



How Australian government departments are revitalising the citizen and supplier experience

**Accelerating the delivery
of excellent service**



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Executive Summary

Australian governments and public sector departments are facing significant challenges caused by the era of automation, cloud computing and a digital tsunami which has upended the way organisations operate, exposed resource constraints and enabled citizens to use widespread, instant access to information from mobile and social channels to expect proactive, personalised experiences.

As a result, government departments are fighting a constant battle to improve perceptions of citizens and suppliers and to ensure they can make the most of every engagement.

This whitepaper outlines how government departments can deliver a better experience while also saving time and money for themselves and their staff by leveraging process mapping, automation and document generation.



Deliver a great experience to citizens and suppliers in the public sector



All citizens in advanced economies are, directly or indirectly, government customers. Whether they are passively using public goods like roads or actively claiming benefits from local, state or federal agencies, they are all effectively 'customers' of the government via the payment of their taxes. This makes government departments responsible for upholding a certain level of customer experience, acknowledged by the latest federal government budget that has set out the scale of spend on IT transformation to support new services, systems and process.

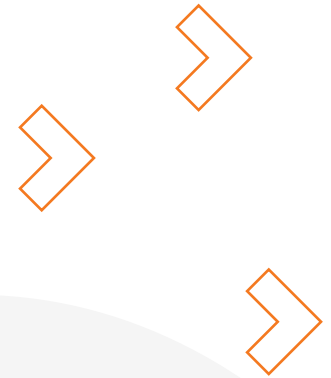
At the opposite end of the spectrum, government suppliers— from recruitment agencies to IT providers, defence contractors to energy providers—help governments and ultimately citizens by providing outsourced expertise. Again, these suppliers often encounter frustrations when working with government— particularly smaller departments with less experience of navigating highly complex and opaque procurement processes. These problems make it harder for government departments to provide the high-quality customer experience that is expected from them.

The public sector is under relentless pressure to deliver better results, faster. Citizens have come to expect the standards and formality found in federal and state bureaucracies to trickle down to local government councils. Local governments are held to high standards, sometimes being ill equipped to provide them.

At the heart of this problem are the processes that underpin public sector organisations. Many of these processes are manual and paper-based in nature, creating inefficiencies that have embedded themselves into working practices that seem functional on the surface. This whitepaper outlines how process automation and the right suite of technology tools can evolve processes so government departments can serve their customers quicker and to a higher standard.



Why accelerating processes is important for improving customer and supplier interactions



Public sector organisations are responsible for profound, large-scale activities: from keeping citizens safe to deciding how communities are managed. But within every local government team are the less flashy - but just as important - processes that keep organisations moving. These are the kinds of processes that should be held under the magnifying glass—improving them can have a significant impact on how government departments serve their customers. Examples include:



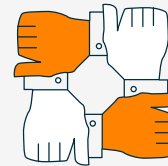
ADMINISTRATION

- Tax services
- Public records management
- Entitlements
- Civil registration



PUBLIC WORKS & SERVICES

- Environmental protection
- Parks & recreation
- Education
- Health & human services



EMERGENCY SERVICES

- Response team dispatch
- Post-incident reporting
- Shift scheduling



DEFENCE

- Budget planning
- Personnel classification & assignment
- Asset lifecycle management

How some processes in public sector departments can be automated and optimised

From filling in tax rebate forms to paying for a parking ticket, almost every process will involve forms, documents, and information that must be presented to citizens. Unfortunately, these processes are often conducted manually and are highly inefficient. These inefficiencies result in delays when delivering results to citizens.

When it comes to suppliers, the problems are a little more universal. A lack of communication and delays between the government department and the supplier are the primary causes for concern. The process of a supplier chasing invoices to be paid is a good example.



GOVERNMENT ADMINISTRATION

License Applications: Offer park and recreation permits and licensing digitally, removing the need to print, sign, or submit paper forms.

Civil Registration: Allow members of the public to lodge births, deaths, and marriage registrations online to remove time-consuming in-person visits.



PUBLIC WORKS & SERVICES

Landmark and Heritage Preservation: Modernise submissions and reviews of landmarks to reduce delays on development and preservation projects.

Citizen Response Management: Improve responsiveness to written citizen requests and communications with auto-generated responses that are routed for approval.



EMERGENCY SERVICES

Shift Scheduling: Plan emergency team scheduling around leave, ensuring that skilled and experienced professionals are always on hand.

Post-Incident Reporting: Automatically triage incidents to accelerate response times and save time on post-event reporting with on-field data collection.



DEFENCE

Compliance: Automate the distribution of content and communications, ensuring it follows any and all procedural processes.

