

# Transforming Compliance with Digital:

A Blueprint for Agile and Responsive  
Public Sector Regulatory Agencies

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## From watchdogs to customer-centric agencies.

Public sector regulators are at a critical juncture: either modernise their compliance frameworks into intelligent, connected, and data-driven systems or risk compounding inefficiencies, bearing the burden of escalating costs, and missing the opportunity to build public trust amidst growing regulatory complexity. This whitepaper examines the increasing demand of compliance requirements and the pressing need for regulatory bodies to take the lead in addressing this through digital innovation. For departments-tasks with issuing licences, permits, and conducting inspections across sectors such as health and human services, safety, environment, construction, education, and transport-this challenge is ubiquitous and urgent considering the latest push for efficient, productive, and customer-driven digital strategies.

By embracing scalable technologies, automating core processes, and leveraging data-driven insights, agencies can reduce reactive compliance burdens, streamline monitoring efforts, and deliver more proactive services at the enforcement level. Benchmarking against international and private sector examples, this paper underscores the responsibility of regulators to drive innovation to ensure future readiness, effective risk management, and seamless cross-agency collaboration.

## The Standard is Set: Digital Maturity as the Foundation of Compliance

### Digital Maturity: A Disjointed Landscape

Digital transformation maturity across the public sector reveals a patchwork of progress. While some agencies, including examples across health and construction sectors, are adopting advanced tools that speak to the entire lifecycle of compliance management, a large part of the sector still grapples with fragmented systems and limited data integration. Surveys have already identified government's fear of being left behind, with 44% of global public sector organisations already believing themselves lagging in comparison to private sector, not to mention a further 25% citing 'far behind' their industry counterparts (Deloitte digital global survey).

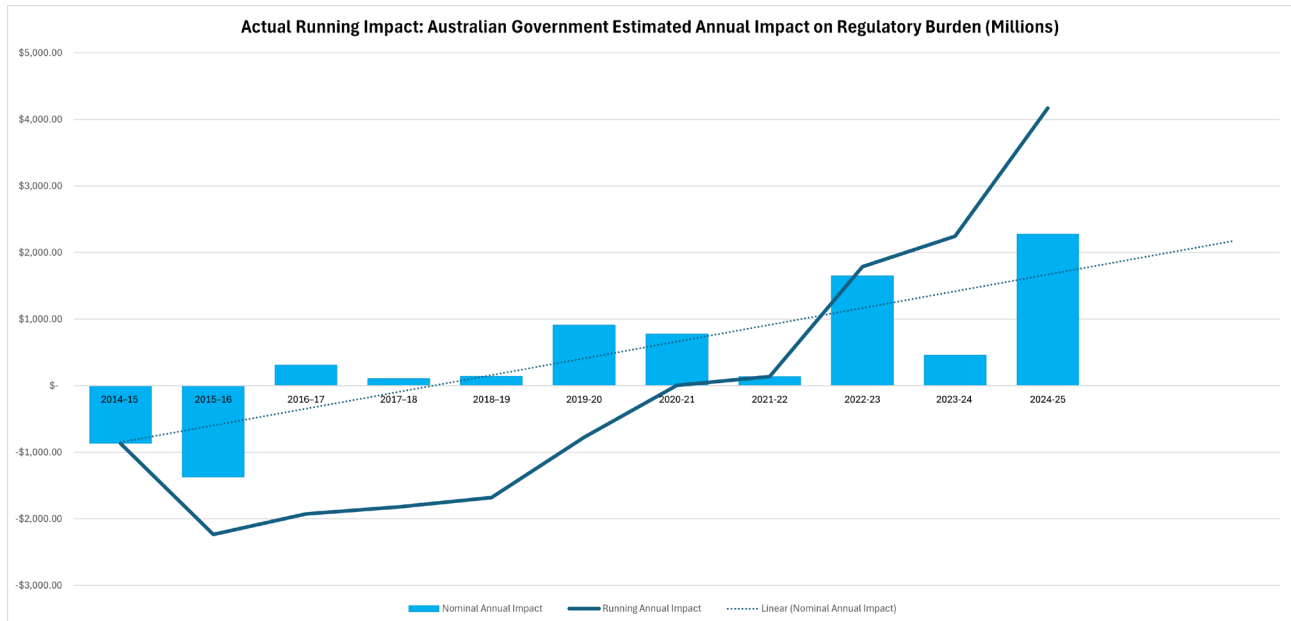
A unified, forward-thinking approach is essential to address these disparities and drive consistent, efficient oversight across all domains as emerging technology, digital services, and political disruption abound.

