shortage of skilled workers in health and aged care. Australia, as one of a few countries with a nationally recognised vocational training system, is well-placed to profit from the skilling of new workers for these industries. TAFE SA has partnered with ETRAIN Interactive, an Adelaide-based software development company specialising in eLearning tools, to create an innovative nursing simulation training platform.

The 3D simulated training product uses video game technology to enable students studying Australian qualifications in health and aged care, to learn how to operate specialised equipment, using only their PC, tablet or laptop. Whilst nurse training simulations are available in the market, none combine a true 3D experience delivered via an internet browser and viewable on low specification, low resolution devices. This technology allows low cost, high quality, practical training and assessment to be delivered to local and overseas markets from a Registered Training Organisation based in Australia.

Lecturers have reported that students who are attending the clinical skills workshop after being exposed to the 3D simulated product are arriving much better prepared and are much more aware of the expectations of them. Students come prepared with questions and are able to gain a deeper understanding, as they have already had some experience with having to apply the skill. Early indications are that most students felt better prepared for their attendance at the workshop after using the 3D simulation.

ETRAIN Interactive and TAFE SA recently earned two awards for the 3D training solution at the SA Australian Information Industry Association's iAwards in the categories of 'Infrastructure and Platforms Innovation of the Year' and 'Community Services'.

It is likely that TAFE SA will be looking at other areas of training that could utilise this form of training resource as it has wide application, particularly in the learning of practical skills.

Digital implementation

SA Digital Government

1 *Digital by Default Declaration*

- The majority of staff (**79%**) support the objective to be digital by default, however agency executives expressed inconsistent perceptions and understanding of the State's objectives for the *Digital by Default Declaration*.

2 Effectiveness of digital implementations

- The most common implementations that have occurred are generally smaller digital solutions, reflective of tentative steps taken early on by agencies.
- These are typically online access to application forms or to data that citizens regularly need and simple functionality that can be accessed by a wide variety of citizens.

3 Common themes from successful implementations

- Vocal citizens demand smart digital solutions.
- The agency demonstrates a focus on citizens' needs and experience.
- Digital and ICT priorities are included in strategic plans.
- Funding and resource obstacles have been proactively solved internally.

4 Barriers identified by agencies

- Absence of discrete government funding prevents progress.
- A shortage of additional, funded resources to initiate digital projects.
- ICT is often detached from executive and business strategic planning, resulting in a self-directed technology agenda that does not take strategic objectives into account.

SA Digital Government

Digital by Default Declaration

Agencies expressed varied perceptions and degrees of understanding of the State's objectives for the *Digital by Default Declaration*.

Agencies demonstrated variable understanding of the State's goals

Agency executives expressed varied degrees of understanding of the State's objectives for the *Digital by Default Declaration*. Indeed only 59% of agency staff were aware of the State's *Digital by Default Declaration*.

Leaders from many agencies with an internal focus considered the initiative was aimed at reducing costs through driving efficiencies.

"No doubt it's about efficiencies." Agency executive

Other leaders, particularly those with a focus on citizen needs, perceived that this was the SA Government encouraging them to move forward with valued citizen focussed projects.

Some of the leaders from progressive agencies indicated that they had been moving forward with digital solutions well before the *Digital by Default Declaration* was launched. While the *Digital by Default Declaration* may not have changed thinking, it gave digital projects impetus and the agencies justification to progress.

Perceptions of the purpose of the *Digital by Default Declaration*

A number of leaders, particularly those that had made little progress with digital projects, considered the SA Government initiative was not a priority given no additional SA Government funding had been made available to support digital projects.

For them the funding issue was pivotal. SA Government could hardly expect significant progress without significant discrete funding.

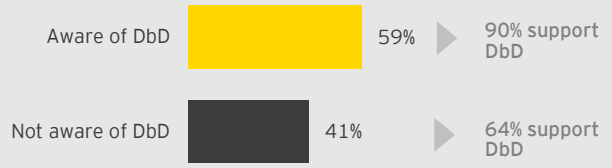
But leaders of progressive agencies were able to fund digital initiatives by demonstrating their value to broader, strategic objectives.

"I saw it as an encouragement to review the way we go about our business and to take full advantage of any opportunities that digital ICT would provide. We rely on it as a commercial organisation that needs to have a point of difference from other private providers, to offer a fully functioning, future-looking experience for staff, employers and users in digital technology." Agency executive

Despite these differences expressed by executives, most agency staff agreed that the SA Government's digital declaration is important.

Agencies' awareness of the *Digital by Default Declaration*

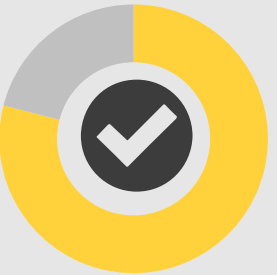
Are you aware of the *Digital by Default Declaration* (DbD), committing agencies to digitally transform their services?



Base: All respondents (n=560)

79%

of staff support the government's mandate to be digital by default



SA Digital Government

Effectiveness of digital implementations

Small steps have been made in implementing the *Digital by Default Declaration* but a number of agencies are yet to achieve a significant level of transformation.

Small steps made in implementation

Based on the 17 interviews with agency executives, the most common implementations that have occurred are generally smaller digital solutions, reflective of tentative early steps.

Very often these tend to be online access to application forms or to data that citizens regularly need. These represent simple functionality that could be accessed by a wide variety of citizens.

Many agencies are still to implement solutions but according to those leaders, a number are imminent. While this is evidence of progress, it is not sufficient progress to suggest the *Digital by Default Declaration* has been embraced across government.

While there is potential in the plans of many agencies, effectiveness is yet to be seen and in some cases the plans outlined by leaders were so early in development, they were better described as aspirations.

Small steps made in mobile device compatibility

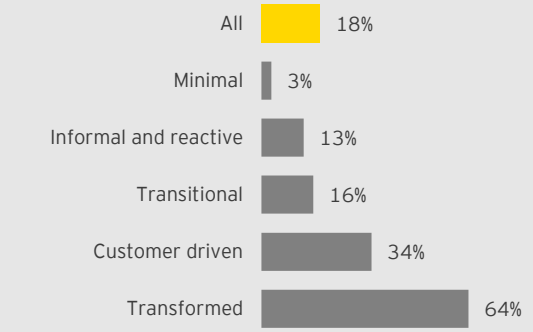
With the increase in the prevalence of mobile devices, SA Government online services should be mobile-device compatible. However, overall only 18% of staff believe that relevant services are optimised for mobile use.

Even amongst transformed agencies, only 64% have relevant services optimised for mobile usage.

How closely does your organisation align with the statement that:

All relevant services are optimised for mobile usage? (by level of digital maturity)

% close/very close



Base: All respondents (n=560)

SA Digital Government

Common themes from successful digital implementations

External forces act as impetus to be more digitally mature with agencies exposed to competition, tech savvy or paying citizens demonstrating greater digital progress.

Common characteristics of agencies that have made strong progress towards their digital objectives emerged from the interviews with agency executives.

Those agencies exposed to competition, more tech savvy customers and those receiving electronic payments demonstrated greater digital progress.

These agencies often dealt with vocal citizens who were forthright with their expectations of the agency. Very often their users represented large numbers of the community who by sheer weight of numbers demanded an efficient solution.

Larger and more elaborate digital solutions were identified within agencies that have very broad connections with citizens. These initiatives had the capacity to benefit both citizens and the agency when accessed by a large number of users.

One agency reported that a tech savvy group of citizens who demand contemporary solutions can drive progress.

Invariably, progressive agencies had carefully listened to these citizens, and in every case could clearly articulate the consequences for themselves had they not done so.

Agencies that were not heavily exposed directly to citizens or the broader community commonly reported little progress towards achieving their digital plans or implementations. These agencies rarely felt the impact of public opinion or forthright feedback, their dealings predominantly being with other internal agencies.

SA Digital Government

Common themes from successful digital implementations

Transport, travel and motoring services are considered by citizens as requiring the least amount of effort to access online and are accessed most commonly.

Government services relating to transport, travel and motoring services are rated by citizens as requiring the least amount of effort to access online, with customer effort scores of 2.5 and 2.7 respectively. Whilst these are the best effort scores obtained, there is still a way to go for these services to be perceived as 'low effort'. Conversely, property and land services as well as housing services, require the greatest amount of effort to access online, with customer effort scores of 3.2 and 3.5 respectively.

Among citizens that have accessed government services in the last 12 months, there is the greatest amount of interest to digitally access transport, travel and motoring services, followed by health and wellbeing services.

Ease of accessing government services

Customer Effort score
(1 – low effort and 5 – high effort)

Lowest effort

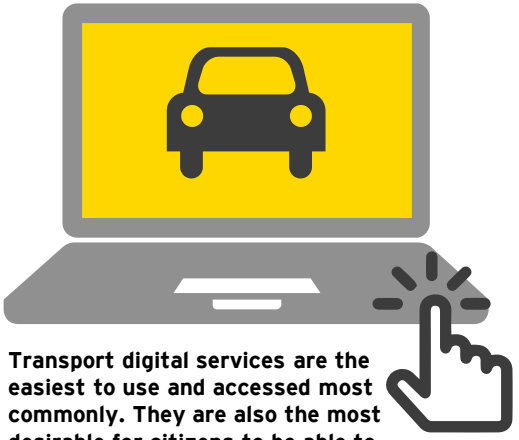
Transport, travel and motoring services (2.5)

Health and wellbeing services (2.7)

Highest effort

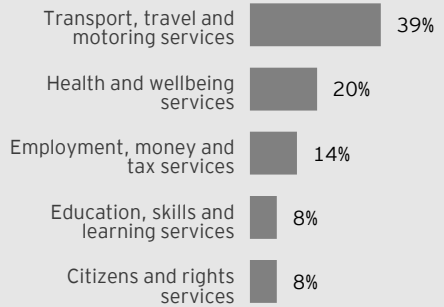
Housing services (3.5)

Property and land services (3.2)



Transport digital services are the easiest to use and accessed most commonly. They are also the most desirable for citizens to be able to access digitally in the future.

Which of these services would you like to be able to access digitally in the future? (top five)



Base: All who have accessed a government service in the last 12 months (n=727).

SA Digital Government

Common themes from successful digital implementations

Business-led digital priorities with the ICT department integrated with the executive team.

Business-led ICT, rather than ICT-led

Leaders interviewed from progressive agencies explained that their technology teams are an important part of the business and the head of ICT was well integrated into the executive team.

The result of this was that digital priorities were business led and reflected the business strategy rather than the priorities of ICT alone. In these agencies the ICT function was valued by the organisation and worked to agreed goals.

