



**Australian Government**  
Department of Human Services

# Service Delivery Reform:

## Transforming government service delivery

An update on progress and overview of the reform program





Minister for Human Services  
The Hon Tanya Plibersek MP

“...Service Delivery Reform will deliver more one-stop-shops, more self service options and more intensive support for those who need it.”



## Foreword



The Department of Human Services delivers services to almost all Australians at some point in their lives. Major reforms are now occurring to ensure that we deliver the right services, to the right people, in the right places.

Service Delivery Reform is driven by our recognition that the way we do business has not kept pace with community expectations or needs. While I am continually impressed by the professionalism, commitment and empathy of our staff, many of our most basic transactions remain costly, labour intensive and time consuming.

Australians quite rightly expect the Australian Government to provide services that use modern technology — to be as convenient and accessible as services provided by banks, bookshops, airlines and hotels.

Yet in the past, good ideas have often given way to official formalities — with the administrative needs of the bureaucracy being treated as more important than the needs of the customer. This has caused our staff, our customers and the community to think ‘there’s got to be a better way to do this’.

This report makes it clear that change is underway. Since the Australian Government announced Service Delivery Reform in December 2009, the Department of Human Services has started to transform the way services are delivered to the Australian public. Changes that have already been made mean that people can now access multiple services from over 50 co-located offices around Australia; do more of their business over the phone or online; and get targeted and intensive help to assist them into the workforce through the Local Connections to Work program.

These improvements are just the start. Over the next four years, the Australian Government’s commitment to Service Delivery Reform will deliver more one-stop-shops, more self service options and more intensive support for those who need it. In total we will co-locate around 500 shopfronts; expand the Local Connections to Work program to 24 locations; offer more mobile and outreach services; introduce new automated and simplified processes for customers; and roll out 44 case coordination service trials across the nation.

Service Delivery Reform is an ambitious program that will deliver better services to meet the social, health and economic needs of Australians in the years to come.

### **The Hon. Tanya Plibersek MP**

Minister for Human Services and Social Inclusion  
August 2011

## The need for change

The Department of Human Services (the department) is transforming the way it delivers Medicare, Centrelink and Child Support services to make people's dealings with government easier and quicker.

This transformation, called Service Delivery Reform, will result in improved outcomes for Australians and more efficient delivery of government services through more one-stop-shops, more self-service and more support for people based on their individual circumstances.



### Drivers for reform

In December 2009, the Australian Government announced significant reforms to government service delivery. Service Delivery Reform is driven by the recognition that the current model for government service delivery has not kept pace with community expectations around convenient access and quality of services and advances in technology.

Within the current system, services are often fragmented, inhibiting existing programs from meeting the needs of the community and individuals, particularly those facing multiple disadvantages. Government service delivery is also facing a number of macro-challenges including developments in technology and a growing and ageing population.

Service Delivery Reform is also driven by government trends towards greater integration and shared services and infrastructure, to provide more efficient and less costly services.

Since Service Delivery Reform was announced, the department has worked with customers, stakeholders and government to develop a reform package that supports more efficient and effective service delivery for Australians. The reform package has been guided by international best practice with a focus on how world class services can be adapted to the Australian service delivery environment.

### Transformation of the Department of Human Services

Before Service Delivery Reform began, the Human Services portfolio operated as three distinct organisations, the Department of Human Services (including the Child Support Agency), Centrelink and Medicare Australia, each with their own structures, funding models, delegations and spans of control.

On 1 July 2011, the former Human Services agencies — Centrelink and Medicare — integrated into the Department of Human Services, through the *Human Services Legislation Amendment Act 2011*<sup>1</sup>. This single department will enable more efficient and effective delivery of services and will give customers more convenient access to services.

### Purpose of this report

This report provides an overview of the progress the department has made under Service Delivery Reform. It outlines what the department will do over the next phase of the reform and how it will transform services to improve social, health and economic outcomes for generations of Australians.

<sup>1</sup> Australian Hearing still operates under the Human Services portfolio but is a separate business line from the department. Under Service Delivery Reform, it will continue to provide individualised, specialist support to eligible people in the community.

# Foundations for reform

## Service Delivery Reform vision and objectives

Service Delivery Reform will:

- make it easier for people to do business with government in a time and manner that suits their circumstances;
- give people better quality services and more intensive help and support at times in their lives when they need it; and
- give people better service from government that ensures they receive the benefits and support they are entitled to in ways that are effective for them.