Recruitment: Reduce recruitment cycles from months to days with streamlined processes including the automation of background checks.





Better processes, happier customers

An IT consultancy is working on a project in a government department over the course of three years. At the end of every milestone (quarterly, for instance), the consultancy delivers an invoice. Normally, the process of paying the invoice is simple enough:

- The finance team within the government department reviews the invoice.
- The invoice is checked for accuracy against all statements of work and contracts pertaining to the project and the time period involved.
- If the services rendered are agreed to be the same as those invoiced for, the department will pay the invoice.
- Alternatively, if there seems to be a disparity, they can raise this with the supplier.

However, because the process is conducted manually, it can rapidly break down and cause frustration and distrust for the supplier:

- The government department's finance team cannot find evidence of contracts for work quoted on the invoice and so raises them as disputes.
- The supplier may provide evidence of their own, which appears to come from the government agency, yet the contracts have not been completed correctly and have never been seen previously by the finance department.
- This leads to a standoff between the parties and potentially even legal action.

This kind of experience can damage trust with suppliers, making them less likely to conduct work with the department again. Using process automation technologies, government departments can streamline processes both inside and outside the organisation – avoiding similar situations.



Improve how government work gets done

Process automation is a collection of technologies that can enable a more intelligent and streamlined way of conducting work. Organisations can analyse the business processes they are performing to see where improvements can be made, highlighting processes that are inefficient or broken. Employees can automate sending emails, creating new documents, and getting sign-off for approval.

The process automation technology stack

- **Process Mapping**
- **Workflow; Robotic Process Automation; Document Generation**
- **Process Intelligence**

There is ample potential for process automation in the public sector. Document generation is a strong example.

Government employees can often find themselves repeating manual tasks related to the creation of documents and data capture. This can result in errors, confusion, and frustration. Document generation software can quickly and easily generate formatted and re-usable documents and is designed to work with whichever technology your organisation uses:

- Customer relationship management (CRM) platform
- Enterprise resource planning (ERP) platform
- Case management system
- Financial system

Whenever a document is created—from tickets to invoices, contracts or order forms— sophisticated document generation allows users to automate the whole process without ever having to leave their system of record.



When a new contract arrives from a citizen or supplier, all information is registered in the system of record. Government employees don't have to navigate between different tools to complete their tasks or worry about compliance. All the information is instantly available.

Employees can use document automation to create standardised documents and trigger workflows pertaining to them, all from within their existing system. This means the audit trail is entirely transparent. Supplier contracts and citizen requests are logged in a central location—making all interactions consistent and compliant

By using these tools, the process of ensuring an invoice is paid in a timely manner becomes much smoother.

- ▶ Every time a new work agreement is made between the department and the contracting company, the contract can be generated in the financial system.
- ▶ This creates a consistent and transparent trail of digital contracts, with all information entered correctly.
- ▶ When reviewing the invoice for payment, the finance department can use document automation to automatically bring together all the data related to that vendor from systems of record and review what has been agreed and compare this to the invoice request.
- ▶ Instantly, the procurement process becomes totally transparent and any disparities or disputes can easily be resolved.





Reality requires more

Even when integrated with existing systems of record like Salesforce, organisations cannot simply create custom-built, automated versions of their processes and expect to find success. There are several steps to take to prepare processes for rollout to teams, departments, and organisation-wide and for the tangible benefits to be realised.

Departments must first look to analyse their processes, identifying broken ones that must be fixed and those that can benefit the most from being automated. They must acknowledge the current IT landscape so processes can be changed without disrupting the underlying technology. They need to make any change clear and understandable if the new processes are going to be properly adopted

The right technology can make these steps easier, but you must instil a legitimate commitment to change for processes to evolve and the organisation to adapt.



Paying supplier invoices



By capturing data and automatically generating documents that contain this data, government employees can significantly accelerate their interactions with suppliers and members of the public. Problems are resolved faster, requests are responded to and decisions made more efficiently. In turn, employees are more productive, which reduces backlogs and can ultimately provide citizens and suppliers with a better experience.

Through process mapping—another important element to process automation—departments can map and manage the processes used across the organisation to increase collaboration, visibility and accountability. Supplier invoicing processes can be managed easily, with defined actionable steps blocking out the process from start to finish.



1. **The form is submitted as a paper copy or web-based form**
2. **A case is created in the ERP or financial system of record**
3. **The information regarding the invoice is automatically reviewed and validated**
4. **The invoice is generated with the correct information using document generation.**



While document generation will ensure that documents are created consistently with up-to-date information, process mapping ensures that processes are properly documented and followed. With process mapping, users can smoothly manage documents such as invoices end to end.