"We are going through the process of refreshing our strategic plan, which will be very much aligned with '*Digital by Default*'. Well, that's the aspiration."
Agency executive

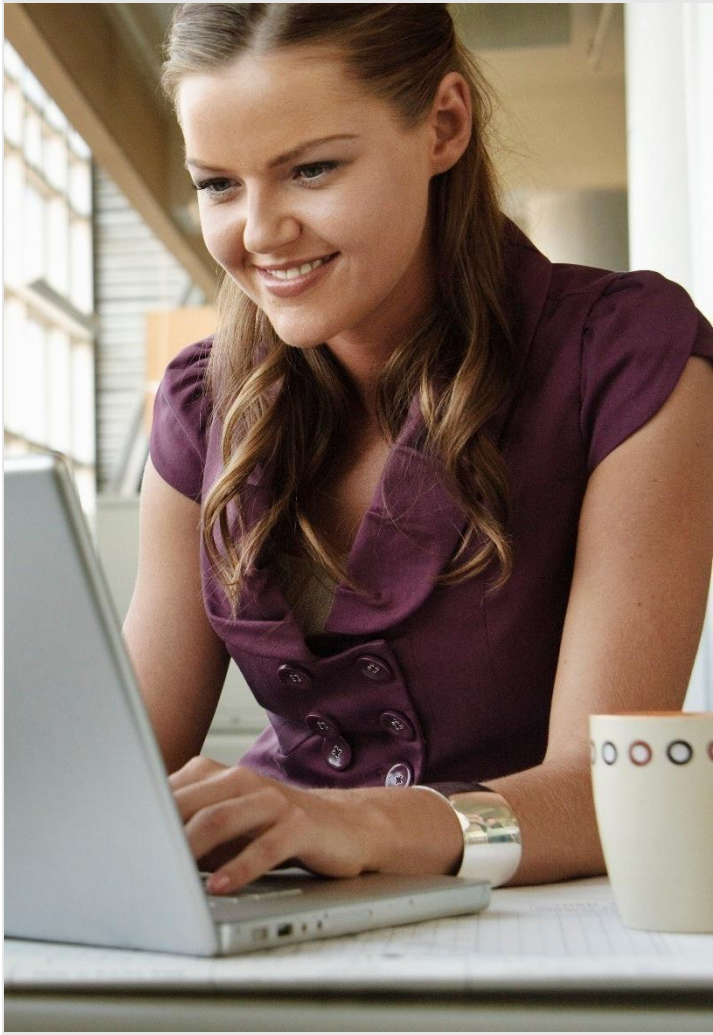
"We will look at what the transaction or online service means, as it could be a good economic decision for us. As soon as we moved to online payments, our transaction costs dropped significantly." Agency executive

ICT-led ICT

The inverse was true among lagging agencies. Their executive descriptions indicated that ICT groups were often detached and operating somewhat independently, pursuing priorities they thought were important.

Very often these lagging agencies struggled to articulate a strategic plan to which ICT could then respond. The ambiguity had left a void that ICT then filled based on its own perspective.

Often agencies that had made poor progress with digital plans or projects also played host to an ICT department that had a technical focus rather than a business or citizen focus. Their limited ICT resources were focussed on systems maintenance or working within limited budgets, and they were rarely drawn into broader business discussions about overall ICT or digital project priorities.



SA Digital Government

Case study

SA Health – Enterprise System for Medical Imaging

The healthcare sector is experiencing significant change in the way it operates. While this change is being enabled by digital technologies, it is being driven by the desire to improve patient outcomes.

Historically medical imaging systems and assessment processes varied throughout South Australia's hospitals. This environment resulted in long wait times for patients to receive non-urgent results, cumbersome sharing of medical images across hospitals, and also limited the ability of the health system to share workloads between hospitals.

With the advent of the Enterprise System for Medical Imaging (ESMI), a centralised system for digital image storage and radiology reporting, South Australia now has a common, digital medical imaging platform across the State. ESMI allows radiographers to take images in one location and share immediately with a radiologist at another hospital, thereby providing better and faster outcomes for patients. To illustrate by example, prior to the implementation of ESMI the average turnaround time for a routine radiology report at a major metropolitan hospital was in excess of three days. This has now been reduced to less than a day. In addition to providing better outcomes for patients, EMSI is also delivering process and cost efficiencies for the health system. The ability to share images with radiologists at other hospitals significantly reduces the number of repeat tests occurring in the system and allows the radiology workload to be more effectively managed throughout the network.

SA Digital Government

Common themes of successful digital implementations

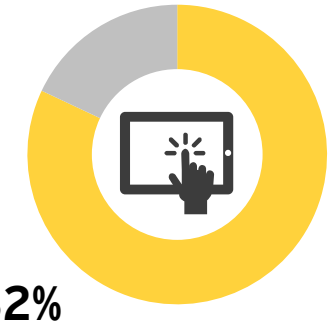
Progressive agencies focus on user experience.

The staff survey results reveal that progressive agencies are heavily focussed on citizen experience. They highly value how they are perceived by citizens and actively listen to citizen expectations before designing solutions.

Invariably this group recognised that 'citizen experience' was an ongoing journey and that citizen needs evolved over time and, with them, so must service delivery.

Regardless of how advanced any agency is perceived by staff to be in their digital maturity, almost all staff agree that it is important that their agency meets the digital needs of citizens.

The executive interviews also revealed that lagging agencies often did not serve an obvious set of citizens. Often their clients were other SA Government agencies. In the absence of any set of vocal community users, the sense of urgency in less progressive agencies was far lower. These agencies were also less likely to offer personalised experiences to their customers.



82%

of digitally 'transformed' agencies believe their agency offers high quality digital experiences for customers

How closely does your organisation align with the following statements? (%close/very close) (by level of digital maturity)

	All	M	I&R	TL	CD	TRD
I believe it is important for our agency to meet the digital needs of customers	94%	89%	91%	96%	91%	95%
My organisation seeks new ways to use digital channels and technologies to redefine customer service and to generate new benefits	43%	6%	29%	48%	64%	82%
I believe my agency offers a high quality digital experience for its customers	43%	3%	9%	22%	59%	82%
We use digital channels to engage with customers	43%	23%	32%	46%	55%	77%
We are able to create highly personalised digital experiences for our customers	16%	2%	10%	14%	40%	68%

Base: All respondents (n=560)

M=Minimal, I&R = Informal and reactive, TRL=Transitional, CD=Customer-driven, TRD=Transformed

SA Digital Government

Case study

PIRSA – AgInsight South Australia

Attracting and enabling investment is a common theme across governments in Australia and globally. To maximise investment, agencies need to focus on meeting the demands of potential investors.

South Australia has a well-founded global reputation for food safety, biosecurity and product integrity that makes the state an attractive investment option for primary producers of various commodities. To assist local and international investors identify business opportunities and commodity options in South Australia, Primary Industries and Regions SA (PIRSA) developed AgInsight South Australia, an interactive information and mapping portal that provides potential investors with comprehensive agricultural and economic data.

Launched in August 2015, AgInsight South Australia is the first portal of its type in Australia to provide agribusiness industry analysis, land capability mapping, commodity production information and the latest news in one place. The portal provides over 150 layers of geospatial data including climate, soil, transport, utilities, property and planning. This tool is an excellent example of SA Government understanding and meeting private sector demand by giving local and international investors easy access to investment information on South Australia's food and wine industries.

A range of users including primary producers, rural bankers, investment brokers, real estate associations, local government bodies and Regional Development Australia offices have consistently reported substantial time savings in the assessment of opportunities and location suitability studies. The integration of data from multiple sources and the innovative presentation of newly-formulated information has provided these users with insights not previously possible.

The ingenuity of PIRSA in developing AgInsight South Australia was recognised nationally in May 2016 when it was awarded the Australian Government ICT Award in the geospatial category. This followed AgInsight South Australia receiving the 2016 Premier's Award for public sector digital innovation.

SA Digital Government

Common themes of successful digital implementations

Co-creation is still under utilised, no matter how customer-centric an agency.

Co-creation can be strengthened

Despite the *Digital by Default Declaration* stating that new and renewed services have to be designed with customers, only 10% of agency staff state that their agency has a high / very high level of co-creation with citizens. Rather, almost half (46%) stated that their agency has a low / very low level of co-creation with citizens.

Overall, one in five agency staff have no idea if their organisation is involved in customer co-creation or not.

Agencies in the transport sector have a slightly higher level of co-creation.

Even transformed agencies can strengthen and increase their levels of co-creation:

- 59% of transformed agencies believe that digital services are actively monitored and improved, based on customer feedback
- 55% of transformed agencies believe their business processes and ICT systems are co-designed by customers.

A third of citizens want to get involved in co-creation

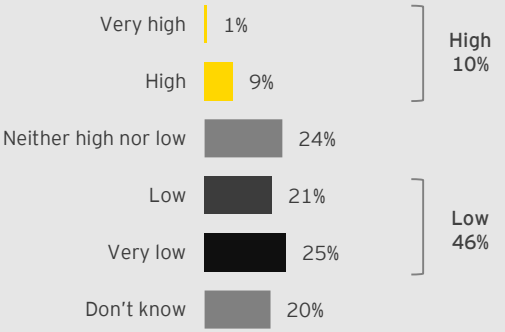
Explored in further detail later in the report, we note that one in three citizens would like to actively be involved in co-creating SA Government digital services, reflecting an encouraging degree of interest from the public.

During the executive interviews, some agencies reported citizens actually funding some agency activities, and in doing so those citizens retained a voice in the solution design.

Engagement with the private sector

Only one agency executive referred to working with a private sector party to progress or implement their digital plan or solution. In contrast, research in the non-government sector shows organisations commonly working with industry to access specific skills, services, information or solutions to expedite digital progress and minimise development investment. Increased engagement with the private sector presents a potential opportunity for agencies to deliver digital services to citizens more efficiently.

What level of involvement do customers or citizens have in co-creating digital services for your agency?



Base: All respondents (n=560)

How closely does your organisation align with the statements on co-creation? (% close/very close) (by level of digital maturity)

Column %	All	M	I&R	TL	CD	TRD
Business processes and ICT systems are driven by and co-designed with customers	20%	5%	9%	20%	41%	55%
Our digital services are actively monitored and improved based on customer feedback	19%	2%	9%	21%	34%	59%

Base: All respondents (n=560)
Q5. Rate your level of agreement with the following..
Results are shown for all those rating close/very close

M=Minimal, I&R = Informal and reactive, TRL=Transitional, CD=Customer-driven, TRD=Transformed

SA Digital Government

Barriers identified by agencies

Funding shortages highlighted.

Claimed funding shortages

Only 15% of agencies state that they have the necessary funding to support developing digital services and activities.

Even amongst transformed agencies, only 50% claimed to have sufficient funding for digital capabilities.

Indeed, lack of budget was the key response when asked what factors staff think are hindering their agency from delivering services and products digitally.

Among agency executives, there is an expectation that the SA Government will fund digital progress (rather than say, private partnerships).

Digitally mature agencies find ways to access funding

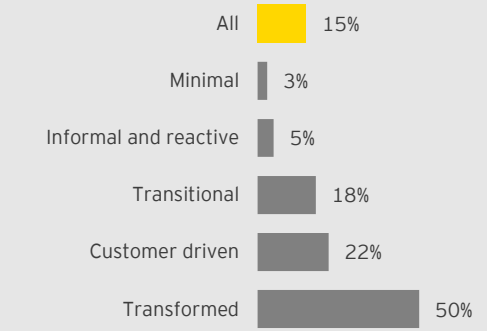
While leaders of lagging agencies pointed to the SA Government's failure to provide fresh funding for digital initiatives as the obvious reason for little progress, leaders of progressive agencies explained that they somehow found funding from various sources.

Progressive agencies were active in developing business cases to justify their digital projects, demonstrating advances in citizen experience, efficiency, accuracy and speed. Conversely, the lagging organisations had surrendered to fiscal constraints and internal project prioritisation 'arm-wrestles', rather than identifying possible sources of funds.

Leaders of progressive agencies were able to secure resources in order to prioritise progress on projects that respond to the needs of citizens.

Progressive agencies justify making these investments by retaining and growing the support they enjoy from citizens, and in one case a competitive market.

Does your organisation have a sufficiently high level of budget dedicated to supporting the digital channels, activities and services? (% close/very close) (by level of digital maturity)



Base: All respondents (n=560)

SA Digital Government

Barriers identified by agencies

A focus on internal cost reduction rather than efficiency improvements.

While leaders of progressive agencies justified their digital initiatives on the basis of improved citizen experience, they also identified the supporting benefits of efficiency improvements and cost reduction.

Transformed agencies are able to identify the value for money from their investment in digital technology (77%).