Three objectives support this vision:

- **to make people's dealings with government easier through better delivery and coordination of services** — to drive service delivery that is easy, high quality and works for all Australians;
- **to achieve more effective service delivery outcomes for government** — to contribute to government policy objectives by developing an agile service delivery system; and
- **to improve the efficiency of service delivery** — to drive benefits by integrating and automating service delivery and creating a flexible and agile system.

## Foundations for Reform — a 10 point plan for service delivery

Service Delivery Reform will be achieved by:

1. Progressively re-engineering services to better meet people's needs. These universal services will become easier to access and use, reducing the burden on people, with more of the work happening 'behind the scenes'. Processes will be simplified, allowing people to undertake more transactions at a time and place of their choosing.
2. Supporting the Government's **social inclusion** and **workforce participation** agendas through initiatives like the Local Connections to Work program for job seekers and Case Coordination services to help vulnerable people. Additional community engagement officers and social workers will help people who are facing barriers to social inclusion like homelessness.
3. Implementing a **customer needs assessment framework** to identify people who need more intensive support by drawing on existing information about a person's circumstances and asking questions to identify the services they need.
4. Providing services and referrals to people based on their needs and circumstances across the following **service levels**:
  - a. **'Self managed'** — people who can independently access and navigate services without support or assistance;
  - b. **'Assisted'** — people who, at certain times, are unable to self-manage as a result of a particular circumstance and require additional assistance to access or interpret services;
  - c. **'Managed'** — people who require services to be coordinated into a support plan to meet compliance obligations or other obligations such as parole conditions or child protection issues; and
  - d. **'Intensive'** — people facing significant disadvantage or multiple complex challenges who require coordinated assistance.
5. Implementing a **customer relationship management system** to give staff a broader view of a person and their dealings with the department and to provide a consistent view of a person's information to help identify the services they need, with the appropriate privacy protections in place.
6. Transforming the way people interact with the portfolio to provide better access to services regardless of location and circumstances through:
  - a. improved **mobile and outreach services** to people in rural and regional areas, and to others who are isolated;
  - b. **co-locating offices** to provide one-stop-shop access to departmental services and extend the reach of the department; and
  - c. **a single telephone number and website** to improve access to the department's information and services through a single point of contact.
7. Implementing **streamlined customer registration and proof of identity** arrangements that improve convenience for people while protecting their personal information so they only need to prove who they are or tell their story once when accessing services, with their consent or where legislation already permits.
8. Integrating the Human Services agencies into a **single department of state** to better enable the department to contribute to policy development and bring together key corporate and enabling services to drive efficiency, freeing up resources for frontline services.
9. Bringing together the department's frontline service delivery networks into a **single customer facing network** to provide coordinated support to people. Staff will receive more training and will be able to deliver tailored services at the local level. Services will be delivered through a combination of shopfronts and specialist service centres (telephony and processing).
10. The implementation of a **work management system** to optimise the way work is allocated to staff based on capacity and skills.

# Timeframe for reform



**Phase One: 2010–11 — planning and design:** Throughout 2010-11, detailed business cases and proposals were developed for Government consideration. Foundation elements of Service Delivery Reform were implemented to lay the platform for future phases.

**Phase Two: 2011–12 to 2014–15 — integrating, simplifying and automating frontline services:** During this phase frontline service delivery will be further improved to benefit people according to their needs and risks. Services and access will be improved to enable people to self-manage their affairs or receive coordinated support, depending on their circumstances. Behind the scenes, processes will be simplified to make people’s interactions with the department easier.

Phase Two deliverables have been approved by the Australian Government as part of the 2011-12 Budget and are described in more detail later in this report.

**Phase Three: 2015–16 to 2019–20 — coordinating service delivery across government:** Extensive evaluation and government decisions will guide longer term reforms. It is anticipated that the reform will be expanded across government, including at the state and local government level and further opportunities to partner with third-party service providers and the community sector will be explored.

## What Service Delivery Reform has achieved: Phase One

In 2010-11, the department introduced a number of initiatives and trials, the results of which are shaping the design of future service delivery. The department also integrated its corporate enabling areas to streamline administrative processes and support improved service delivery. Customers can now access more joined-up, comprehensive services through the co-location of Medicare and Centrelink services into one-stop-shops and a single website and telephone number providing a single point of contact and information.

### Service Delivery Reform Phase One achievements and outcomes

#### Assistance for Job Seekers — Local Connections to Work and Job Seeker Workshops

The Local Connections to Work program is now running in nine Department of Human Services offices. Local Connections to Work helps highly disadvantaged job seekers overcome barriers to social and economic participation by bringing together Australian Government, state government and non-government service providers 'under one roof' on a rostered basis.