**"Solid foundations for a sustainable and long-term digital transformation of the public sector include setting up governance arrangements that can adapt to a rapidly changing digital environment."**

2023 OECD Digital Government Index: Results and key findings, OECD Public Governance Policy Papers, No. 44, OECD Publishing, Paris, p. 7.

## The Growing Compliance Burden: Complexity and Proliferation

The nominal estimated impact of Australia’s regulatory burden is increasing at an unescapable rate of change, with 9 consecutive years of up only impact. If cutting the red tape is not possible, then digital transformation will be incumbent on regulatory agencies to minimise the burden of increasing red tape on customer experience and productivity.



Australian Government Impact Analysis Statements 2014-2024 (Office of Impact Analysis).  
\*Positive numbers represent an increase in regulatory burden.

Regulatory landscapes are also evolving rapidly, with increasing layers of jurisdictional oversight and expanding granularity in compliance requirements across increasingly connected international arenas and digital economies.

For agencies already constrained by outdated infrastructure and limited resources, these changes amplify the compliance burden, leading to inefficiencies and risks. Addressing this challenge demands more than just updated systems; it requires regulators to embrace a proactive role in simplifying processes and enabling cross-agency innovation. Notably, 39% of digital transformation government executives identify interagency and cross-sector collaboration as a critical enabler of continuous innovation (PSN 2024 Innovation Survey, 708 respondents), underlining the need for aligned, shared solutions to streamline compliance complexity.

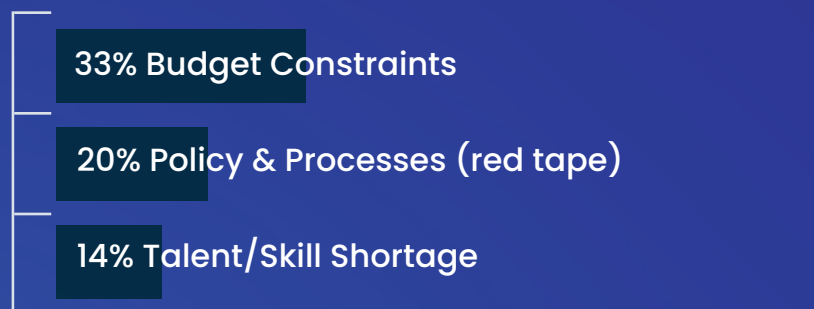
*“The disparities in regulatory frameworks across jurisdictions complicate compliance and hinder global innovation, with companies potentially exploiting regulatory discrepancies to gain a competitive advantage. A harmonized and cohesive international regulatory framework is imperative to circumvent enforcement disparities, trade obstacles, and innovation arbitrage.”*

Digital Progress and Trends Report 2023 (p.98), World Bank Group.

# The Core Problem: Outdated Systems and Skill Gaps Impede Compliance and Innovation

Despite recognising the importance of digitalisation and transformation, many public sector agencies remain constrained by legacy systems, budget limitations, and insufficient digital skills. According to the [PSN 2024 Innovation Survey](#), 33% of public sector leaders identify budget constraints as a top barrier to innovation, while policy rigidity and limited digital expertise further hinder transformation efforts. These obstacles not only limit agencies' regulatory responsiveness but also expose them to compliance risks, especially as new standards emerge.

## Survey Snapshot – Biggest Barriers to Continuous Innovation



Source: PSN State of the Service Australian Innovation 2024;  
Sample Size: 645 Australian Gov Executives

To overcome these barriers, agencies need strategic roadmaps and agile investment into digital infrastructure, skilled personnel, and process automation tools that enable seamless compliance and operational continuity.

## Strategies for Unburdening Governance: the Modernisation of Regulatory Compliance

### Streamlining the Digital Licensing, Permitting, and Inspections (LPI) Lifecycle

Advanced case management and compliance tracking systems are pivotal for public sector agencies to modernise regulatory oversight. Digital Licensing, Permitting, and Inspections (LPI) tools reduce operational complexity by automating processes, enabling real-time compliance monitoring, and centralising regulatory functions. For instance, MTX's Salesforce-powered LPI platforms have demonstrated tangible benefits, such as a **94% reduction in service delivery times** and a **20-25% uplift in processing capacity** (Salesforce PSS Impact). These solutions allow agencies to mitigate risks, make informed decisions, and adapt quickly to evolving policies, all while easing the compliance burden on stakeholders.

## Enhanced Field Service Management for Regulatory Oversight

Field service management is a key part of an LPI platform, transforming how audits and inspections are conducted, ensuring consistent enforcement of compliance standards. By leveraging tools that enable real-time coordination and transparent audit trails, agencies can significantly enhance accountability and efficiency.