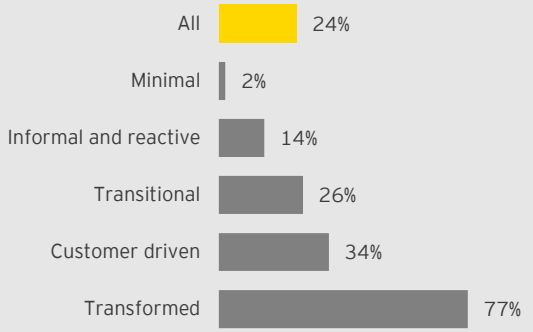
Leaders of less progressive agencies on the other hand, were generally single minded about cost reduction as the only justification for projects.

They did not place a value on enhancing citizen experience, improving their agency's reputation in the community, or being seen to be responsive to citizen needs.

"The budget of my agency has been successively cut each and every year... This has resulted in a loss of jobs and simply not enough money to pay for 'bleeding edge' technology."

Agency executive

Is your organisation getting value for money from its investment in digital technology?
% close/very close (by level of digital maturity)



Base: All respondents (n=560)
Results are shown for all those rating close/very close.

SA Digital Government

Barriers identified by agencies

Network limitations are an issue, particularly in rural and remote areas.

Network limitations (in terms of access) in regional areas and general bandwidth capacity were highlighted by agencies as hindrances to digital progress.

In earlier parts of this report, we noted citizens living in regional areas were, in general, less likely to access SA Government websites than their counterparts living in metropolitan areas due to network reach / capacity issues.

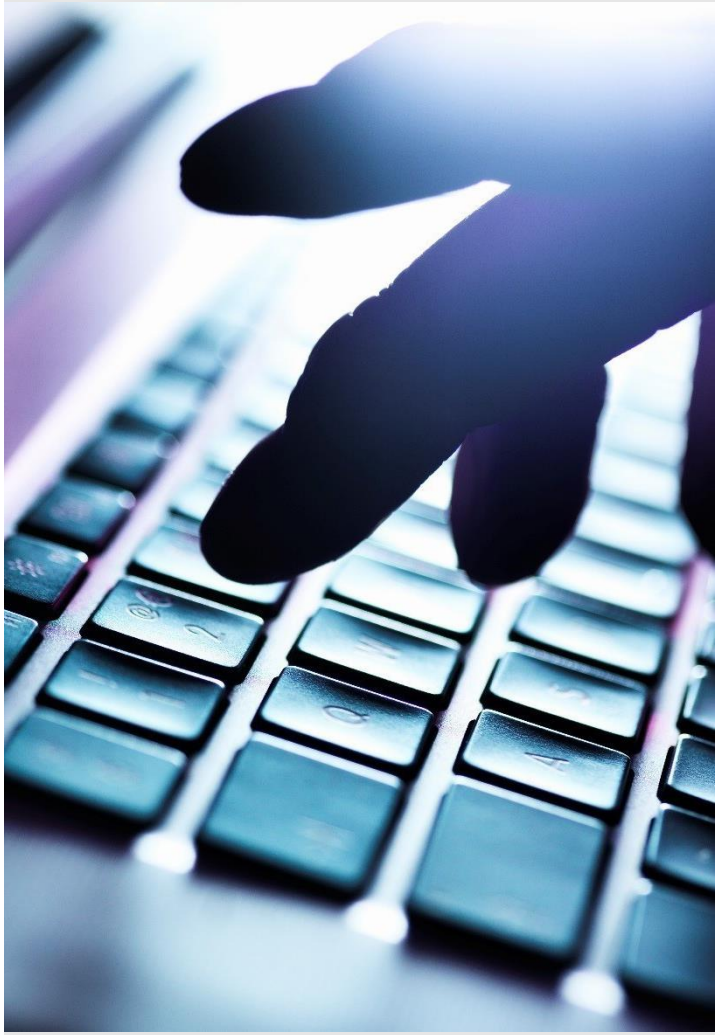
Not only does this hinder citizens, but it also hinders the ability of staff to carry out their work.

"Internally we have big issues with the network because we are based in a regional office. Our internet connection can be very slow. Some staff are fortunate enough to have iPhones that allow for more efficient use of technologies. There is also the fact that in the South East of SA much of the community have poor internet access. The NBN roll out has been very limited so they still need an alternative to the digital services we offer."

Agency executive

"Digital is great for most customers where the high populations are, but we are in remote outback SA and digital just doesn't work. With all the security on government networks, staff in outlying offices take ages to just log on to the network, searching for anything takes hours. It is not efficient for those with unsuitable network speeds. Much of the outback does not even have telephone coverage so putting everything on digital platforms compromises staff and visitors to the outback who can't access these systems."

Agency executive



SA Digital Government

Barriers identified by agencies

Legacy systems are perceived to be a barrier by many.

Agency staff

Most agencies are constrained by legacy systems in some way. Over half of agency staff agree that legacy systems are an impediment and almost one in four strongly believe in this view.

There was a perception among some staff that agencies found it difficult to see past what could be delivered by their legacy systems and were resistant to change.

"There's a couple of things that really impact us, one of them is legacy systems."

Agency executive

Agency leaders

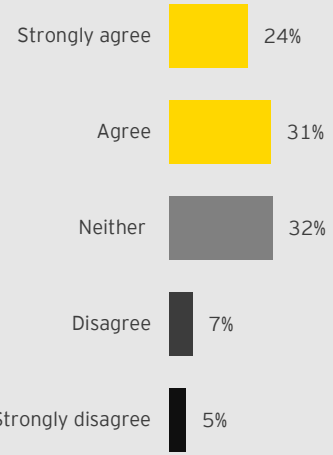
Many agency leaders felt their ability to deliver digital services was restricted due to the state of their existing legacy systems. They don't believe their existing systems are capable of supporting digital services, while in rare cases paper-based processes are still employed. Addressing these internal inadequacies is seen as a higher priority.

While leaders of progressive agencies somehow worked around these constraints and delivered their digital solutions, lagging agencies viewed the legacy systems as a further reason for little progress.

"Our agency has locked itself into legacy systems based on perceived budget and security benefits. Unfortunately, these benefits have proven to be false, and the penalties of these systems are severely compromising agency performance and innovations. Many of our legacy systems preclude or hinder the operation of new digital systems that better service our staff and external partners/customers."

Agency executive

Do you agree that old or outdated (legacy) systems are inhibiting your organisation's digital transformation?



Base: All respondents (n=560)

What do you feel are the current barriers to accessing digital government services in South Australia? (selected quotes shown)

"The effort trying to get into some of the websites takes far too long with logging on then trying to find exactly what you need or the form you need to fill in. Older citizens find it so confusing as the websites are so difficult to understand."

"People who don't have the skills to utilise what's available to them. These people need to be shown."

"Slow response of website, inadequate and not updated information. No clarity or response to the service."

"By not keeping it simple. Get one complete IT system that can handle all the interdepartmental communications and public enquiries so the system is more accessible to all."

"I believe the current barriers for a lot of people is not everyone knows a lot about computers and technology which does stop a lot of people using the online services."

"Not enough cooperation between government departments. Also too much government red tape."

"The government make things too hard by not having things in plain simple English."

"Not being sure where to get the right information."

"Information not current, slow response times, and lack of user friendly interface."

"I don't have any problems using digital technology however most elderly people would struggle and there are many older people who are not even connected to the internet ... and they don't want to be for many reasons."

"Often not user friendly. The impression is that having been designed by a "tech head" it is not very easy to navigate."

Future focus

Future focus

1 Citizen requirements and engagement

- Improve online services and accuracy of information.
- Citizens expressed willingness to co-create.
- Sharing personal information between agencies is accepted, but security of data is paramount.
- Online/real time assistance via chat services is encouraged.

2 Facilitating the development of digital services

- How central government can most effectively support agencies in delivering digital services.
- Central government to act as a facilitator, strategic guide or consultant to agencies on all matters digital.

3 Collaboration across agencies and with industry

- Expand the level of collaboration across agencies.
- Increase the level of data and technical expertise sharing across agencies.
- Leverage industry partnerships to deliver outcomes.

Future focus

Digital maturity: the path forward

The level of digital maturity across government has improved, but there is more to be done.

All forms of research undertaken to develop this report indicate an improving level of maturity in the digital services delivered by the SA Government. While there has been progress over the past year it has been inconsistent, with many agencies still in the very early stages of their digital journey. Commonly, agencies view digital as purely a technology pursuit rather than a new way to interact and deliver services to citizens, with technology as an enabler.

A significant proportion of South Australians are looking to interact with government through new and improved digital services, meaning the demand is there for agencies to act. Furthermore a number of citizens are willing to collaborate with government to develop digital services to ensure they meet community needs and expectations.

In addition to increasing citizen satisfaction with the delivery of government services, increasing digital capability offers enormous opportunities for agencies to realise operational efficiencies, thereby releasing funds and capacity for higher value activities.

The challenge for government is determining how to accelerate progress up the digital maturity curve. The following themes emerged as keys to accelerating progress.

Citizen requirements and engagement

Citizens have highlighted a number of areas where improved digital services would be most valuable and are willing to assist agencies in developing these services (see next two pages). This opportunity offers the dual benefit of ensuring new digital services meet citizen demands while providing a vehicle for government to closely engage with the community.

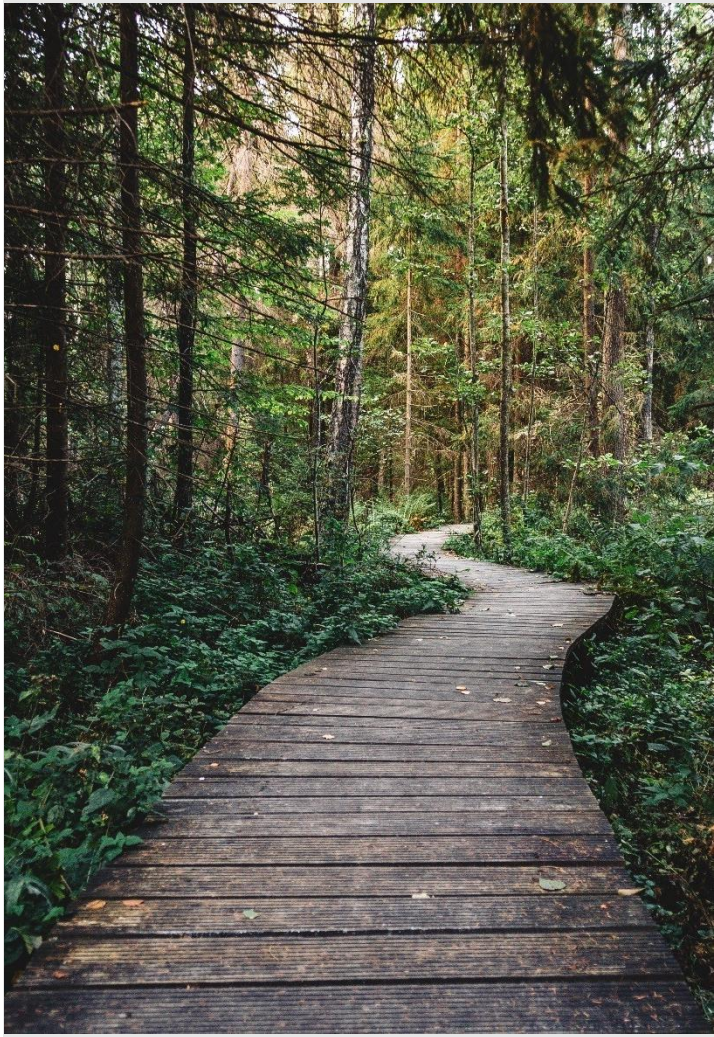
Facilitating the development of digital services

There is a clear role for central government to play in facilitating development of digital services, namely to act as a facilitator, strategic guide or consultant to agencies on all matters digital.

Collaboration across agencies and with industry

Small pockets of evidence arose of agencies collaborating to successfully deliver digital services. In more digitally mature organisations, sharing of information, knowledge, experiences, skills and data is the norm rather than the exception.