Over 500 job placements were found for disadvantaged job seekers through this program during Phase One of Service Delivery Reform.

Disadvantaged job seekers are assisted through wrap around interviews which help them to find employment and refer them to assistance to overcome the barriers that may prevent them find work including housing services, training courses, rehabilitation programs, financial services and counselling programs.

Community Partnership Groups at each office provide the local governance needed to guide the local approach, manage local issues, oversee rostering arrangements and identify opportunities to expand the range of co-located services.

#### Local Connections to Work — Realising Potential

A customer wanted to become a child care worker but a mental illness was preventing her from gaining work in this area.

Through Local Connections to Work, she was referred to a youth mental health service and received medical and counselling assistance. Her job service provider enrolled her in a child care course. As she gained confidence, she was referred to a community organisation that supplied her with donated work wear for interviews.

The customer is enjoying her studies and feels she has more control over her mental health issues.

She has been successful in obtaining a placement with a local child care provider.

The department also supported people in their first 13 weeks of unemployment through early, intensive assistance designed to prevent long term unemployment. Job Seeker Workshops were established in eight offices and since commencement to 30 June 2011, more than 1,700 job ready job seekers were involved in the workshops, with a total of 443 Job Seeker Workshops held across the eight offices.

#### Connect Me — connecting customers with the right support

In March 2011, the department conducted a proof of concept study focusing on customers experiencing family separation and bereavement. Called 'Connect Me', the service supported customers with their interactions with government by 'connecting' them to the right services more quickly. Customers were provided with information about support and programs across the department, other parts of government and the community sector relevant to their individual needs and circumstances.



'... they listened very well to my problems and they came up with a plan to deal with some of my problems. I've never had that before. I get the feeling that something might now be done about some of my issues.' (Job seeker)

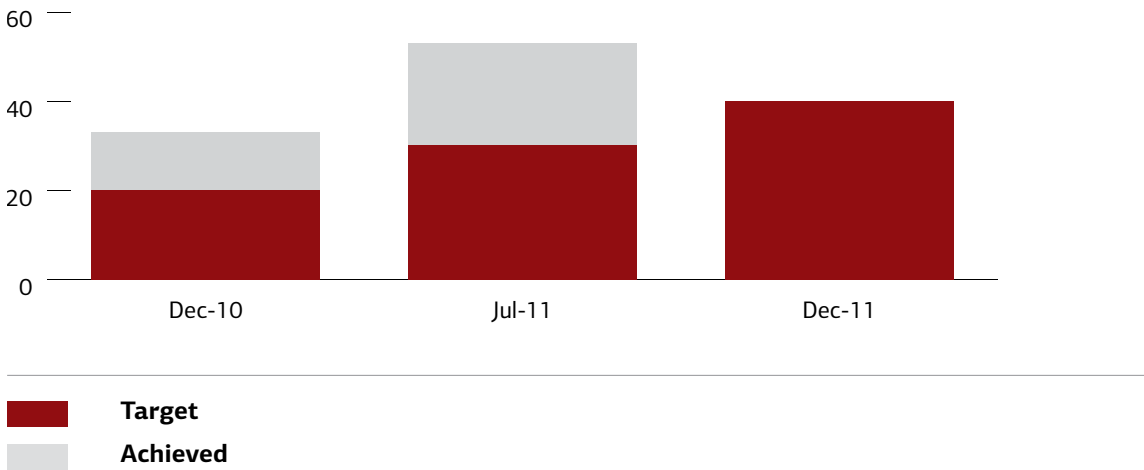
### Creating One-Stop-Shops through Co-locating Services

The department is creating more one-stop-shops where Medicare, Centrelink and Child Support services are available under one roof. Co-location of services improves the way people deal with the Australian Government by providing convenient, easy-to-access, coordinated services from a single point of contact. Customers who visit a co-located office can choose from a broad range of services, from applying for Medicare rebates and claims to accessing specialised Centrelink services.

During 2010-11, Medicare Australia and Centrelink co-located offices in 47 locations across Australia. The Department of Human Services is committed to extending services in all offices by 2014.

The co-location program will double the number of shopfronts where Medicare services are available from 240 to around 500.

