



Powering Digital Simplicity to Meet Next Gen Citizen Expectations

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Dear Esteemed Public Sector Leaders,

It is with great enthusiasm that I share these insights on behalf of Dynatrace, a proud sponsor of the Public Sector Network - Digital Government and CX Roadshow across Australia and New Zealand. This roadshow provided an invaluable platform for exploring the challenges and opportunities in delivering citizen-centric services, all under the banner of “Empowering Government Innovation: Leveraging Data and Observability to Transform Citizen and Employee Experiences”.

Insights from the Roadshow

Our discussions highlighted significant challenges faced by public sector organisations, including funding constraints, legacy systems retirement and replatform, digital inclusivity concerns, rural connectivity issues, data poverty, procurement delays, lack of rich field examples of AI and Automation benefits, and security challenges. However, it was evident that data-driven decision-making, customer service & personalisation focus, accessibility, and inclusivity remain clear priorities for delivering exceptional citizen experiences.

Opportunities for Transformation

The roadshow unveiled exciting opportunities for leveraging cutting-edge technologies such as Automation, Artificial Intelligence (AI) - Generative, Predictive, and Causal, and innovative solutions to bridge digital divides and enhance service delivery. By focusing on simplifying transactions and centralising data capture, we can drive efficiency and personalisation, ultimately improving citizen satisfaction. In addition, a unified application security and observability approach will allow for building and shipping features and innovation right the first time.

The use of artificial intelligence and automation presents significant potential for tailoring services to citizens and public

servants needs, ensuring a seamless and personalised experience for every citizen and public sector employee. Additionally, a transition in funding models and a greater emphasis on data sharing requires agile approaches and broad stakeholder engagement.

Fostering Trust and Collaboration

Simplified data requests and co-creation with citizens can foster trust and improve digital identity solutions. The focus on user-centric problem-solving, simplicity, and speed is crucial for effective service design. Collaboration between public sector professionals and technology experts is essential for overcoming challenges and seizing opportunities.

Transforming Government Service Delivery

The roadshow underscored the importance of citizen engagement and a robust digital framework to meet evolving expectations. By harnessing data insights, ensuring security, and innovatively using AI and automation, we can transform government service delivery to be more inclusive, efficient, and responsive.

At Dynatrace, we are committed to supporting public sector organisations in their digital transformation journey. Our intelligent observability platform provides end-to-end visibility, enabling public agencies (both state and federal) to optimise performance, enhance security, and deliver exceptional citizen experiences.

We look forward to continuing our collaboration with public sector leaders, co-creating solutions that drive digital simplicity and meet the evolving needs of citizens across Australia and New Zealand.



Nik Jain

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Introduction

In the quest for effective governance, the cornerstone lies in the delivery of citizen-centric services. The delivery of citizen-centric services stands as a pivotal pursuit — a testament to the government’s commitment to trust, transparency, and efficiency. As Australia navigates the landscape of technology and societal dynamics, the imperative for excellence in service delivery resonates deeply among policymakers and professionals across the nation.

Yet through this pursuit, we confront a stark reality: the mediocrity of digital interactions clashes with the aspirations of the next generation. No longer can we afford to view the digital experience as merely a competitive advantage; it has become a necessity — an indication of competence even. In a world where simplicity reigns supreme, citizens crave fast, personalised, and anticipatory experiences — ones that are kept impeccably clean, clear, and intuitive.

The benchmarks set by private sector industry giants like Amazon and Netflix raise the bar sky-high, exerting constant pressure on the public sector to elevate its standards. To meet these expectations, we must pinpoint precisely how citizens interact digitally and weave those insights into personalised experiences. This is not merely about meeting expectations; it is about fostering confidence and trust among citizens — a trust that is indispensable for the functioning of democratic governance.

Amidst ongoing challenges, Australia and New Zealand are poised to improve inclusive service delivery by actively involving citizens in service excellence. In the next year and a half, key government priorities include optimising data insights for informed decision-making and fostering a culture to support transformation.

This report, bolstered by exclusive survey data from 450 government professionals across both nations, explores these themes in detail, highlights insights and strategies for enhancing service delivery, practising inclusivity, and driving digital transformation.



Overcoming Persistent Problems: Prioritising Winning Approaches

Working Towards Inclusive Service Delivery

Enhancing citizen-centric service delivery within government institutions is a crucial endeavour for fostering trust, transparency, and efficiency. In Australia, as in many other nations, this imperative resonates deeply among policymakers and professionals working in the fields of ICT, Data, Analytics, Service Design, and Digital Transformation.