MTX's solutions further reduce administrative burdens by automating processes such as inspection workflows and improving staff productivity by 10-15% (Salesforce PSS Impact), enabling seamless field operations and increased compliance accuracy.

## Self-Service Portals for Public Engagement

Modern self-service portals empower users to manage licensing and compliance interactions securely and efficiently, reducing administrative burdens while improving user satisfaction. Agencies using these platforms see measurable benefits, such as a **10-15% reduction in customer inquiries** (Salesforce PSS Impact) and fewer incomplete applications. Enhanced by AI and advanced data tools, these portals ensure data accuracy with minimal intervention, addressing the needs of the 50% of executives who cite data quality as the primary barrier to effective compliance management:

### Survey Snapshot - Primary Challenge in Data Utilisation

50% Data quality and consistency issues

21% Resistance to change in decision-making processes

Source: PSN Data & Analytics Survey 2024;  
Sample Size: 331 Australian Gov Executives

By integrating advanced features, regulators can support engagement for stakeholders, whether private business, individuals, citizens, or other agencies while streamlining data collection and reducing operational inefficiencies. The emergence of agentic artificial intelligence (AI) based tools offers agencies an opportunity to provide fast, efficient, self-service capabilities to citizens and help ensure that data provided is correct and suitable for inclusion in their databases, with little or no intervention by administration teams.

## Enhancing Data Compliance and Cyber Resilience

Handling sensitive information in compliance management necessitates robust data governance and cybersecurity frameworks. MTX's LPI platforms safeguard data integrity and ensure compliance with privacy standards through integrated cybersecurity solutions. In high-sensitivity areas such as health, education, public safety, and justice, these tools offer the dual benefit of reducing fraud risks and ensuring regulatory adherence, enabling agencies to build public trust and meet evolving compliance demands.

### Survey Snapshot - In 2024, CIOs anticipate their involvement to increase in:

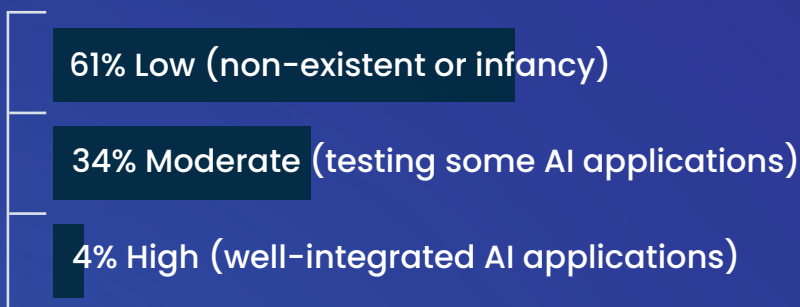


Source: State of the CIO Survey 2024, Foundry.

## Emerging Technologies: AI and Machine Learning

AI and machine learning (ML) are revolutionising regulatory compliance by providing predictive analytics, real-time risk assessment, and operational efficiencies. Despite adoption being in its infancy, with 61% of organisations reporting low AI integration levels, early adopters are already experiencing significant benefits, including faster processing times and enhanced decision-making capabilities. MTX's use of AI for sentiment analysis, robotic process automation (RPA), and advanced data analytics further supports regulators in simplifying compliance workflows to enable smarter and more responsive governance.

### Survey Snapshot - AI Adoption Levels in the Public Sector



Source: PSN Data & Analytics Survey 2024; Sample Size: 331 Australian Gov Executives

# Yooralla and the NDIS: Transforming Compliance and Service Delivery through Digital Innovation

## Introduction and Key Facts

Yooralla, one of Victoria's largest disability service providers, supports more than 2,500 clients with disabilities. Operating within the evolving regulatory framework of the National Disability Insurance Scheme (NDIS), Yooralla embarked on a transformative digital journey to enhance compliance, improve service delivery, and empower both clients and staff. By partnering with Salesforce and MTX, Yooralla leveraged innovative technologies to address legacy inefficiencies and align regulatory adherence with a client-centric approach.

## The Opportunity

Yooralla faced significant challenges, including:

- **Regulatory Complexity:** Meeting evolving NDIS requirements while safeguarding sensitive client data and maintaining operational efficiency tools.
- **Legacy Systems:** Paper-based workflows and outdated systems hindered efficiency, frustrated staff, and delayed service delivery.
- **Workforce Engagement:** Addressing the digital literacy needs of frontline staff to ensure successful adoption of new systems.