### Co-location of Offices



“The customers think it’s great... Being co-located means we can work together to streamline the process for them and make it much quicker and easier”

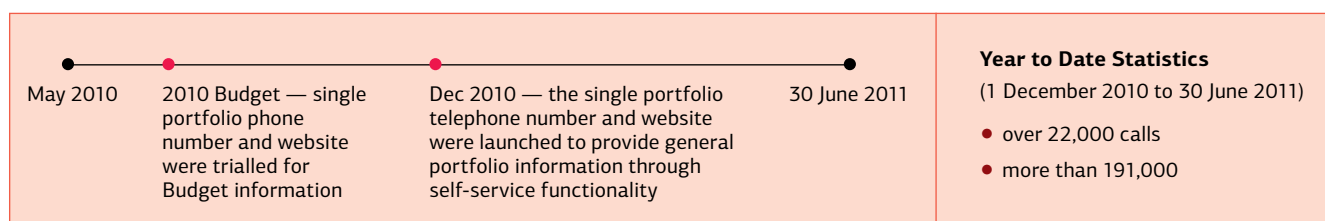
Staff member

## A single web and telephone service — integrating self-service options

A single website and telephone number were launched in December 2010 to integrate and consolidate information from across the department's programs, including Centrelink, Medicare and Child Support. The website and phone number are making it more convenient for people to find out what help is available to them through a single point of contact. By the end of Phase One, more than 191,000 people had visited the website. Additionally, over 22,000 people used the telephone service during Phase One.

Over time, separate websites and telephone numbers linking customers to the range of Human Services programs will be rationalised into this single website and phone number.

### Single Phone and Web

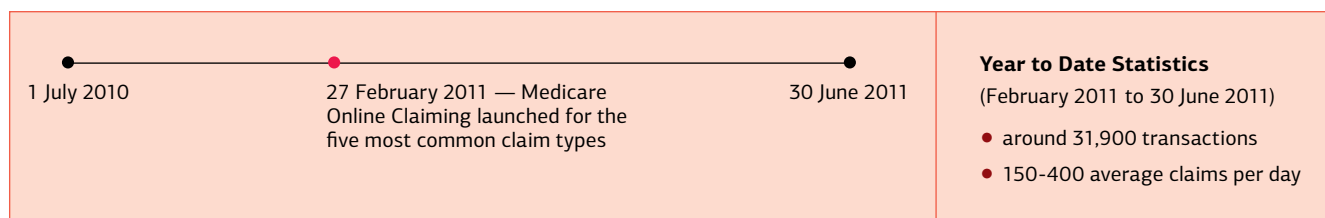


## Claiming Medicare Benefits Online

In February 2011, the Minister for Human Services launched a new service for customers to lodge the five most common Medicare claims online. At 30 June 2011, customers undertook around 31,900 transactions using Medicare services online.

Accessing the service is easy — customers need only sign up for Medicare Online Services, enter the required details and rebates are paid into customers' bank accounts within days.

### Medicare Online Claiming



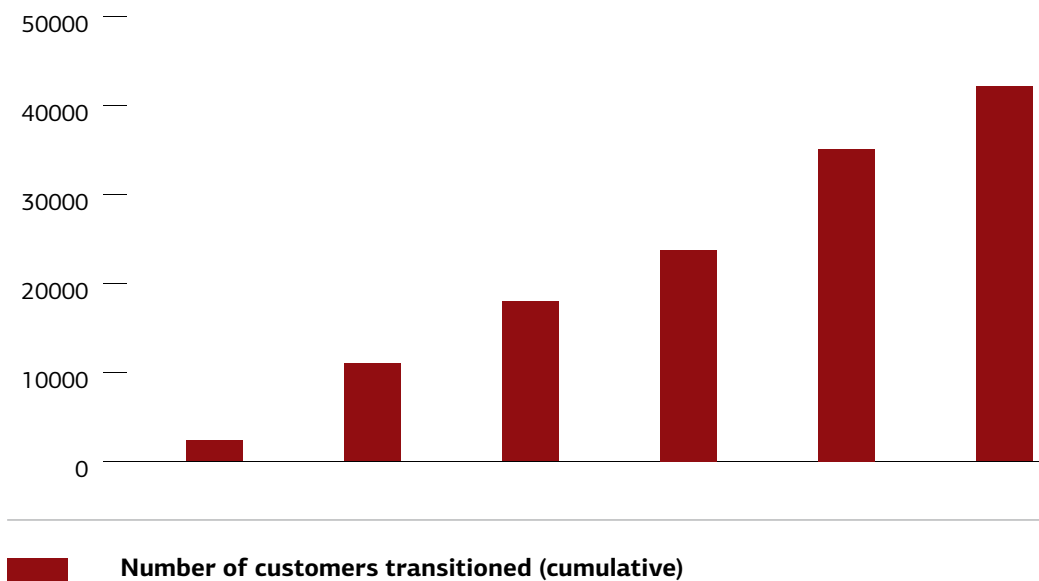
“Hi there, I've just lodged a claim over the internet for the first time... Not bad for a person close to 50. Good idea guys as it saves me a lot of running around time which is hard due to my mobility issues.”