The flexibility and capabilities of technology stacks are crucial as government departments evolve workflows beyond invoices to almost any business process or technology environment. For example, an agency working with Dynamics CRM and OneDrive for Business could automate their processes just as easily as one using Salesforce and Box. It puts the power of automation into the hands of any agency and individual working in the public sector.

In the following section, we explore how one Australian government organisation made use of Nintex technology to improve the experience for their suppliers and members of the public.



Australia's Liverpool City Council streamlines and documents internal processes with Nintex

Located in western Sydney, Liverpool City Council provides a portfolio of services to residents and businesses. Its 800+ staff manage everything from waste and recycling facilities to parks, libraries, and childcare centres. As the city has grown in recent years, so too has the support delivered by the council. This has led to a rise in the number of internal processes followed by staff across all departments and locations.

As part of a New South Wales government initiative to streamline the operation of local councils, the council deployed and began using visual process mapping software, Nintex Promapp®. A cross-functional improvement team was established to provide guidance and assistance with putting the platform to work as part of the implementation of a new quality management system. This was designed to highlight those processes that carried the most risk for the organisation and ensure they were reviewed and managed appropriately.

The team identified a total of 563 critical processes across the council. So far, 320 have been fully reviewed and mapped in Nintex Promapp. The council is 18 months into its goal to document all processes and achieve quality management certification within three years.



Council gains big benefits

With new momentum underway, Liverpool City Council is enjoying some significant and far reaching benefits from using Nintex Promapp.

MEET A RISING DEMAND FOR SERVICES

Once plans for the new Western Sydney International Airport were approved and in preparation for the expected significant growth, Liverpool City Council renewed their focus on reviewing their processes.

Process management was prioritised to ensure procedures were working efficiently. This ensured the council was in the best possible position to deliver increased support, required as a result of considerable expansion.

MANAGE RISKS AND INCREASE AUDIT CAPABILITIES

A newly established cross-functional improvement team helped put the platform to work as part of the implementation of a new quality management system.

This highlighted those processes that carry the most risk for the organisation and ensured they were reviewed and managed appropriately.

With the help of Nintex Promapp, the council plans to achieve quality management certification within three years.

TRACK PROGRESS THROUGH THE NUMBERS

The council experienced a noticeable reduction in costly business errors and downtime, caused by ineffective and incomplete processes.

Many teams also reported improvements in efficiency through better use of time and resources.

Nintex Promapp's dashboard feature makes it easy to generate progress reports which are also accessible to the council's executive management team.



Put a positive experience at the heart of interactions with citizens and suppliers



Government departments play a huge role in improving the lives of citizens through the delivery of essential services. Equally, they work closely with private sector suppliers to further enhance services for their citizens. Many government agencies provide a great service, yet there is still a long way to go to improving the customer experience.

Providing a positive experience is not only a sensible thing to do in terms of saving time and money and cutting waste. Ultimately, it's about improving confidence in the public sector.

Government departments should start by developing ways to improve how they work with citizens and suppliers, improving the processes linked to delivery of services. Process automation plays a major role in boosting efficiency and accelerating the speed at which these activities are completed.

Automation has the capability to truly change the public sector, enabling government employees to be more productive, improve the customer/citizen experience and get a greater sense of achievement from their work. Combined with process mapping, document automation and workflow tools, obstacles which are inherent to paper-based manual processes can be removed to empower government agencies to deliver better outcomes to citizens and suppliers, faster.

To learn more about how government agencies are using these technology tools and strategies to improve the customer and supplier experience, visit www.nintex.com/state-and-local-government

About Nintex

Nintex is the global standard for process management and automation. Today more than 10,000 public and private sector organisations across 90 countries turn to the Nintex Platform to accelerate progress on their digital transformation journeys by quickly and easily managing, automating and optimising business processes. Learn more by visiting www.nintex.com and experience how Nintex and its global partner network are shaping the future of Intelligent Process Automation (IPA).

Transform your agency with The Power of Process™

Government departments are operating under relentless pressure to deliver better results, faster, all while budgets continually flatten or decline, creating a constant need to do more with less. Adding to the challenge are outdated procedures, often paper based, that unnecessarily prolong processes and ultimately impact public satisfaction.

Find out how you can transform your agency with Nintex by leveraging easy-to-use and powerful capabilities for improving processes and automating work.

Learn more:

- Read government [use cases](#) with Nintex
- See government success stories, [case studies](#) with Nintex
- Request a [demo](#) of Nintex Workflow Cloud