

# Service Tasmania

Strategic Plan 2010-2015

## **Purpose**

The Service Tasmania Strategic Plan 2010-2015 identifies the priority areas for Service Tasmania for the next five years.

## **Background**

Service Tasmania was established in 1998 to improve access to government services for Tasmanians, and to provide customers with convenient choices for accessing those services. Services are delivered over the counter through Service Tasmania shops located around Tasmania, through Service Tasmania over the phone (using the One Number for Government and phone bill payment services) and through Service Tasmania over the Internet (using the Service Tasmania Online website).

Service Tasmania delivers services on behalf of State, Commonwealth, and Local Government organisations, and a number of government businesses.

Since the establishment of Service Tasmania, there has been a significant growth in the number of services delivered over the counter.

## **About Service Tasmania**

### **Vision**

The Service Tasmania vision is to be acknowledged as a leader in providing innovative and personalised customer access to government information and services.

### **Mission**

The Service Tasmania mission is to provide the community with easy access to government information and services.

### **Our Role**

To deliver quality transaction and information services to the Tasmanian community on behalf of government agencies and partners.

## **Guiding Principles**

### **Customer-centric**

- Service Tasmania is a customer focused organisation.

### **Value for money service delivery**

- Service Tasmania will ensure that service delivery is sustainable and cost effective for Agencies and our Partners.

### **Accessible**

- Service Tasmania will ensure that our services are accessible to all Tasmanians.

### **Safe and supportive workplace**

- Service Tasmania will maintain a safe workplace for employees and will strive to provide a supportive workplace for all employees.

### **Quality-focused**

- High quality services will be maintained by investing in our people, our services and our technology.

### **How are we positioned?**

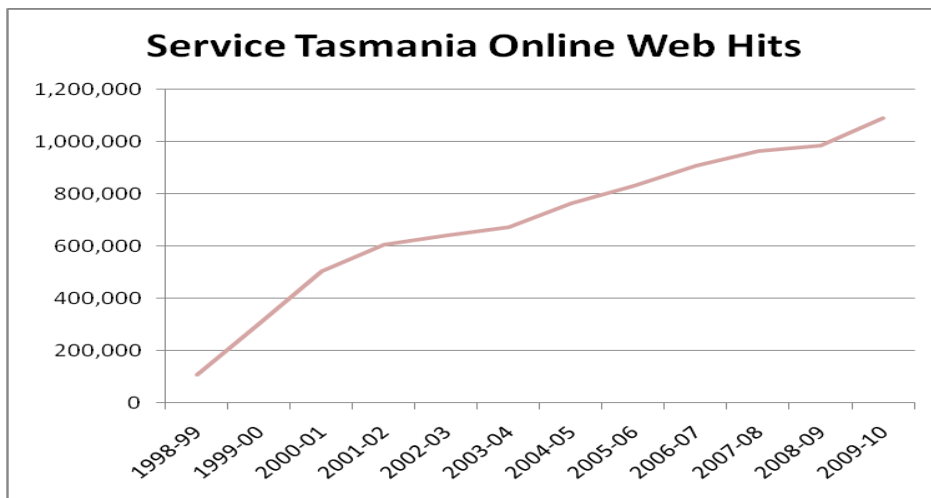
#### Electronic Service Delivery

- Service Tasmania Online received 1,090,865 hits in 2009-10 and is trending upwards (see Diagram 1, below)
- 44 bill payment services are available online and over the phone
- 290,000 bill payments are being made each year – an increasing proportion of these (currently close to 40%) are being paid using the online service
- \$83.4 million in government revenue is collected through the telephone and Internet bill payment services

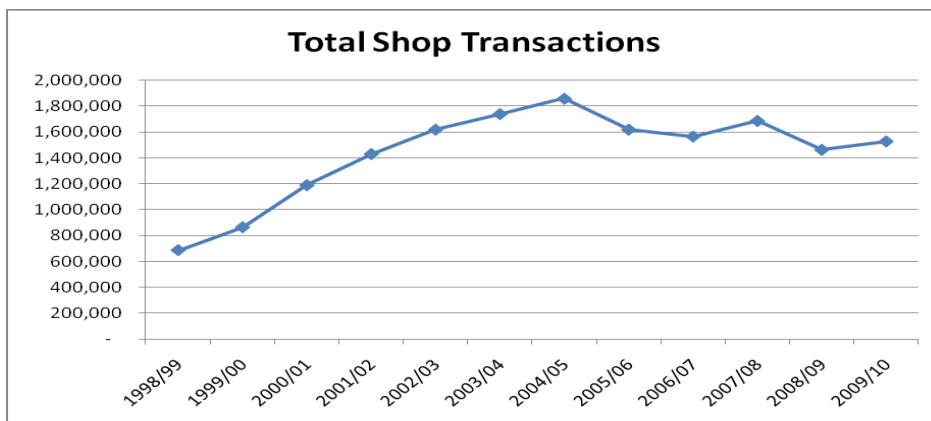
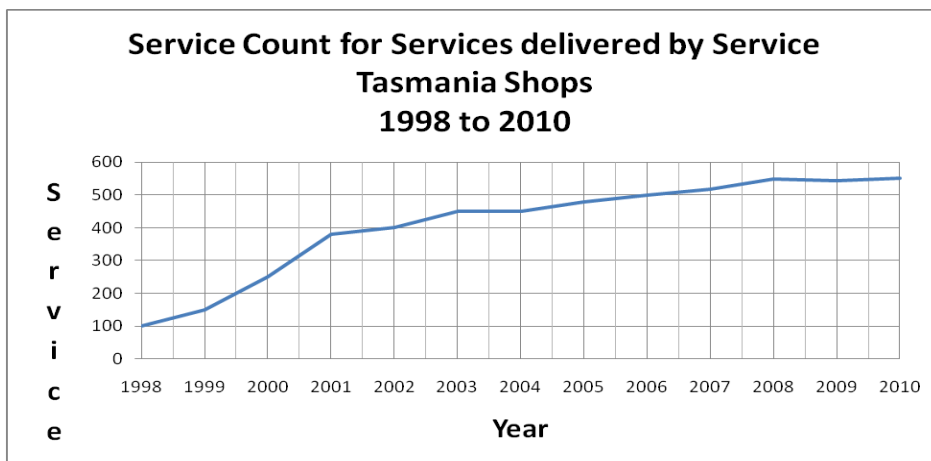
#### 'In Person' Service Delivery