Medicare Australia online services user

### Connected Authentication — improving customer connectivity

Since January 2011, customers who use online services have been prompted to register for an **australia.gov.au** account. Registration enabled these customers to access any of their Human Services online accounts using a single user ID and password. Since this service started until 30 June 2011, over 42,000 online customers have transitioned from using separate log in credentials for each agency to this single user ID and password.

### Number of online customers transitioned to australia.gov.au



### Integrated the Human Services portfolio

During Phase One of Service Delivery Reform the department integrated frontline service delivery networks, corporate functions and Information and Communication Technology (ICT) infrastructure platforms and systems. The department also redesigned its organisational and management structures to support joined-up service delivery. The integration will enable the department to dedicate more resources to frontline servicing, to simplify and consolidate corporate processes and systems, and utilise ICT tools that are more user-friendly for staff and customers and more cost effective for the department and government.

The integration was formalised through the *Human Services Legislation Amendment Act 2011* which was enacted on 1 July 2011. The Act integrated Centrelink and Medicare into the Department of Human Services to create a single department of state.

#### Emergency response — working together in times of need

The summer of 2010-11 saw more than two million people across Australia affected by devastating floods, Cyclone Yasi and bushfires. The department responded with the rapid formation of frontline and virtual teams to answer calls, process claims and provide support and empathy to those affected by these devastating events.

Support extended across government with staff from the Australian Taxation Office, Fair Work Ombudsman and the Department of Immigration and Citizenship working in partnership with the department.

In times of crisis, the Government's ability to respond quickly and easily to help those in need is paramount. These partnerships also demonstrate the potential for cross-government service delivery and the benefits that this type of collaboration brings to the community.

“Accessing the service is easy — customers need only sign up for Medicare Online Services, enter the required details and rebates are paid into customers' bank accounts within days.”



“The department also redesigned its organisational and management structures to support joined-up service delivery.”

## Management of the Service Delivery Reform program



To drive a program like Service Delivery Reform, a robust program and implementation management function are needed. The department established an implementation group which provided strategic direction, coordination and planning for the phased roll-out of Service Delivery Reform in order to achieve the objectives of Government.

The Service Delivery Reform Implementation Division provides a comprehensive program management capability to support the implementation of Service Delivery Reform drawing on international best practice.

Detailed governance arrangements are also in place, both within the department and across government, to ensure that outcomes are effectively achieved. The department maintains regular dialogue with the Office of the Australian Information Commissioner for policy advice and guidance on privacy practices.

## Lessons learnt and recommendations for Phase Two

Evaluation of and lessons learnt from Phase One will guide the department in the management and implementation of Phase Two. Outlined below are the issues identified during Phase One that posed potential challenges, the lessons learnt and the actions implemented to address these.

Issue	Lesson	Action
Interdependency management	<ul style="list-style-type: none"> <li>The reform program is highly complex with projects dependent on one another and external dependencies</li> <li>Any slippage or change in projects or deliverables needs to be assessed</li> </ul>	<ul style="list-style-type: none"> <li>Interdependency management embedded in stage planning</li> <li>Any changes undergo change control impact assessment</li> <li>Re-baselining of deliverables can occur if necessary</li> </ul>
ICT resourcing	<ul style="list-style-type: none"> <li>Visibility of ICT resourcing is needed across all levels — including strategic, operational and project levels</li> <li>ICT resources and systems releases for Service Delivery Reform and Business as Usual activities need to be prioritised</li> </ul>	<ul style="list-style-type: none"> <li>Service Delivery Reform is a component of the ICT Strategic Plan</li> <li>ICT implementation expert appointed to governance committees</li> </ul>
Realisation of financial benefits	<ul style="list-style-type: none"> <li>Understanding the non-financial benefits related to savings is important to ensure that the drivers of the actual efficiencies are being implemented as planned</li> <li>(NB: The realisation of the financial benefits is typically via a "harvest upfront" approach where savings are factored into budgets ahead of actual productivity gains being implemented)</li> </ul>	<ul style="list-style-type: none"> <li>Challenge financial elements of status reports to understand underlying cause for any variances</li> <li>Determine project baselines to monitor progress against financial forecast</li> <li>Embed benefits realisation plans into projects and reporting — use change control processes to assess any modification to plans</li> </ul>
Program office	<ul style="list-style-type: none"> <li>As the program was designed, the program office focussed on establishing the processes and requirements for the program</li> </ul>	<ul style="list-style-type: none"> <li>Move to improve performance through more analysis and activist program management resulting in more strategic reporting to senior executives and government</li> </ul>

This table provides an overview of the potential issues faced in Phase One that were successfully mitigated through early intervention.