Amidst a landscape marked by technological advancements, evolving citizen expectations, and complex socio-economic dynamics, government institutions grapple with pressing challenges in their efforts to deliver services that truly prioritise and serve the needs of their constituents.

Australia and New Zealand face significant roadblocks that hinder the achievement of citizen-centric service delivery. Firstly, the digital divide presents a substantial obstacle, particularly in rural and remote areas. Despite strides in technology, equitable access to digital services remains a challenge, limiting citizens' ability to fully benefit from online government services.

Secondly, the complexity of government services poses a barrier to citizen engagement. With convoluted processes and procedures, navigating these services becomes daunting for many, highlighting the need for simplification and streamlining to enhance the citizen experience. While designing services with citizens' needs and preferences in mind is crucial, government institutions often struggle to adopt such practices and integrate citizen feedback effectively into service development processes. Government agencies admit to facing difficulty in obtaining real and actionable data to improve their services.

In a survey conducted during the 2024 Digital Government and CX Roadshow, 30% of respondents cited adopting new technologies for smoother operations and delivery as the biggest challenge that hinders smooth citizen services delivery and operations. The inability

to measure service delivery deeply across both business and technology stack comes as a close second (29%) (**Figure 1**). Addressing this challenge is essential to gain insights into performance, identify areas for improvement, and make data-driven decisions to enhance citizen satisfaction and operational efficiency.

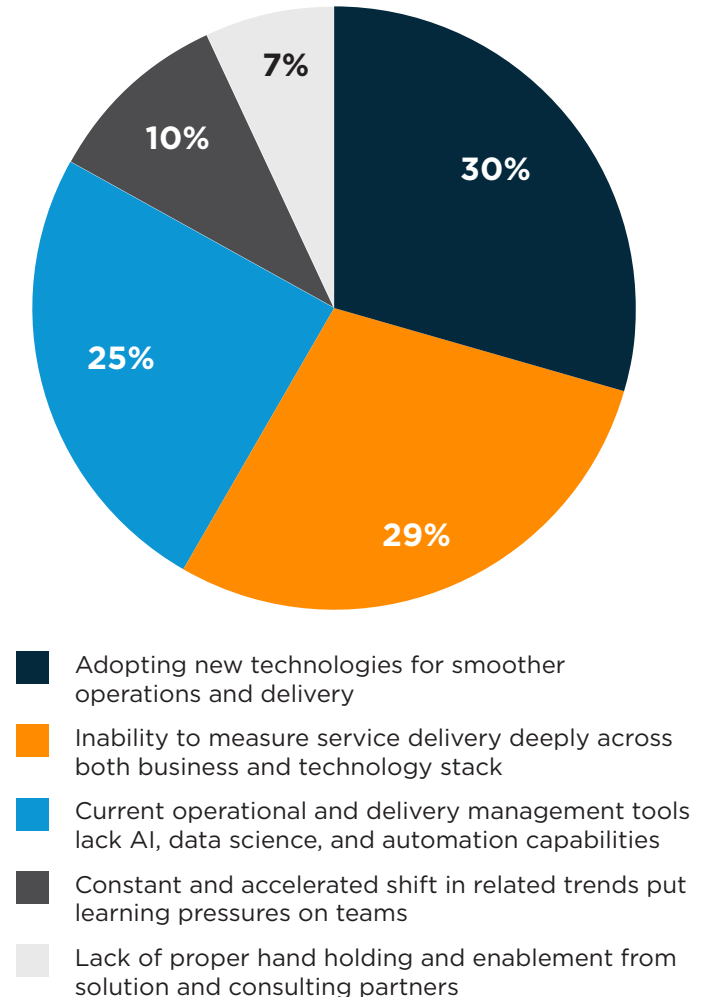


Figure 1: Biggest roadblock to smooth service delivery and operations

Nik Jain, Director of Solution Engineering, ANZ at Dynatrace, highlighted digital challenges and trends that have been built around those challenges. First trend is improving decision-making. "There is a lot of effort being put here... If you think in terms of what are we trying to change here, it's primarily data fragmentation. There's a lot of data silos... There's one silo for business, there's one for security, there's a third silo for how users, citizens, and employees are interacting – and many other silos. That's one of the megatrends where efforts have been made," said Nik.