Recognising the opportunity to modernise its operations, Yooralla set out to create a digital foundation that would support compliance while enhancing client experiences.



# Solutions and Implementation

## 1. Infrastructure Overhaul and Platform Selection

- Rebuilt the technology infrastructure to prioritise cybersecurity, data governance, and scalability.
- Selected Salesforce as a core platform, transitioning it from a back-end CRM to a client-facing enabler.

## 2. Digitisation of Workflows and Processes

- Paper-based forms were replaced with digital workflows, reducing administrative burdens and freeing up staff time for direct client care.

## 3. Customised Solutions for Accessibility

- Developed a user-friendly Salesforce app, enabling clients and staff to access care plans and relevant data directly.
- Integrated configurable features to adapt to evolving NDIS requirements without disrupting operations.

## 4. Collaborative Design Approach

- Engaged clients with lived experience, frontline workers, and leadership in co-designing solutions, ensuring buy-in and practical alignment with on-the-ground needs.

## 5. Skill Development and Engagement

- Delivered tailored training programs to upskill staff and address digital literacy gaps, fostering a sense of ownership and confidence in using new tools.

# Outcomes and Impact

## 1. Enhanced Compliance and Risk Management

- Digitisation improved adherence to NDIS standards, enabling real-time monitoring and reducing risks associated with manual workflows.

## 2. Improved Client and Workforce Experiences

- Clients: Gained greater control over their care plans through accessible and user-friendly digital tools.
- Staff: Experienced reduced administrative stress, allowing for more meaningful client engagement.

## 3. Operational Efficiency and Cost Savings

- Retired legacy systems, consolidating applications into Salesforce to reduce operational costs and improve system interoperability.

## 4. Data-Driven Decision-Making

- Leveraged AI and predictive analytics to identify care trends, enabling proactive interventions and aligning staff training with compliance needs.

## 5. Stronger Stakeholder Trust

- Demonstrated an ability to adapt to complex regulatory requirements while prioritising client-centric service delivery.

## Next Steps

Building on its success, Yooralla plans to:

- Cautiously expand AI capabilities to further personalise client care and improve predictive compliance monitoring.
- Enhance platform accessibility, ensuring inclusivity for all clients, particularly those with specific accessibility needs.
- Explore opportunities for broader interoperability with other NDIS service providers to streamline sector-wide compliance processes.
- Continue engaging staff and clients to co-design features that address emerging needs and regulatory updates.



## Key Learnings and Implications

**1. Co-Design is Essential:** Collaborative development involving all stakeholders ensures practical and widely accepted solutions.

**2. Interoperability Drives Efficiency:** Consolidating legacy systems and integrating configurable platforms unlocks operational efficiencies and streamlines compliance processes.

**3. Scalability is Key:** Investing in adaptable platforms like Salesforce futureproofs operations against evolving regulatory requirements.

**4. Empowered Workforce:** Addressing skill gaps through targeted training fosters confidence and boosts staff engagement, critical for digital transformation success.

# QBCC: Advancing Compliance through Holistic Digital Transformation

## Introduction and Key Facts

The Queensland Building and Construction Commission (QBCC) is transforming how it regulates and serves stakeholders. With a focus on integrating customer experience alongside regulatory mandates, QBCC is driving efficiency and compliance through a comprehensive digital strategy, while targeted improvements such as enhanced website functionality, led by the Customer Service Division, are supporting increased public trust. Led by Chief Digital and Information Officer Jeremy Janes, the organisation has implemented more than 32 projects within a year, delivering measurable improvements in service delivery and operational efficiency.

## The Opportunity

QBCC faced significant challenges in its digital transformation journey, including:

- **Lack of Organisational Clarity:** No unified understanding of business services or an overarching organisational strategy for digital change.
- **Legacy Systems and Siloed Processes:** Paper-based workflows and outdated systems hindered efficiency, frustrated staff, and delayed service delivery.
- **Funding Constraints:** Traditional funding models were insufficient to support long-term transformation initiatives.

To address these challenges, QBCC aimed to create a comprehensive digital roadmap that aligned organisational goals, modernised systems, and improved service delivery for stakeholders.



# Solutions and Implementation

## 1. Business Service Mapping and Organisational Strategy

- Developed a business services catalogue through enterprise architecture to establish clarity and alignment across divisions.
- Introduced a whole-of-organisation digital strategy, unifying divisional efforts into a cohesive framework.