Theme	Issue	Actions that Worked Well
<p><b>Change management and a phased approach</b></p>	<ul style="list-style-type: none"> <li>• Organisational change and major reform activities coincided in Phase One</li> <li>• Potential for staff and customers to experience 'information overload' and 'change fatigue'</li> <li>• Business as usual activities had potential to impact on Service Delivery Reform staffing, funding and other requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Leading Bold Change workshops delivered nationally to over 1,600 participants by a regional network of experienced facilitators</li> <li>• Change Tracking pilot conducted, which identified opportunities for streamlined change management support and provided advice to key stakeholders, which informed new directions in planning people change</li> <li>• Focussing on a coherent people strategy and solutions for the business operating model which aligned with business requirements</li> </ul>
<p><b>Staff engagement and communication</b></p>	<ul style="list-style-type: none"> <li>• Potential for staff to become disengaged in the change process</li> <li>• Keeping staff appropriately informed about the Integration and transformation of the department</li> <li>• Cultivating a co-operative corporate environment to ensure successful integration of workplaces and into the single department of state</li> </ul>	<ul style="list-style-type: none"> <li>• People Change Centre activities, including the provision of dedicated change support for key projects and enterprise events</li> <li>• Senior Executive Service (SES) Network Visit strategy, putting senior executives in touch with customer and staff needs</li> <li>• SES Forums, bringing together all SES to discuss and share information on key risks and issues facing the portfolio during the transition to full integration</li> <li>• High level SES Forums enabled deep discussion of critical risk factors, leading to collaborative solutions-finding</li> <li>• Portfolio People Survey — the first for the full department and providing a baseline for engagement, performance feedback and leadership/culture</li> </ul>
<p><b>Appropriate governance</b></p>	<ul style="list-style-type: none"> <li>• Various levels of governance needed to ensure appropriate visibility, accountability and decision making on strategic and operational aspects</li> </ul>	<ul style="list-style-type: none"> <li>• As the program is maturing, governance arrangements are reviewed to ensure appropriate level of executive visibility</li> </ul>

## What Service Delivery Reform will deliver

Customer, staff and stakeholder input during Phase One has played an important role in the design of Service Delivery Reform. This co-design approach is being used throughout Phase Two to ensure services are designed to meet the needs of the customer and deliver on their intended benefits.

In recognition of the significant planning and implementation of reform foundations in Phase One, the Australian Government agreed to a \$1.2 billion investment in a four year program of Service Delivery Reform in the 2011-12 Budget. The service improvements and integration through this investment will generate savings of around \$780 million over the four years.

The Phase Two reform program comprises four packages of work made up of twelve Budget measures.

### Improved services to better meet people's needs by providing more tailored and intensive services.

- **Local Connections to Work:** connecting disadvantaged jobseekers to employment, education and welfare services through an additional 15 Local Connections to Work sites.
- **Case Coordination:** providing integrated and intensive support for people who need it most by connecting them to the services they need in 44 Case Coordination trial sites.
- **Co-design:** working with customers and the community to co-design and deliver better services by giving Australians a greater say in shaping the services they access.



### Improved access to services regardless of location.

- **Single web and phone service:** connecting customers to information and services through a single point of access.
- **Co-location:** making more services available under one roof by co-locating and extending services in all offices by 2014.
- **Improved rural mobile services and outreach support for the homeless:** improving mobile and outreach services through an additional mobile office, 20 Community Engagement Officers and 13 social workers for the geographically and socially isolated.
- **Claiming Medicare benefits online:** extending the number of Medicare claims that can be made online.

### Simplified interactions for the community that make it easier and quicker to access our services.

- **Simplifying and automating online services:** making interactions with the department easier and more automatic through simplified letters, online forms and improved processes.
- **Improving online services:** building ICT capability to make services more convenient and efficient including Connected Authentication and Customer Relationship Management.
- **Integrated business operation and workflow management system:** to support efficient and effective service delivery.

### An integrated department generating efficiencies to invest in more effective and efficient services to the Australian public.

- **ICT Integration:** to increase efficiency and support services.
- **Corporate Integration:** supporting change management and communications activities associated with the reform.