Similarly, examples of effective partnering with industry were identified but these were rare. Leveraging industry capabilities through mutually beneficial partnerships is underdeveloped in South Australia.



Future focus

Citizen requirements and engagement

Online navigation and personal data security are at the top of citizens' focus areas for SA Government digital services.

Five areas are identified by citizens as top priorities for improving SA Government digital services

In order of priority, these areas of focus are:

- ease of navigation of websites

  "Often the websites are set up more for the in-house (departmental) user than a member of the public who does not know the jargon and systems in place."

- secure handling of personal data

  "Keep increasing security so I am fully confident no details are vulnerable to hackers."

- content that is current and accurate

  "Up to date and accurate information to be available and/or being able to ask someone for the answer to my question immediately."

- digital services that are user friendly

  "Have real people test their site to ensure they are user friendly."

- digital services allowing citizens to do everything they need to

  "Be able to get everything I need done on the website, not just look for information then have to ring or send them an email for further information."

85% **Safe and secure transactions is considered very important for 85% of Australians[6]**

Which do you think should be the top five areas of focus for SA Government agencies in regards to digital services?

(Ranked either 1 or 2)

Base: All respondents (n=1,148)

[6] EYS: 2015 Digital State of the Nation

Future focus

Citizen requirements and engagement

One in three citizens express willingness to take part in co-creation and share information to improve SA Government services.

One in three citizens expressed willingness to take part in testing / reforming SA Government services

Thirty two per cent of citizens state they would like to take part in co-creating SA Government digital services. In particular, there is stronger interest among:

- those who have recently accessed a SA Government service in the last 12 months (accessed in the last 12 months 36%▲, not accessed in the last 12 months 23%▼).
- males (males 37% ▲, females 26%▼).
- younger age segments (<55 years old 37%▲, 55+ years old 23%▼).
- those with a disability (has disability 43%▲, does not have disability 29%▼).

Of those who gave a preference, most are happy to share personal information between SA Government agencies to help improve services

Forty two per cent are willing to share personal information between different agencies in order to help improve services, such as responsiveness or personalisation. This is compared to 28% who are not. Those that exhibited stronger willingness to share information include:

- males (males 47% ▲, females 37%▼).
- those with a disability (has disability 50% ▲, does not have disability 41%▼).

Thirty per cent didn't express a position, indicating there could be greater interest if government made the proposition attractive enough, or demonstrated how the information would be securely handled.

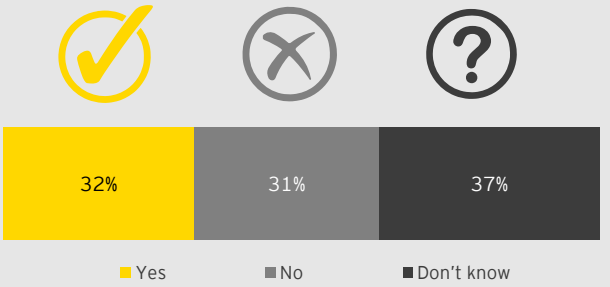
When asked what the SA Government could do more of, many citizens mentioned the introduction of online chats

Online / real time assistance via chat services is seen as an alternative to a call centre or FAQ service for trouble shooting, or answering queries immediately.

Online assistance is expected to be available 24/7. In particular, this is suggested by younger age segments (under 55 years old).

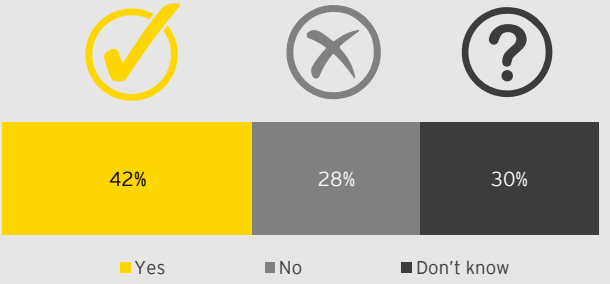
This presents an opportunity for government to not only improve the quality of services delivered to citizens but also operational benefits through cost efficiencies.

Would like to take part in co-creation? (%)



Base: All respondents (n=1,148)

Consent to share personal information with other government agencies to improve services (%)



Base: All respondents (n=1,148)

Future focus

Case study

Legal Chat – SA Legal Services Commission

Digital initiatives do not always involve expensive, arduous projects to implement. High value digital services can be found in simple, cost effective solutions.

The Legal Services Commission (LSC) is the first legal aid commission in Australia to introduce a website chat window, Legal Chat, to allow members of the public to engage in an online conversation, in real time, with a Commission lawyer. Launched in September 2015 using the LiveChat platform, Legal Chat has proven to be hugely successful in offering a more discrete, easily accessible service to South Australians in need of legal information.

"The digital meteorite has landed and technology is reshaping the delivery of legal assistance. Digital transformation must extend to the delivery of free information to people in all parts of our vast State," said Chris Boundy, a Legal Services Commission lawyer and manager who oversaw the creation of Legal Chat. "Legal Chat appears to be particularly popular with those under 30, many of whom are often more comfortable with an online dialogue rather than a telephone call," said Mr Boundy. "The Legal Chat written format is also preferred by some people with particular communication challenges."

The beauty of Legal Chat is both its simplicity and cost. LSC pay the US based LiveChat approximately $1,000 per annum to deliver the platform for two operators, (with each operator capable of dealing with multiple Legal Chat enquiries simultaneously), 24x7 support, and an appropriate level of security over data to meet LSC's requirements.

The Legal Chat service has handled more than 6,000 legal enquiries in its first 18 months. Its user numbers continue to grow substantially each month.

Future focus

Facilitating the development of digital services

The potential role of central government.

When asking agencies how they can be more effectively supported in delivering digital services, a number of roles were nominated.

The roles stated imply a preference for a central agency to act as a facilitator or consultant to assist in the delivery of digital services. Many agencies said that they were out of their depth on this topic and are looking for a consistent point of contact to provide support.

The support and information commonly requested included funding options, access to skilled resources, shared projects, strategic guidance and prioritisation. Agencies are commonly looking for an informed expert from central government that understands their limited capabilities, helps them develop their digital strategy, then supports them in achieving it.

In particular, where a project has implications or benefits for a number of agencies, they believe central government should act as the project co-ordinator, providing digital expertise while ensuring the lead agency delivers the project in a manner that benefits all.

Nominated roles for central government

1. Policy and strategy
2. Facilitation: guidance and consulting
3. Account management: personalised point of contact for each agency
4. User needs process: how agencies can discover and define user needs
5. Introduction to other agencies: to avoid reinventing the wheel
6. Resource provider: including project support and project management
7. Navigating a course for multi-agency solutions, helping agencies to leverage whole of SA Government solutions and projects
8. Helping smaller agencies
9. Developing a more progressive approach to procurement, keeping pace with developments

"I would love to have one 'go-to' person who would just answer all my questions at once. Just like with any third party agency that you're dealing with when you have one account manager, and you can ask them all those stupid questions that you need to ask, in the one place, a one stop shop. One point of contact would be fantastic. What do I need to do right away? What do I need to do as part of my role?."

Agency Executive

"Their role needs to be facilitation. The big stick mandate, in my view, doesn't work. Put the stick away and encourage people and help, assist and facilitate things. Agitating within government for recognition of some investment I think would be useful."

Agency Executive

"Where they add value is to learn from what we are trying to achieve and then to work out where that can assist others. You know they're having conversations with 18 or 19 agencies, these are not new problems or problems in isolation. So I see them being able to broadcast solutions and say 'you guys really need to speak to Education because they're telling us the exact same thing and therefore it makes sense for you two to work together for a solution."

Agency Executive

Future focus

Collaboration across agencies and with industry

Sharing of information, knowledge, experiences, skills and data should be the norm.

Across agencies

A number of agencies pointed to successful collaboration and engagement with others, however, this was sporadic. With many agencies restricted in their ability to bring in the necessary skills to define and develop digital solutions, extensive sharing of information and capability would assist in accelerating the government's digital maturity.

More importantly, there were few examples of data being shared effectively to deliver better services to citizens. One such example was the MySAGOV digital pass to support various licensing functions. While still in development, the data integration platform underpinning this solution has the potential to support numerous cross-agency digital services.

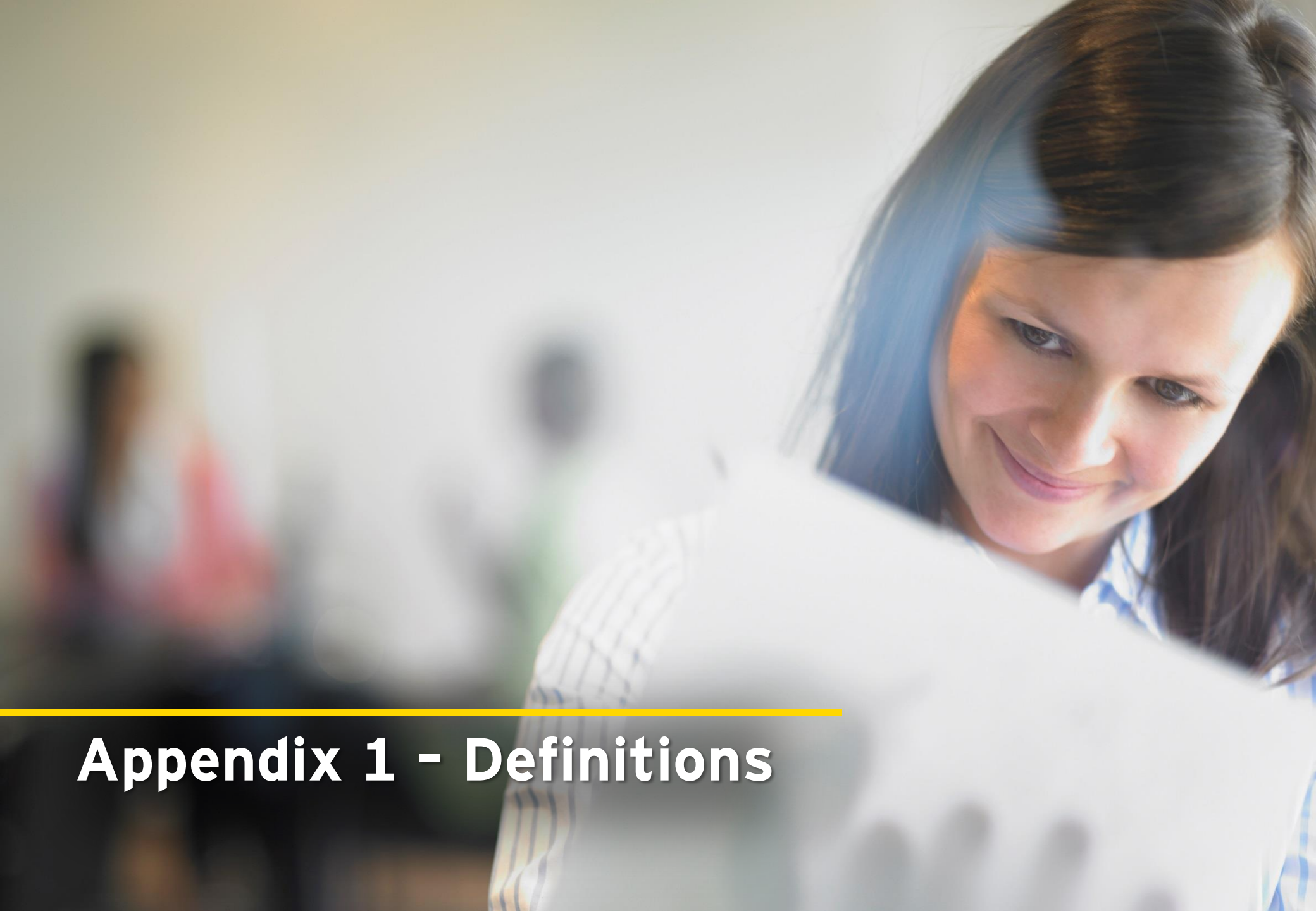
With industry

The majority of agencies are developing digital roadmaps and solutions, leveraging internal skills and capability. While in some cases this is appropriate, entering into partnerships with industry participants may deliver faster, more effective outcomes.