In addition, Nik recognised the importance of enhancing operational efficiency, as it “directly gives value back to users.”

“AI is a buzzword, but if you start looking at the practical applications on both sides, malicious attackers have started to leverage these capabilities as well. How do we create a one-up against those malicious attackers? How we strategise and leverage AI capabilities is the question.”

Lastly, Nik noted improving citizens’ and employees’ experience through personalisation. He shared the story of his five-year-old, who associates play time with learning. “That’s the kind of personalisation that we’re looking to see. And I think there’s a lot more we can do for indigenous support, remote area support, senior citizen support — there’s a lot more that can be done there.”

Embracing human-centred design principles facilitates the creation of intuitive and user-friendly services tailored to people with diverse needs. It is important to determine the customer, understand their needs, and customise experiences to their unique user needs.

Building on this, 26% of the surveyed public sector respondents have identified leveraging data insights for decision-making as their primary priority for the next 12-18 months

(Figure 2). This underscores the growing recognition of data’s role in shaping strategic decision-making processes, indicating a collective effort towards data-driven governance and service delivery.

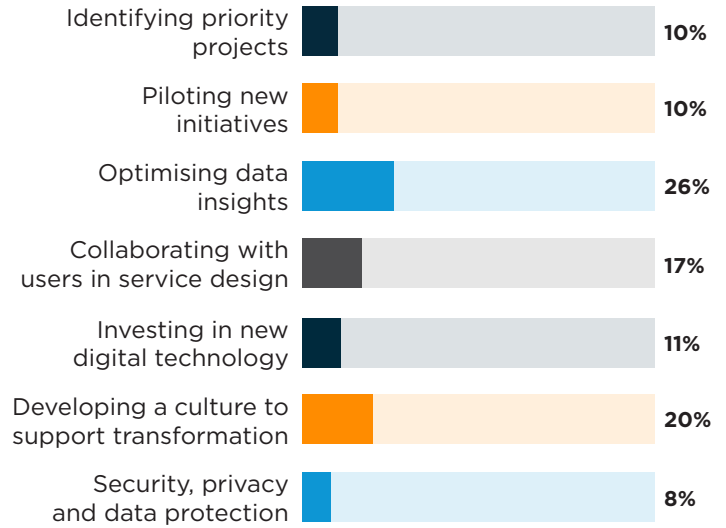


Figure 2: Main priorities in the next 12-18 months



Collaborative Co-Creation: Ensuring Services are Fit-for-Purpose

Harnessing Citizen Involvement for Service Excellence

In the realm of government service design, the involvement of citizens in the co-creation process is not just a buzzword — it's a fundamental strategy for ensuring that services meet the needs of the people they're intended to serve. By actively involving end-users in the process, government agencies can spot potential inefficiencies. This approach not only ensures that services meet user expectations, but also enables more effective prioritisation of tasks and resources.

Cenitex, a Victorian government agency that provides essential ICT services to customers, helping to deliver vital services to all Victorians, embarked on a journey to do exactly this. They took the time to understand their customer — their citizen end users, as well as their employees — in order to improve their services and “make it easier to get things done.”

Bec Jones, Cenitex's Director of Culture and Capability, recalled their strong Voice of Employee Program — an initiative that they started years ago. “One of the questions that we ask is; ‘how easy is it to get things done?’ [only] 36% of staff thought it was easy to get things done with each other or with customers.”

“That Voice of Employee Program spoke to our people, and what we heard was people weren't connected with us as an organisation. They weren't engaged or inspired, and I wanted more.”

Bec also noted how they used this uncomplimentary feedback to improve their services and value proposition. “When we updated our value proposition, we used all the employees' sentiments... The key to making employees' jobs easier is taking out one piece of tangible action. How do you make it easier for our customers? And each one of those goes to our performance plan to get submitted and tracked across the year.



We’re a couple of years into that and we’re really seeing how those are built upon and embedded into the work we do.”

Further examples of successful co-creation initiatives are evident elsewhere around the ANZ region. Service NSW, the one-stop shop for state government transactions, surpassed its digital services target two years ahead of schedule — with 85% of its services already available online and a massive 85% uptake rate by citizens.