## Putting people at the centre of service design

Giving people a greater voice in how public services are designed is one of the Government's principles for social inclusion<sup>2</sup>. This means providing opportunities for the community to identify their needs and collaborate on the design and delivery of policies and programs. Detailed feedback from community members and genuine and inclusive consultation are valuable sources of information to improve service design and delivery.

The department aims to achieve a more citizen-centred approach in the design of service delivery. This approach is known as co-design and is intended to extend the role of the public by inviting customers to collaborate on the design of services.

In 2010, the department ran a series of forums with customers, staff and community groups across Australia to further inform the development of the Service Delivery Reform agenda. The forums provided further insight into how people experience the department's services, the obstacles they face and their daily frustrations. The engagement was an important first step towards using co-design to improve our future service delivery arrangements.

People told the department they want services to be:

- Personalised — meaning tailored to the individual;
- Linked up — meaning integrated and coordinated across government;
- Clear, empathetic and simple — meaning good communication and information; and
- Easy and appropriate — meaning the right channel with simple and flexible processes.

A co-design capability, including a methodology for practicing co-design, is being built within the department. This will provide a framework and process for the department to collaboratively engage and work with the community to understand their lives and partner with them to develop services. By mapping customers' experiences of services and how these relate to their daily lives, the department also aims to gain a deeper insight into how customers understand services, potential gaps in services, and to identify and design opportunities for improvement and innovation.

Service Delivery Reform is putting people first in the design and delivery of services so people are provided with more options, better services and ultimately better outcomes. The department will continue to use co-design to engage the community in improving services.

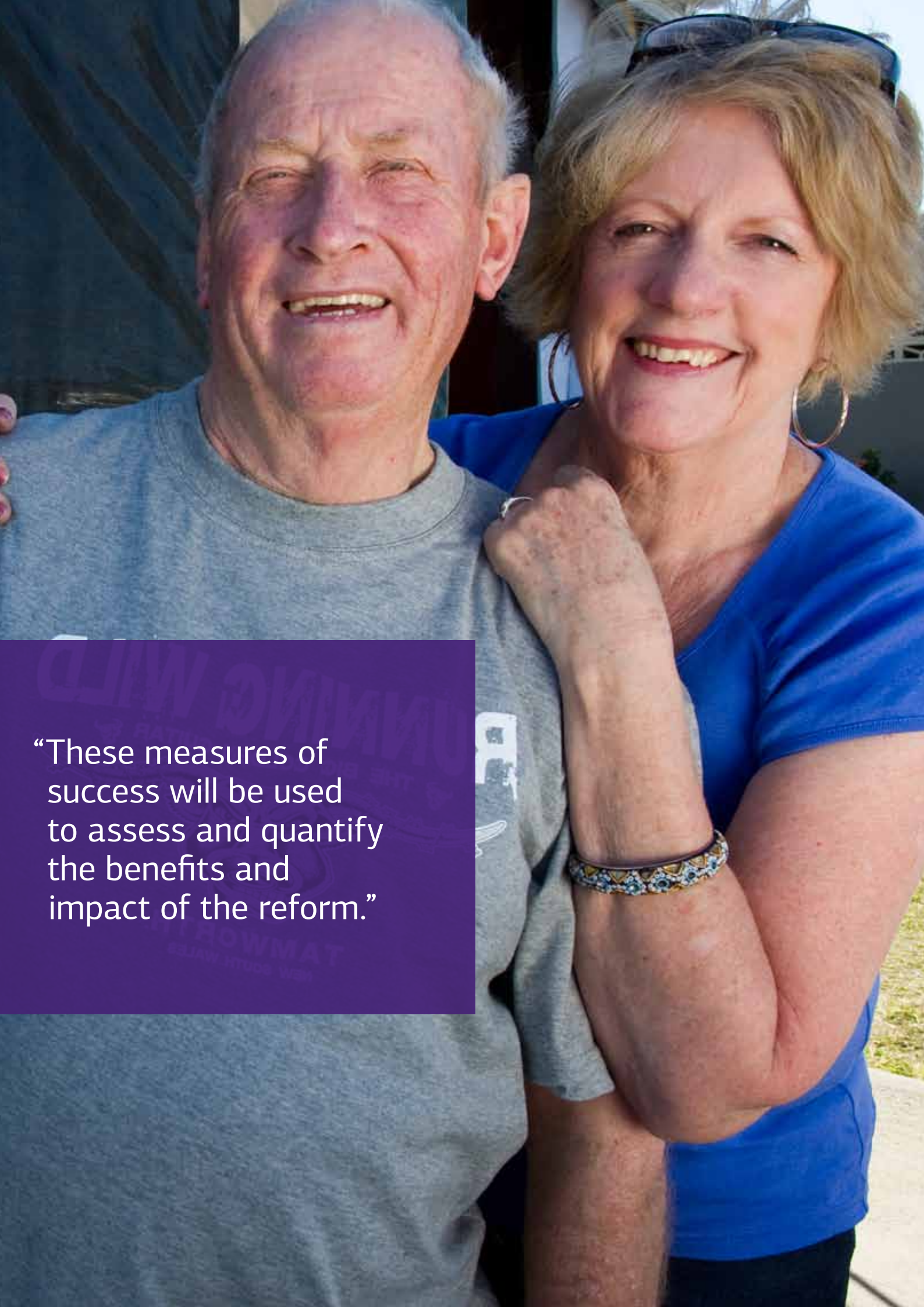
More information about people's views and expectations on service delivery can be found in the department's publication, *What you told us*<sup>3</sup>.