One example where this has proven successful is the partnership between TAFE SA and ETRAIN Interactive, to create an innovative nursing simulation training platform.

There are numerous other potential partnerships agencies could enter into, however, based on the research conducted in developing this report, these have not been extensively explored.

Appendices



Appendix 1 - Definitions

Definitions

There are particular phrases, symbols and icons that are used throughout this report that are defined and described below.

Key definitions

Digital maturity: investment in digital technology, innovation, people and culture that helps improve operations and meets the needs of customers.

Digital transformation: transforming organisational processes, functions and services to be accessible and applicable in a digital environment.

Citizens: end users of SA Government services.

Report references

An EYS *2015 Digital State of the Nation* report is referenced at various points throughout this report. Findings from this are presented to add richness to the research conducted.

Throughout the report, the top right hand corner states which piece of research is referenced on each slide.

Digital maturity scale

Using a digital model that the SA Government has used in previous assessments, agencies were asked to assess where they currently sit on the digital maturity scale from minimal through to transformed. We have used certain abbreviations throughout the report to represent each of these stages as stated below. This key is also referenced at the bottom of each of the relevant charts.

M = Minimal	CD = Customer-driven
I&R = Informal and reactive	TRD = Transformed
TRL = Transitional	

Digital maturity and less mature agency definition

We asked agency staff to rate their agency's digital maturity on a scale of one to five, one being not mature and five being very mature. We have classified mature agencies as those rated at four or five and not mature agencies as those rated at one or two.

Sample size: care should be taken in interpreting the data across sub-segments where sample sizes are low. This has been flagged throughout the document where sample sizes are less than 30.

Chart totals: data percentages displayed throughout the report are rounded to the nearest whole number. As such, if there is an expectation for a given chart or table that all percentages stated should add to 100%, this may not happen due to the summation of rounded percentages.

Weighting: The citizen survey data has been weighted to be reflective of the demographics in South Australia.

Symbols: to help with interpretation of charts, the following have been included:

▲ indicates that a result is significantly higher (at the 95% confidence level) compared with other sub-groups.

▼ indicates that a result is significantly lower (at the 95% confidence level) compared with other sub-groups.

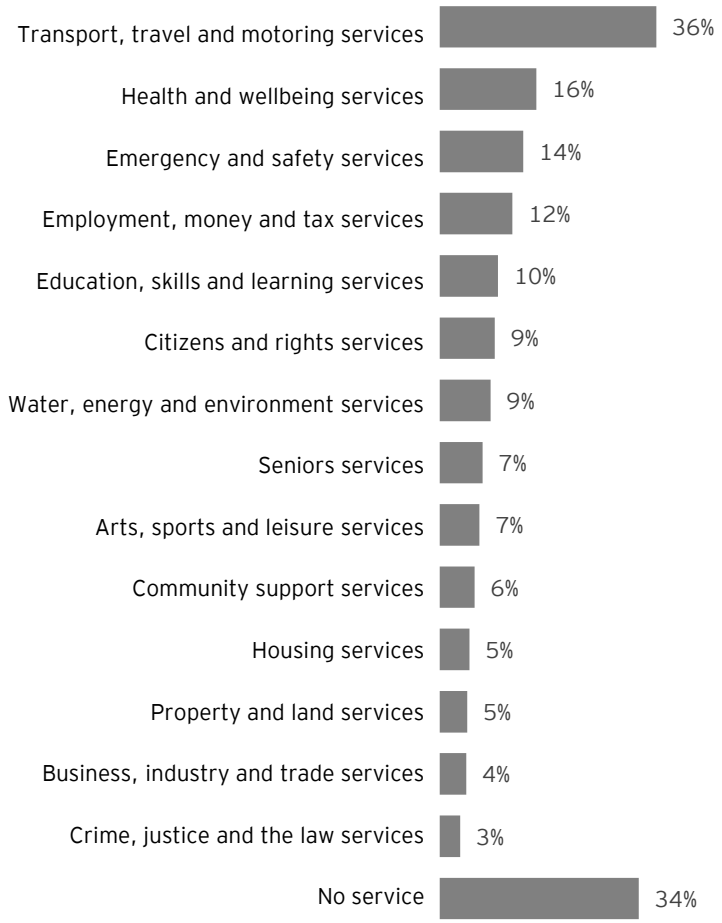
Definitions

We asked citizens which government services they had accessed in the last 12 months. For each service, we provided examples in the survey, as shown below.

- **Arts, sports and leisure services** (e.g. purchased a national park pass).
- **Business, industry and trade services** (e.g. applied to register a business name/for a business licence).
- **Citizens and rights services** (e.g. enrolled to vote / become an organ or tissue donor).
- **Community support services** (e.g. applied for disability services/support/equipment or home modifications).
- **Crime, justice and the law services** (e.g. applied for legal aid via the Legal Services Commission).
- **Education, skills and learning services** (e.g. made an enrolment for primary/secondary school).
- **Emergency and safety services** (Ambulance, Country Fire Service, Metropolitan Fire Service, Police).
- **Employment, money and tax services** (e.g. arranged to pay an overdue fine in instalments).
- **Health and wellbeing services** (e.g. used SA Gov online tool to find medical centres and/or clinics).
- **Housing services** (e.g. registered for public and/or community housing).
- **Property and land services** (e.g. applied for property development approval/to obtain a copy of your certificate of title).
- **Seniors services** (e.g. applied for a Seniors Card).
- **Transport, travel and motoring services** (e.g. registered a vehicle, applied for a licence/proof of age card/vision-impaired pass.
- **Water, energy and environment services** (e.g. made a building plan application/applied for an animal licence or permit/plumbing, gas fitting or electrical licence).

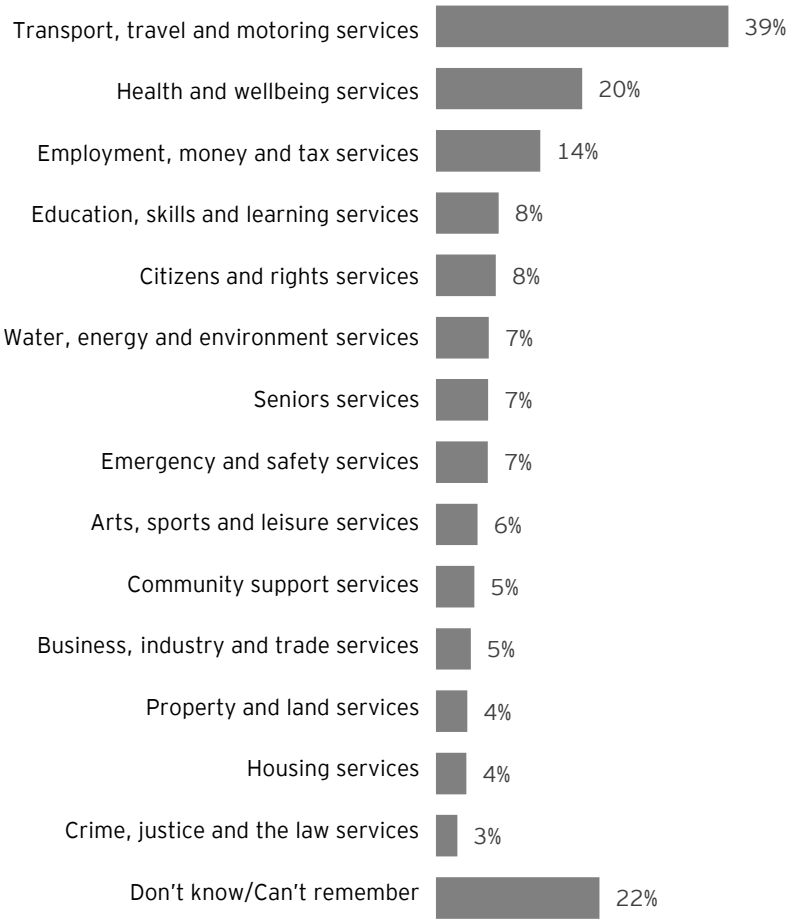
Appendix 2 - Citizen survey

SA Government services accessed in the last 12 months



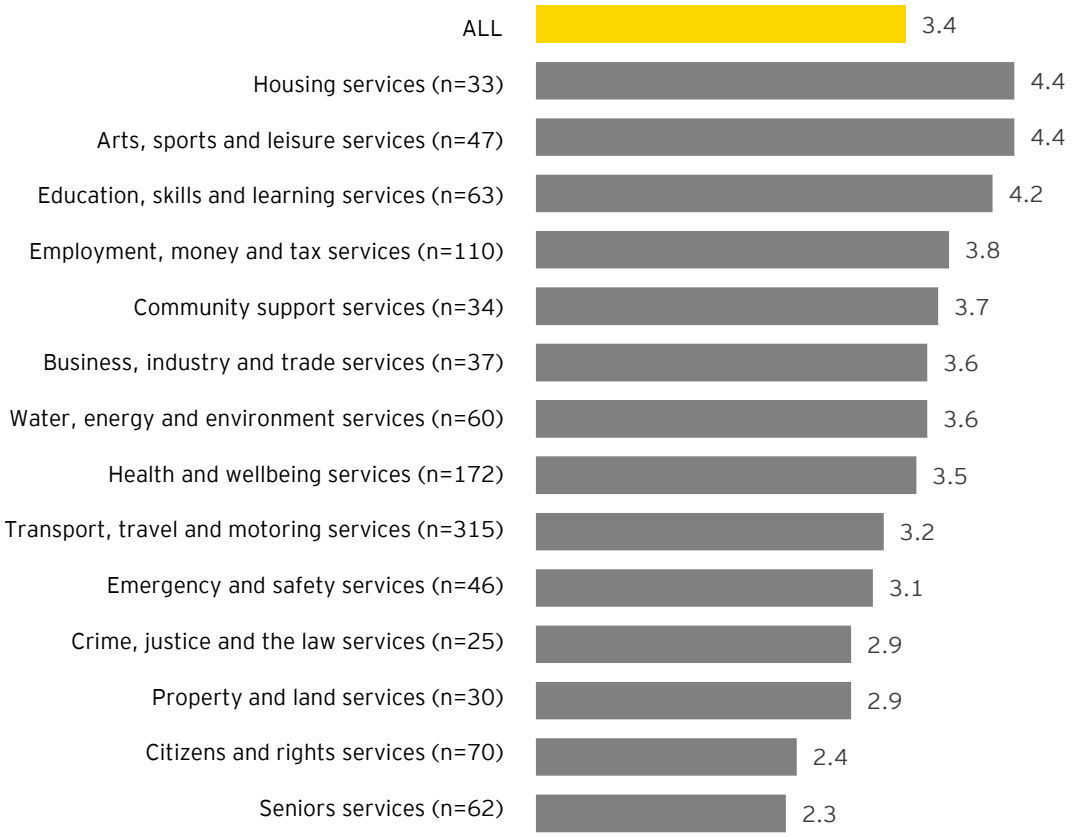
Base: All respondents (n=1,148).
Q1C. Which of the following Government services have you accessed in the last 12 months?