By listening to users — who wanted simple, intuitive and inclusive services the NSW Department of Customer Service rolled-out upgrades to Service NSW applications that made completing tasks — like vehicle registration and Covid-19 tracking and vaccination details simple. Discussing this recently, the Hon. Victor Dominello, Former Minister for Digital and Customer Service with the NSW Government & Founder of ServiceGen, acknowledged that governments are “so big, so powerful, yet the poor individuals are so vulnerable.” The government is hard to control, and “the only way in my 12 years as a Minister that I’ve had any semblance of controlling this beast of government is through the nose ring — and the nose ring is a metaphor for customer feedback.

The strategy is undoubtedly effective since an impressive 75% of surveyed NSW customers stated that they are satisfied with their experience, while 77% find it easy to interact with NSW’s government services.

Moreover, the collaborative approach to service design fosters greater trust among citizens in their government. When individuals feel that their voices are heard and valued, they are more likely to perceive their government as supportive and efficient. By actively involving end users in the decision-making processes, governments demonstrate a commitment to transparency, accountability, and responsiveness — all of which are essential components of a trusted and resilient democracy.

It looks like government professionals and departments are headed on the right track — or are they? Almost half (48%) of survey respondents claimed that their organisation continuously collects feedback or co-designs with users regarding digital services (**Figure 3**). However, it’s concerning that almost a third of respondents (29%) admit to rarely or never seeking user feedback. This raises questions about the effectiveness of their digital service delivery and the potential gaps in understanding user needs. After all, government agencies’ major responsibilities are customer service and implementing user-centric problem-solving. The essence of these duties lies in understanding and meeting the needs of citizens effectively. To achieve this, collecting user feedback should be non-negotiable.

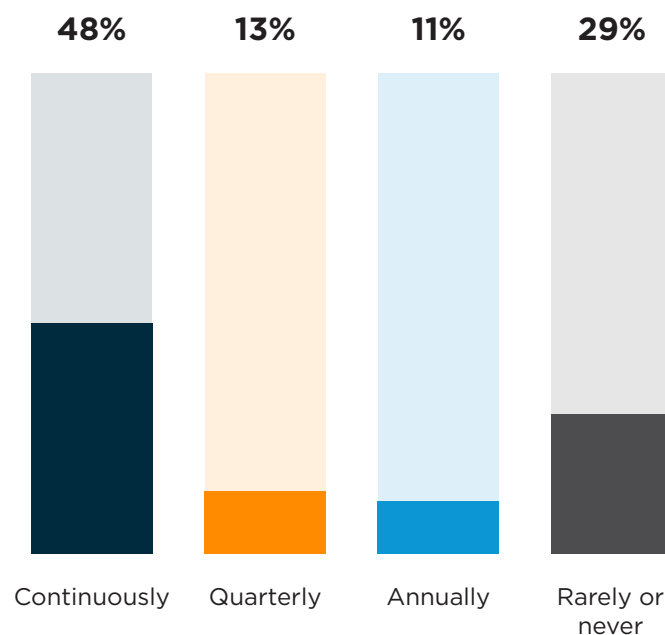


Figure 3: How organisations collect feedback

An Eye to the Future: What's Next in Modern Service Design?

Main Government Priorities in the Next 12-18 Months

In charting the course for modern service design, let's highlight the upcoming priorities that garner significant attention. These priorities, rooted in the opportunities identified by professionals across regions, hold the key to shaping smarter, simpler, and more efficient government services for all.

In a recent poll, 26% of respondents claimed that optimising data insights is their department's main priority in the next 12-18 months (**Figure 1**). While the process can be exhaustive, these insights will provide valuable information that guides decision-makers in understanding trends, identifying challenges, and recognising opportunities within government operations and service delivery. By harnessing data analytics, policymakers and government officials can make evidence-based decisions, enhancing efficiency and effectiveness across various sectors.