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<sup>2</sup> More information about the Social Inclusion Agenda and its Principles can be accessed at <http://www.socialinclusion.gov.au>

<sup>3</sup> Department of Human Services, *'What you told us; A summary report on Australians'* concerns with how we deliver services and their suggestions for improvement; Canberra ACT, May 2011



“These measures of success will be used to assess and quantify the benefits and impact of the reform.”

## Outcomes for customers, staff, stakeholders and government

The Department of Human Services will deliver tangible outcomes for customers, staff, stakeholders and government. Service Delivery Reform outcomes include:

- **Easy:** It is easier for people to deal with government in a time and manner that suits their circumstances.
- **High Quality:** People get quality services and intensive support at times in their lives when they need them.
- **Works for you:** People can get service that ensures that they receive benefits and support in ways that work for them.
- People have access to services and support that enable them to fully participate in the economy and their community.
- Government has a service delivery system which is more agile, flexible and responsive to changing policy and future needs.
- Greater opportunity for community and stakeholders to contribute to the design of services and service delivery.
- Greater use of new technologies to deliver new and existing services.
- Reduction in the cost of service delivery for government and better allocation of resources to areas of highest need.

### Alignment with Government objectives

Service Delivery Reform will contribute to the Government's broader strategic objectives for the Australian community by supporting improved health outcomes, increased social, educational and economic participation and improving services to those facing the greatest disadvantage.

In addition to supporting the Government's social inclusion and workforce participation agendas, Service Delivery Reform will help to:

- contribute to better health and ageing for all Australians by improving access and equity in the health system;
- extend coverage and improve connections between government, community and private sector;
- meet the needs of Australians by delivering services and creating more open government; and
- help Australians to be as self-sufficient as possible and to easily transition to assisted services when required.

### Realising the Benefits of the Reform

The success of Service Delivery Reform is dependent on the department's ability to measure, implement and realise the outcomes and policy objectives outlined in this report. A framework for measuring success and realising benefits has been developed so the department can report to the Australian Government on progress of the reform.

These measures of success will be used to assess and quantify the benefits and impact of the reform.

The Measures of Success are closely aligned to the 2011-12 Portfolio Budget Statements Key Performance Indicators and have also been mapped to the department's Customer Service Charter commitments.

## Future service delivery — 2015 and beyond

The progress of Service Delivery Reform will be evaluated to guide the design and development of future service delivery during Phase Three (2015-16 to 2019-20) of the reform and beyond.

Government service delivery of the future is likely to involve extending services like Case Coordination and Local Connections to Work, and expanding joined-up service delivery across government, with third party providers and the community sector.

The success of Phase Three of Service Delivery Reform will require considerable collaboration across jurisdictions, while maintaining appropriate levels of privacy and information security.

Opportunities to capitalise on technological advancements will be explored to keep pace with the changing patterns of usage and access people will expect when interacting with government.

An ambitious program like Service Delivery Reform relies on extensive consultation and collaboration with the users of services. Bringing the users of government services into the centre of design is fundamental to government's ability to deliver truly innovative service delivery that will improve the quality of lives of Australians. Putting people first in the design and delivery of services will ensure services are delivered more effectively and efficiently to provide better outcomes for generations of Australians.

Service Delivery Reform is a long-term journey. Ultimately, it will give government the platform to broaden service delivery across government and to provide more joined up services for the community. It will support Australians to achieve self-sufficiency and to participate more fully in society.



“Putting people first  
in the design and  
delivery of services”



For more information visit [humanservices.gov.au](http://humanservices.gov.au)