SA Government services accessed online in the last 12 months



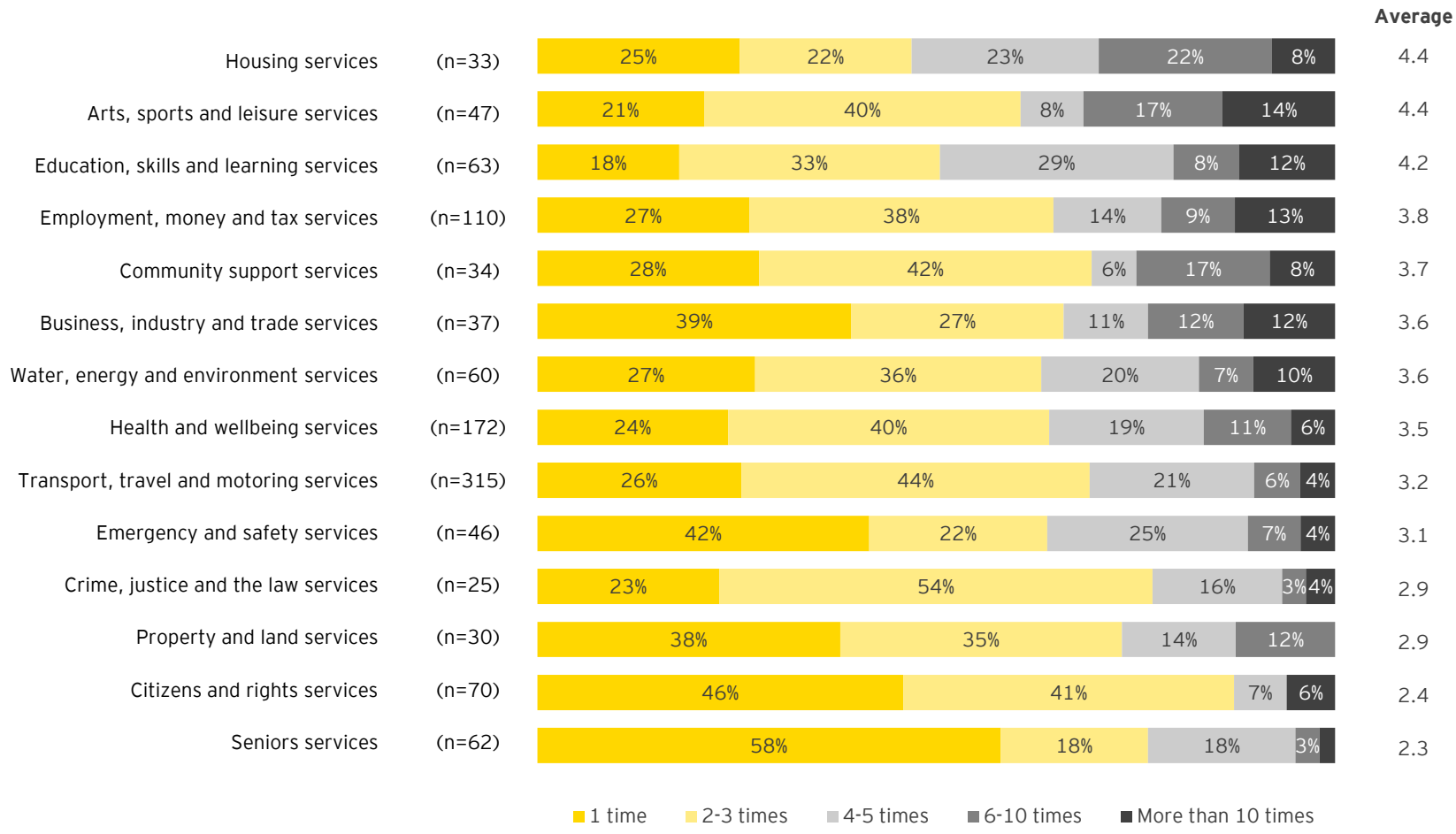
Base: All those who accessed a government service in the last 12 months (n=823).
Q2. And which of these services have you accessed online in the past 12 months?

Average no. of times services accessed online in the last 12 months



Base: All those who accessed a government service online in the last 12 months (n=649), excluding don't know. Base for each service varies as shown above.
Q3. How many times have you accessed each service online in the last 12 month?; Q2 which of these services have you accessed online in the past 12 months?

Number of times accessed each service online in the last 12 months



Base: All those who accessed a government service online in the last 12 months (n=649), excluding don't know. Base for each service varies as shown above.
Q3. How many times have you accessed each service online in the last 12 months?

Time of day preference to access SA Government services and ease of accessing the internet (by demographics)

Time of day preference to access SA Government services (by demographics)

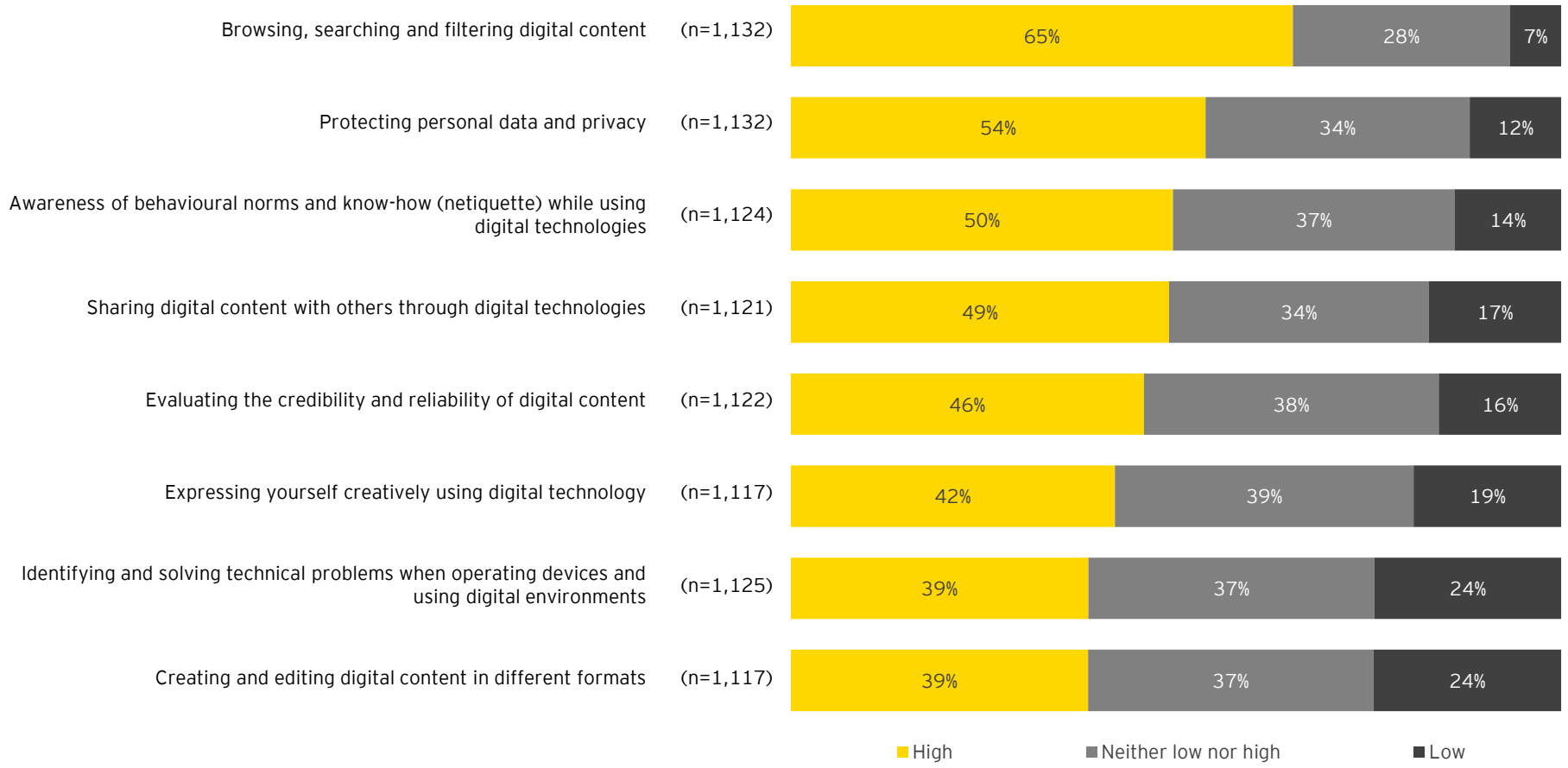
	Total	Gender		Age (yrs)			Location		Disability*	
		Male	Female	18 to 34	35 to 49	50+	Metro	Regional	Yes	No
Sample size (n)	908	439	469	291	216	401	696	212	210	681
Business hours	50%	49%	50%	34%▼	38%▼	68%▲	48%	53%	57%	48%
Outside business hours	42%	43%	42%	54%▲	55%▲	26%▼	43%	41%	35%	44%
Weekends	8%	8%	8%	12%▲	7%	6%	9%	6%	8%	8%

Ease of accessing the internet on a daily basis (by demographics)

	Total	Gender		Age (yrs)			Location		Disability*	
		Male	Female	18 to 34	35 to 49	50+	Metro	Regional	Yes	No
Sample size (n)	1,148	542	606	342	290	516	873	275	267	857
Easy	84%	84%	85%	85%	84%	84%	85%	81%	74%▼	87%▲
Neither easy or difficult	11%	12%	10%	10%	13%	10%	11%	10%	18%▲	9%▼
Difficult	5%	5%	5%	5%	3%	6%	4%	9%	8%	4%

Q4c. What time of day would you prefer to access government services?
Base: Excludes don't know responses (n=908)
Q6ii. How easy/difficult it is for you to access the internet on a daily basis?
Base: All respondents (n=1,148). *Note – sample sizes stated for disability exclude respondents that selected 'prefer not to say' for their disability status.

Ability to perform online activities

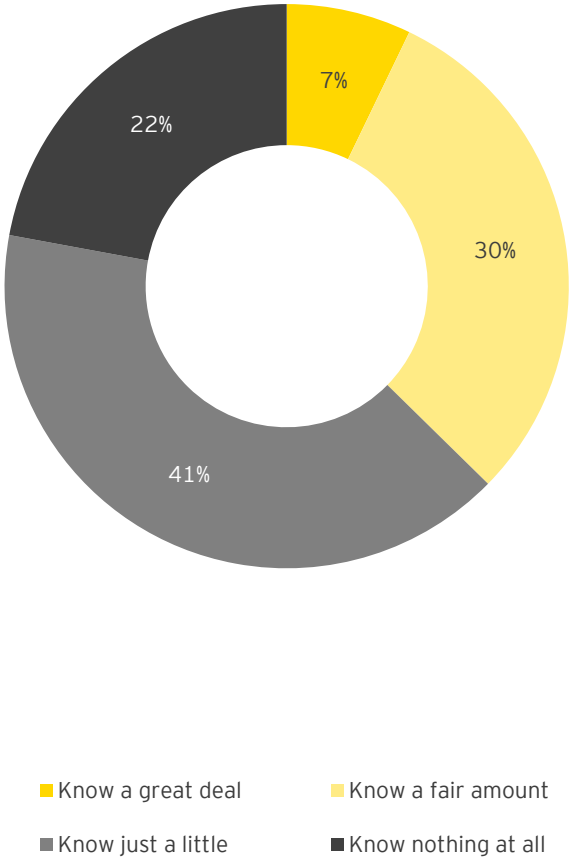


Base: Excludes N/A responses for each activity. Sample size varies for each activity as stated above ranging between n=1,117 to 1,132
Q17. How would you rate your ability to perform the following online activities?

Rating of personal ability to conduct each activity

Base: All respondents (n=1,148)
Q6a . How would you rate your ability to..?

Knowledge of services that your local area offers to teach you about digital technology



Base: All respondents (n=1,148)
Q12. How much do you know about the services in your local area that teach you how to use digital technology?