## 2. Technology Selection and Integration

- Conducted a thorough current-state assessment to evaluate existing platforms and align them with future needs.
- Retained Salesforce as the core customer-facing platform due to its adaptability and existing embedded capabilities.
- Integrated platforms like AWS for backend management, Azure AD for cybersecurity, and Office 365 for internal workflows, ensuring a fit-for-purpose, interoperable ecosystem.

## 3. Enhanced Regulatory Processes

- Established a Regulatory Academy to proactively educate licensees.
- Introduced regulatory insights and intelligence capabilities for predictive analytics and informed decision-making.
- Modernised information management to treat data as an organisational asset, streamlining record-keeping and accessibility.

## 4. Iterative Roadmap and Fusion Teams

- Adopted an iterative, multi-horizon roadmap for prioritising foundational improvements and scaling future initiatives.
- Implemented fusion teams combining operational staff with project leads to ensure seamless collaboration between operations and change efforts.

# Outcomes and Impact

## 1. Enhanced Case Management

- Transitioned to customer-centric case management, consolidating multiple case types into a unified view.
- Reduced administrative effort across departments, enabling faster and more consistent service responses.

## 2. Improved Regulatory Efficiency

- Streamlined building inspections and defect management, reducing wait times from 22 weeks to an expected 6–8 weeks.
- Automated routine administrative tasks, freeing inspectors to focus on core responsibilities.

## 3. Customer-Centric Services

- Delivered a seamless contact center experience, enabling staff to access consolidated customer data, significantly improving response times.

## 4. Operational Excellence

- Completed 32 projects across five programs within budget, achieving a 1.5% variance.
- Enhanced staff capacity with a 30% workforce increase, enabling comprehensive coverage of regulatory mandates.

## 5. Cost Efficiency and Scalability

- Unified platforms and streamlined processes reduced operational costs and enhanced the organisation's ability to adapt to new regulatory requirements.

## Next Steps

QBCC plans to continue building on its digital foundations, with a focus on:

- Expanding digital licensing and permitting initiatives in partnership with other government entities.
- Further automating field services to improve productivity and service delivery.
- Enhancing the My QBCC portal for a more intuitive user experience.
- Leveraging emerging technologies like agentic AI to optimise decision-making and regulatory oversight.



## Key Learnings and Implications

- **Fit-for-Purpose Technology:** Collaborative development involving all stakeholders ensures practical and widely accepted solutions.
- **Enabling Customer-Centric Processes:** Consolidating legacy systems and integrating configurable platforms unlocks operational efficiencies and lays the foundation for more responsive, customer-oriented regulatory services.
- **Scalability is Key:** Investing in adaptable platforms like Salesforce future-proofs operations against evolving regulatory requirements.
- **Empowered Workforce:** Addressing skill gaps through targeted training fosters confidence and boosts staff engagement, critical for digital transformation success.

# Accelerating the Digital Mandate: the Necessity of Uplifting Efficiency and Productivity as a Regulator

## Building Resilient Public Sector Operations through Innovation

Regulatory agencies face an urgent imperative to innovate. As compliance requirements evolve and proliferate, the burden on agencies and their stakeholders swings unsustainably. The responsibility lies with regulators to drive digital transformation, not only to meet current demands but to ensure operational efficiency, reduce costs, and maintain public trust.

## A Mandate for Change

The data is unequivocal: a digitally advanced public sector is better equipped to address the challenges of modern compliance. Agencies that embrace technology to simplify processes and foster collaboration will not only enhance regulatory responsiveness but also reinforce public trust. Failure to act risks perpetuating inefficiencies, increasing costs, and eroding confidence in regulatory systems as productivity wanes.

## The Call to Innovate

Regulators must lead the way, taking accountability for reducing the compliance burden through forward-thinking strategies and solutions. By prioritising innovation, they can create streamlined, transparent, and customer-focused compliance systems that meet the demands of today while preparing for the uncertainties of tomorrow. The path forward is clear—invest in scalable, transformative technologies to enable a resilient, efficient, and future-ready public sector.





## About MTX

MTX is a leading technology consultancy helping public sector organisations modernise through digital transformation. Specialising in Salesforce solutions, we deliver scalable, data-driven implementations that improve operational efficiency, cost-effectiveness, and community outcomes. With a focus on the public sector, we drive innovation and support government agencies across Australia, New Zealand, and the USA.

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## About Public Sector Network

Public Sector Network (PSN) is a research company and insights exchange platform for government professionals. PSN connects public sector leaders to share knowledge, collaborate on solutions, and drive innovation in government services. Through events, workshops, and online communities, PSN fosters a culture of continuous learning and improvement in the public sector. PSN's mission is to support government organisations in achieving their goals through knowledge sharing and collaboration.

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