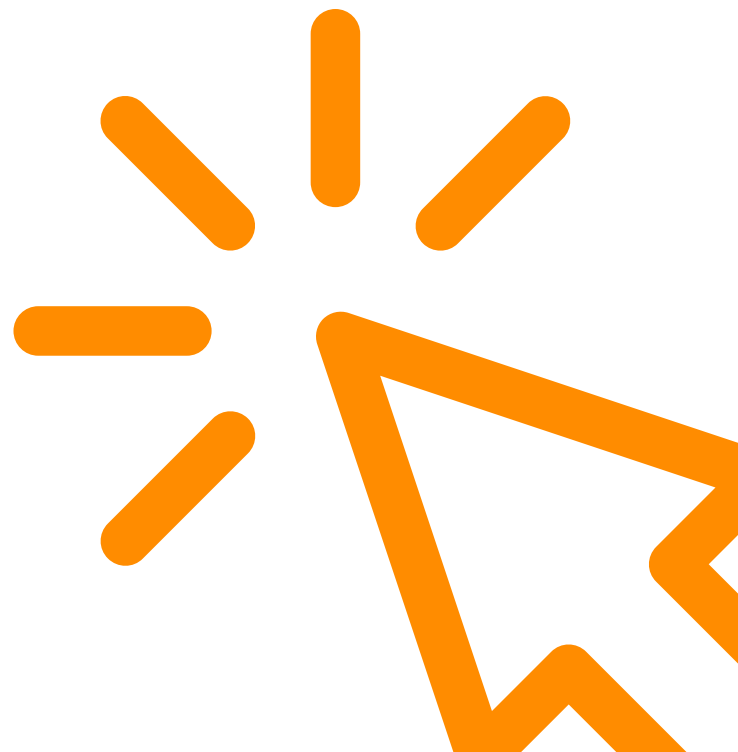
Data insights enable a citizen-centric approach by providing valuable information about their needs, preferences, and behaviours. This, in turn, facilitates the design and delivery of services tailored to effectively meet those needs.

The Digital Government and CX roadshow highlighted the importance of leveraging new technologies, such as Artificial Intelligence (AI) and automation, to address digital inclusivity and personalised services for citizens. This aligns with a key trend identified in a recent Deloitte report, which emphasised the need to unleash productivity in government through the adoption of modern technology and products. By adopting innovative solutions, governments can not only improve operational efficiency but also better meet the diverse needs of citizens. Exemplary examples from foreign government initiatives were noted — like the United Kingdom's Tell Us Once service and the United States FDA's adoption of robotic process automation, which improved processing time by 93%.

Further, 20% of respondents revealed that developing a culture to support transformation is their department's priority in the next 12-18 months. This starts with the core of the team. Meghan White, General Manager of Service Design and Implementation at the Ministry of Education in New Zealand, said, "if you don't ask questions, you don't make the measures, you can't make the decisions... Understanding and connecting with your citizens and your customers is simple: [It's] defining your charter group, articulating the lifecycle framework, developing and using leading and lagging indicators, prioritising to deliver, and collecting actionable feedback."

It's also important to understand and collaborate with your users, which is the main priority of 17% of the poll respondents. Understanding their needs, preferences, and challenges is paramount to delivering effective and responsive services. By prioritising user collaboration, government agencies can gain valuable insights into the lived experiences of citizens, allowing them to tailor services to meet their specific requirements.

In a year, research shows that almost 60% of Australians experience at least one significant life event, be it marriage, divorce, death of a loved one, disability, or retirement, among others. Vulnerable citizens experience multiple major life events in one year. According to Susan Brown, Partner at Deloitte Digital, there's a trend to move away from what a department does and how the department delivers a service. "There is a trend now towards life events: Understanding what an



individual is trying to achieve and delivering the service from any department or any agency that supports that life event... To be able to deliver services around life events has a profound benefit to our citizens.”

With 11% of respondents prioritising investment in new digital technology and products in the next 12-18 months, Australian and New Zealand government agencies are recognising the importance of innovation in service delivery. This strategic focus reflects a proactive approach to leveraging technology

to meet evolving citizen needs and enhance operational efficiency.

These investments enable governments to enhance the accessibility and availability of services, drive operational efficiencies, and foster innovation through collaboration with the private sector. By embracing technology as an enabler of positive change, agencies can position themselves at the forefront of digital transformation, delivering more efficient, responsive, and citizen-centric services.



About Dynatrace

Dynatrace (NYSE: DT) exists to make the world’s software work perfectly. Our unified platform combines broad and deep observability and continuous runtime application security with the most advanced AIOps to provide answers and intelligent automation from data at an enormous scale. This enables innovators to

modernise and automate cloud operations, deliver software faster and more securely, and ensure flawless digital experiences. That’s why the world’s largest organisations trust the Dynatrace® platform to accelerate digital transformation.



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About Public Sector Network

Public Sector Network is a research company that represents public sector professionals across Australia, Canada, New Zealand, and the USA. It develops roundtables, seminars, and conferences to suit current areas of interest to government agencies and their suppliers.

PSN’s growing community spans across federal, state, and local government departments, healthcare, and education, allowing members to share information, access the latest in government innovation, and engage with other like-minded individuals on a secure and closed-door network.

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