Ability to satisfactorily complete each of these online activities (%high satisfactory/satisfactory)

Ability to satisfactorily complete each of these (% high satisfactory/satisfactory)										
	Total	Gender		Age (yrs)			Location		Disability*	
		Male	Female	18 to 34	35 to 49	50+	Metro	Regional	Yes	No
Sample size (n)	1,148	542	606	342	290	516	873	275	267	857
Complete/submit a government form online	68%	63%▼	72%▲	65%	68%	70%	68%	66%	57%▼	71%▲
Manage your personal security/identity	67%	64%	70%	67%	66%	68%	68%	66%	63%	69%
Find information on a government service/department	59%	56%	61%	58%	62%	57%	60%	55%	48%▼	62%▲

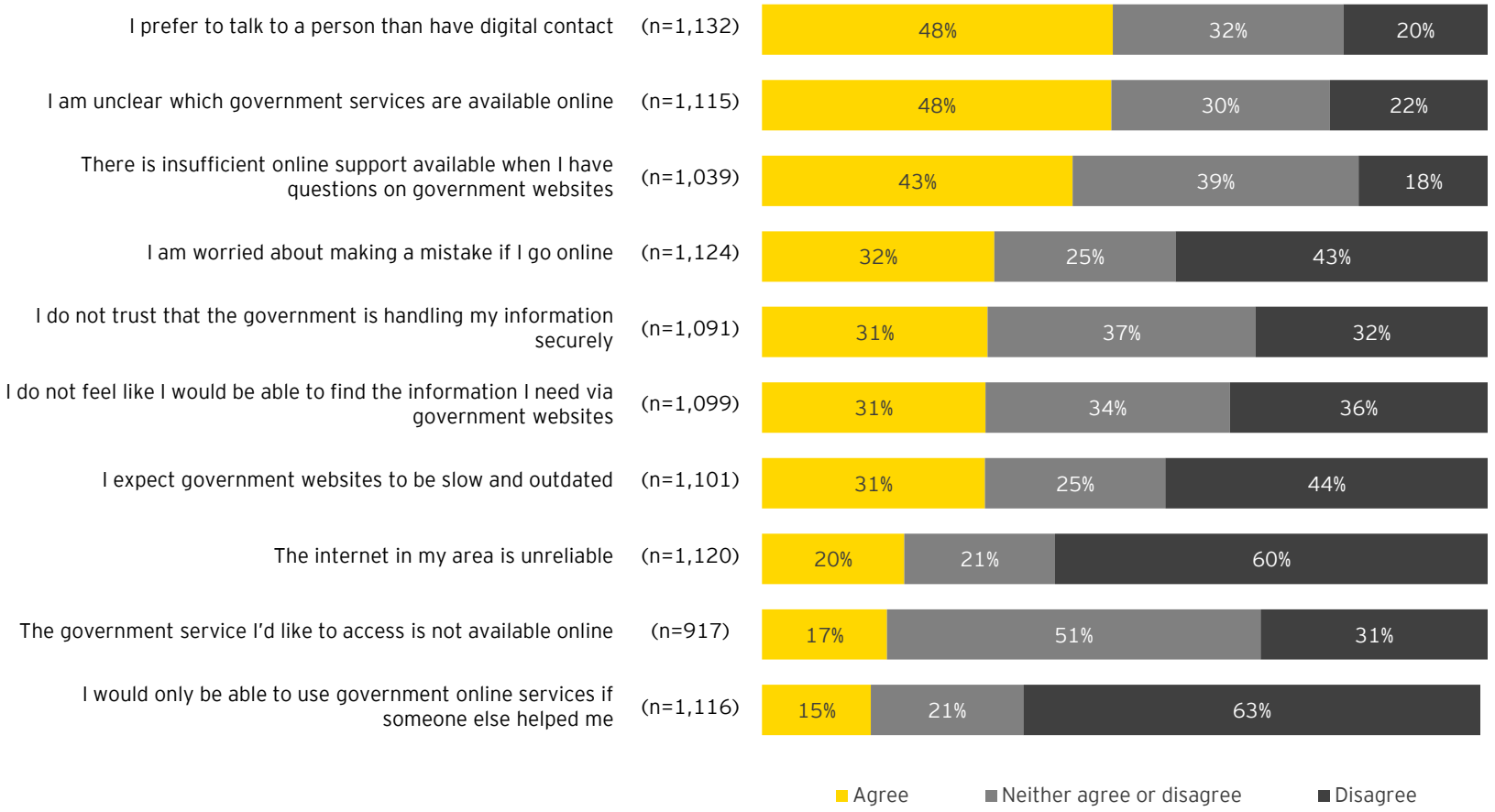
Base: All respondents (n=1,148)
Q6a. How would you rate your ability to...?
*Note Sample sizes stated for disability exclude respondents that selected 'prefer not to say' for their disability status.

Knowledge about services available in the local area

Knowledge about services available in the local area										
	Total	Gender		Age (yrs)			Location		Disability*	
		Male	Female	18 to 34	35 to 49	50+	Metro	Regional	Yes	No
Sample size (n)	1,148	542	606	342	290	516	873	275	267	857
Know a great deal	7%	8%	6%	8%	8%	6%	8%	6%	9%	7%
Know a fair amount	30%	32%	28%	29%	35%	28%	29%	34%	33%	30%
Know just a little	40%	40%	41%	40%	36%	44%	40%	43%	37%	41%
Know nothing at all	22%	19%	25%	22%	21%	23%	24%	18%	21%	22%

Base: All respondents (n=1,148)
Q12 How much do you know about the services in your local area (such as local council, libraries) that teach you how to use digital technology?
*Note Sample sizes stated for disability exclude respondents that selected 'prefer not to say' for their disability status.

Citizen views about SA Government digital content (Do you agree or disagree with the following?)



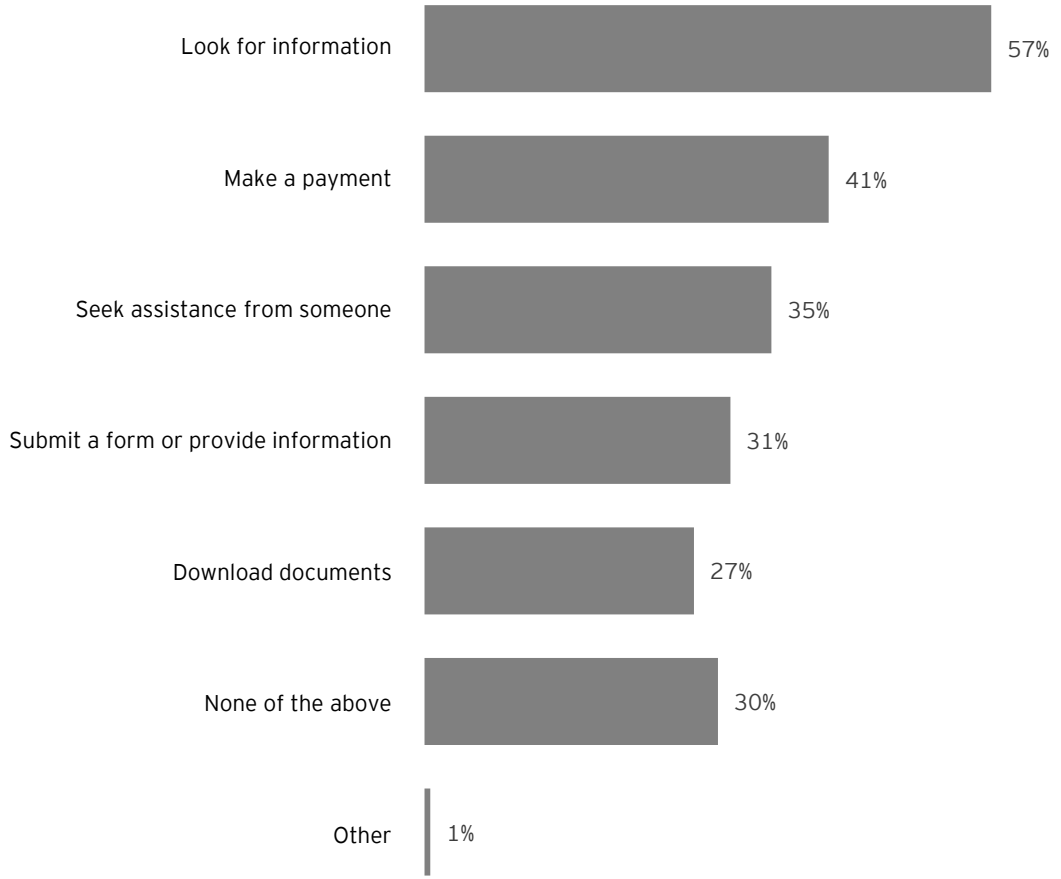
Base: Excludes don't know/NA responses. Sample sizes range from n=917 to 1,132 as stated above.
Q6. To what extent to you agree or disagree with each of the following?

Agreement on various aspects of SA Government services (%agree)

Agreement on various aspects of SA Government services (%agree)	Total	Gender		Age (yrs)			Location		Disability*	
		Male	Female	18 to 34	35 to 49	50+	Metro	Regional	Yes	No
I prefer to talk to a person than have digital contact	48%	48%	48%	40%▼	42%	59%▲	48%	48%	52%	47%
I am unclear which government services are available online	48%	53%▲	43%▼	49%	46%	49%	49%	47%	58%▲	45%▼
There is insufficient online support available when I have questions on government websites	43%	48%▲	38%▼	43%	47%	40%	42%	44%	51%	40%
I am worried about making a mistake if I go online	32%	30%	35%	33%	31%	33%	30%	40%	42%▲	30%▼
I do not trust that the government is handling my information securely	31%	36%▲	26%▼	30%	33%	31%	30%	33%	37%	29%
I do not feel like I would be able to find the information I need via government websites	31%	34%	28%	29%	30%	32%	28%	38%	39%▲	28%▼
I expect government websites to be slow and outdated	31%	36%	25%▼	42%▲	28%	23%▼	32%	28%	37%	28%
The internet in my area is unreliable	20%	22%	17%	25%	22%	15%	17%	27%	26%	18%
The government service I'd like to access is not available online	17%	23%▲	11%▼	28%▲	15%	9%▼	17%	19%	26%▲	14%▼
I would only be able to use government online services if someone else helped me	15%	17%	13%	21%▲	15%	11%	15%	14%	25%▲	12%▼

Base: Excludes don't know/NA responses. Sample sizes vary substantially for each percentage reported above given that each change depending on the group being analysed and the statement. Sample sizes for the total column range between n=917 and 1,132.
Q6. To what extent do you agree or disagree with each of the following...(% agree shown above)
*Note Sample sizes stated for disability exclude respondents that selected 'prefer not to say' for their disability status.

Interactions with the SA Government with a smartphone if possible

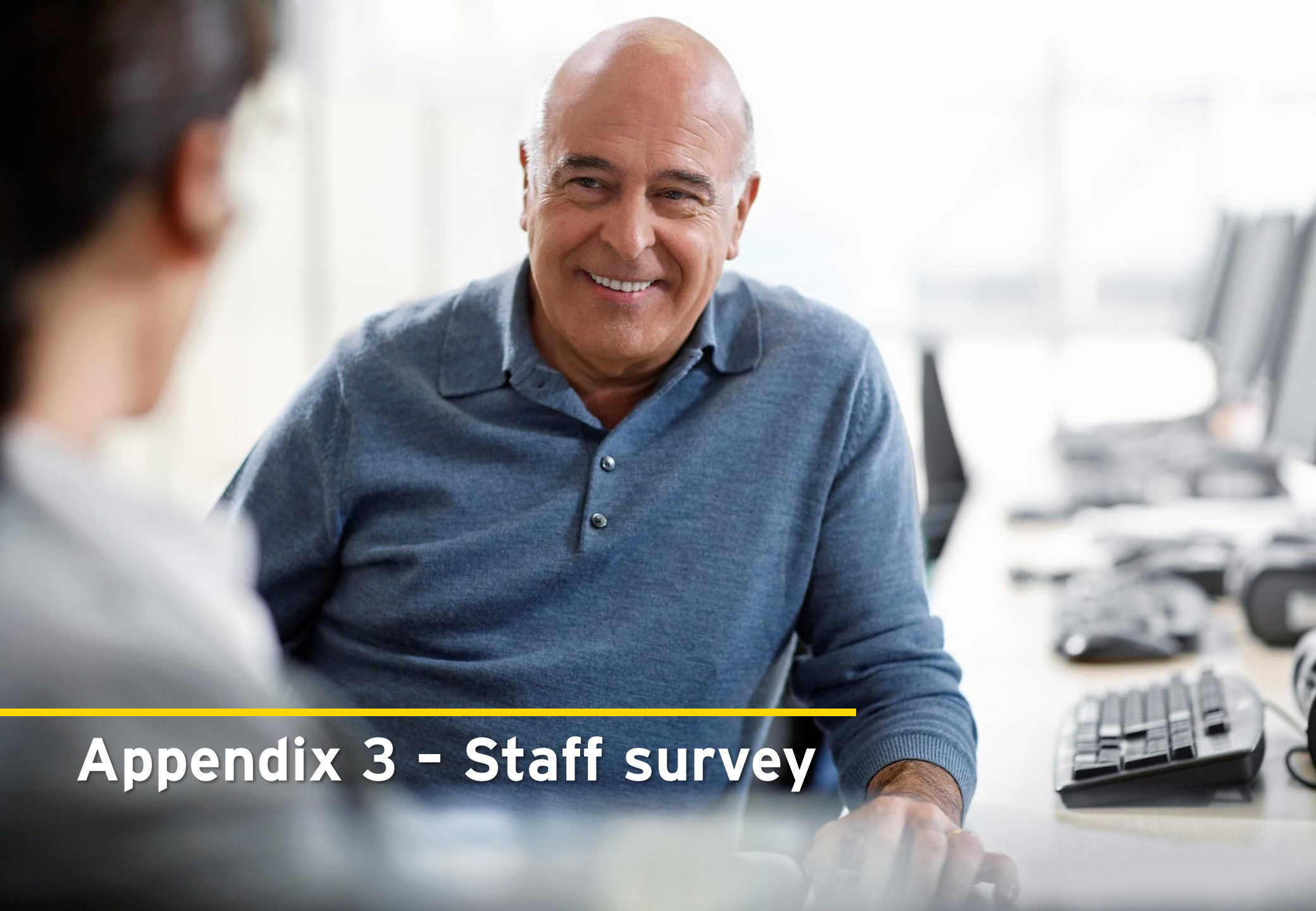


Base: All respondents (n=1,148)
Q7. Which of the following interactions with the SA Government might you perform with a smartphone if you were able to?

How close is the SA Government to the 'ideal' digitally transformed agency

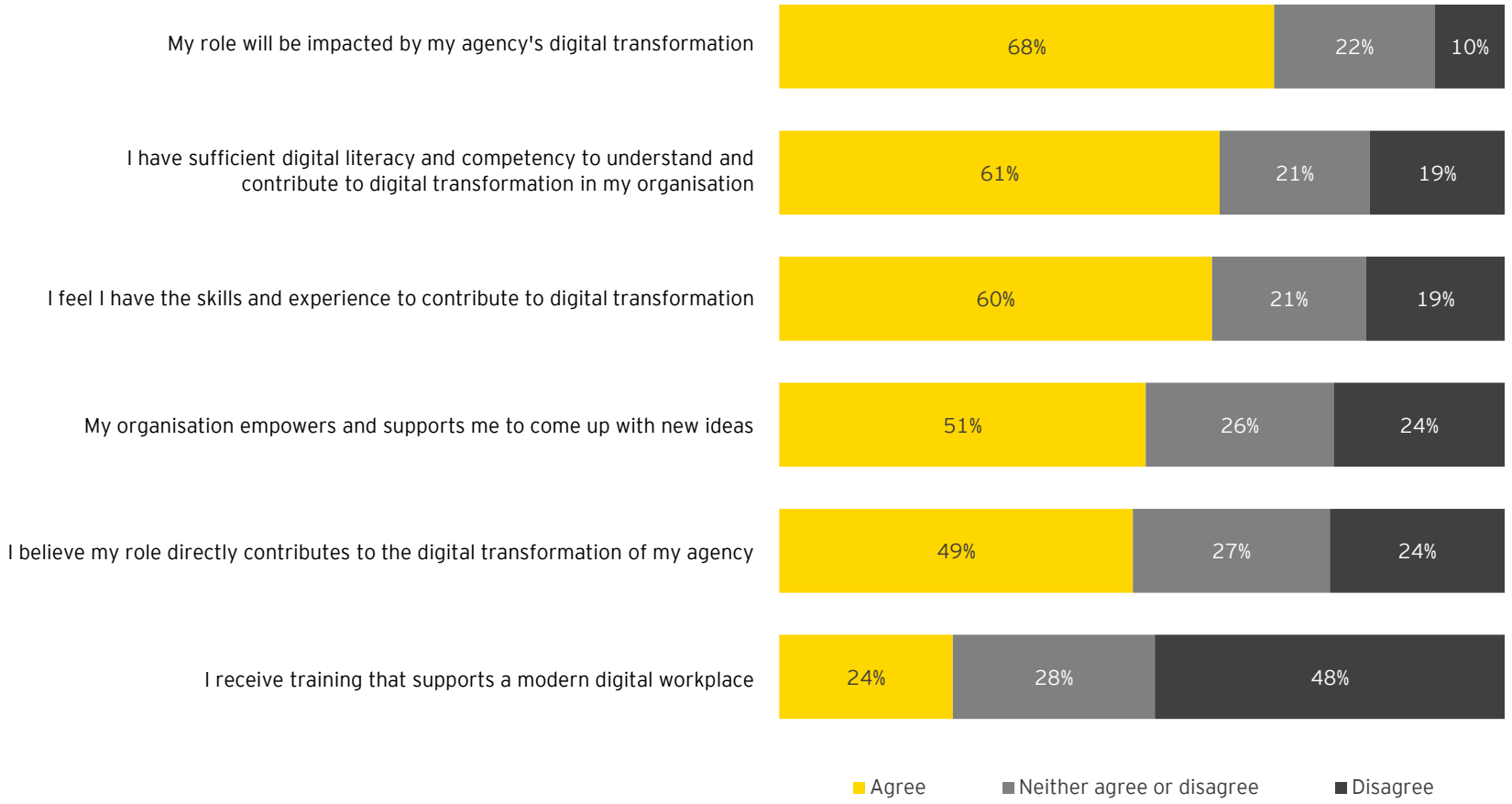
How close is the SA Government to the 'ideal' digitally transformed agency										
	Total	Gender		Age (yrs)			Location		Disability*	
		Male	Female	18 to 34	35 to 49	50+	Metro	Regional	Yes	No
Sample size (n)	1,021	498	523	318	267	436	781	240	243	758
Close	16%	19%	14%	19%	17%	14%	15%	20%	18%	16%
Neither close nor far	40%	34%▼	47%▲	45%	39%	37%	42%	35%	37%	41%
Far	44%	47%	40%	37%	43%	49%	43%	45%	45%	43%

Base: Excludes don't know responses (n=1,021)
Q14. Imagine an ideal organisation completely transformed by technology so that every new product and service was simple, smart, secure and digital. How close do you think the South Australian Government are to this ideal?
*Note Sample sizes stated for disability exclude respondents that selected 'prefer not to say' for their disability status.



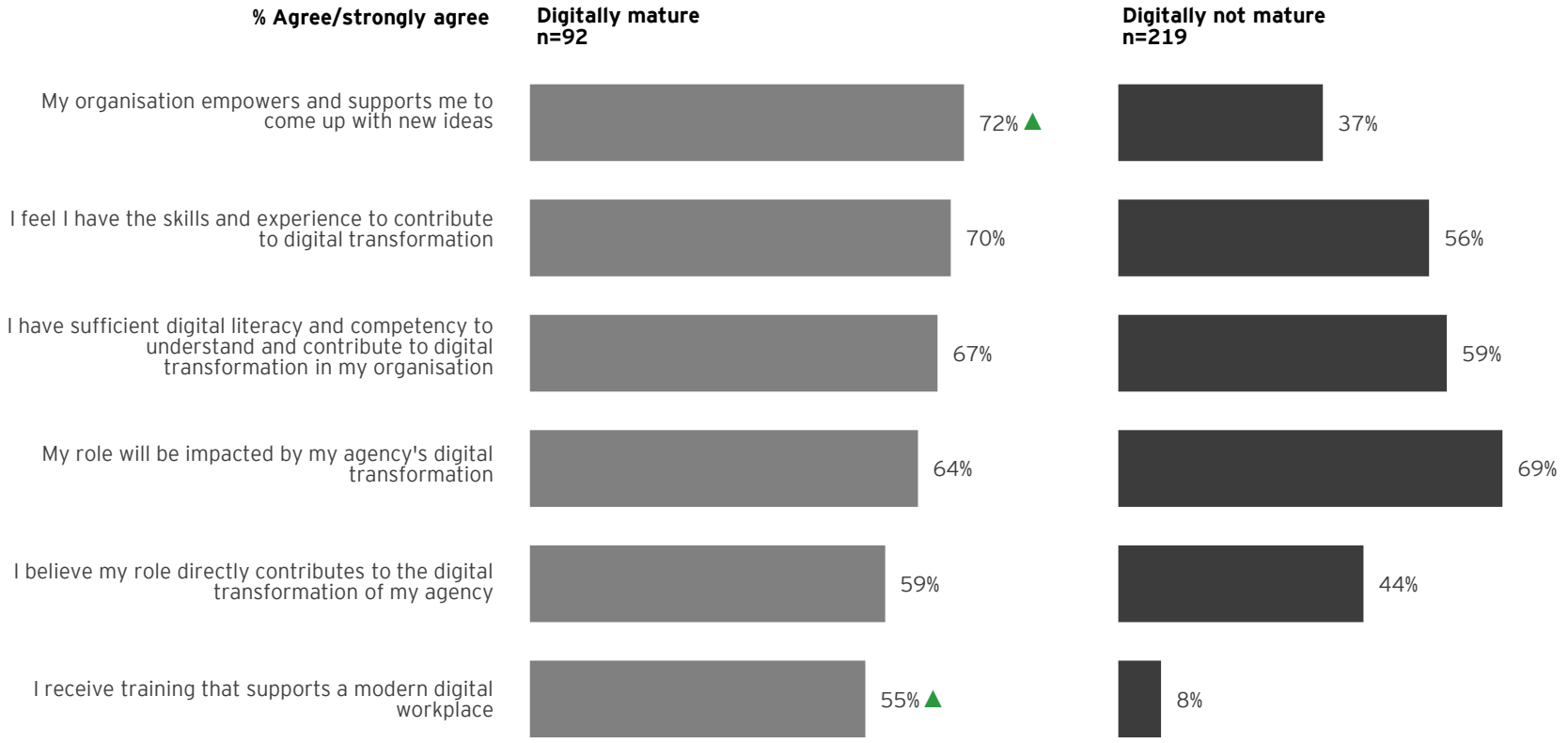
Appendix 3 - Staff survey

Level of agreement with the following about your role/digital literacy



Base: All respondents (n=560)
Q8a. Please rate your level of agreement with the following statements about your role/digital literacy.

Level of agreement with the following about your role/digital literacy (by digital maturity)



Base: All respondents asked each of the statements above. Sample sizes stated specifically for digitally mature and not mature agencies.
8a. Please rate your level of agreement with the following statements about your role/digital literacy.

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ADELAIDE SA 5001

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