- 551 services are available through Service Tasmania Shops. This has remained static over recent years (see Diagram 2)
- 1.53 million transactions were conducted in Service Tasmania Shops in 2009-10 (see Diagram 2)
- \$224 million pa in government revenue was collected by Service Tasmania Shops in 2009-10
- Service Tasmania by Phone receives 200,000 inbound calls per annum. This level has remained fairly constant since 2001 (see Diagram 3, below)
- A limited range of services are available through the Phone Channel (Operator-Assisted Enquiries)

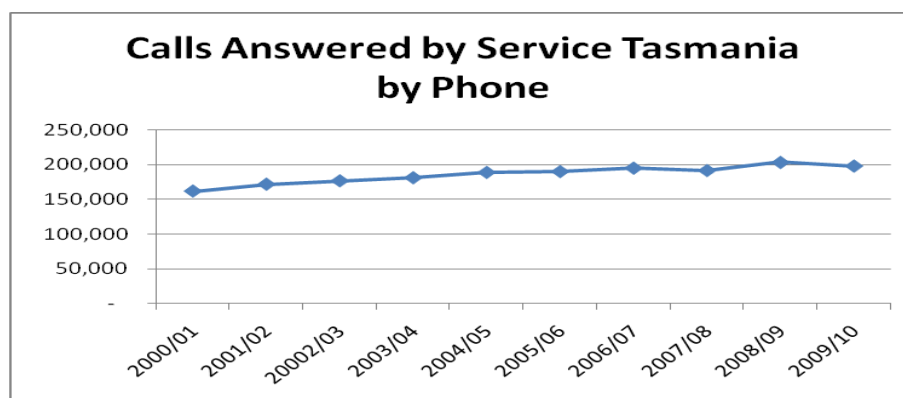
**Diagram 1: Service Tasmania Online Hits:**



**Diagram 2: Service Tasmania Shops: Service Count and Transaction Volumes**



**Diagram 3: Service Tasmania Phone: Calls Answered**



## **Governance Arrangements**

Operational management for Service Tasmania's three service delivery channels is provided through three 'Lead Agencies' - the Department of Primary Industries Parks Water and Environment (DPIPWE), TMD in the Department of Premier and Cabinet (DPAC) and the Department of Education (DoE).

Service Tasmania is managed by the Service Tasmania Board. The Board has a Master Level Agreement with each Lead Agency, covering operational and business standards across the Service Tasmania organisation.

### **Service Tasmania Board**

The Board is comprised of a Chair and six members who are drawn from government on the basis of demonstrated expertise in management of government business; financial management; government service delivery obligations; quality customer service; marketing; experience in the use of information and communications technology as a business enabler; business analysis; knowledge and understanding of inter-agency and across government co-operation. The Board is chaired by the Deputy Secretary of the Department of Premier and Cabinet, and is appointed by and responsible to the Secretary of the Department of Premier and Cabinet.

The Charter of the Service Tasmania Board is to:

- manage the provision of consistent high quality state-wide services through the service delivery channels;
- identify and implement new service delivery opportunities;
- undertake marketing activities; and
- ensure appropriate financial and budget control.

### **Shops**

DPIPWE is the Lead Agency for shop services. This Lead Agency manages the day-to-day operations of the 27 Service Tasmania shops.

## Phone

TMD is the Lead Agency for phone services. TMD is responsible for managing the day-to-day operations of the Service Tasmania One Number for Government phone service.

## Internet

The Department of Education (Community Knowledge Network) is the Lead Agency for Service Tasmania Online. This Lead Agency is responsible for day-to-day management and ongoing development of the Service Tasmania Online website.

## Service Tasmania Unit

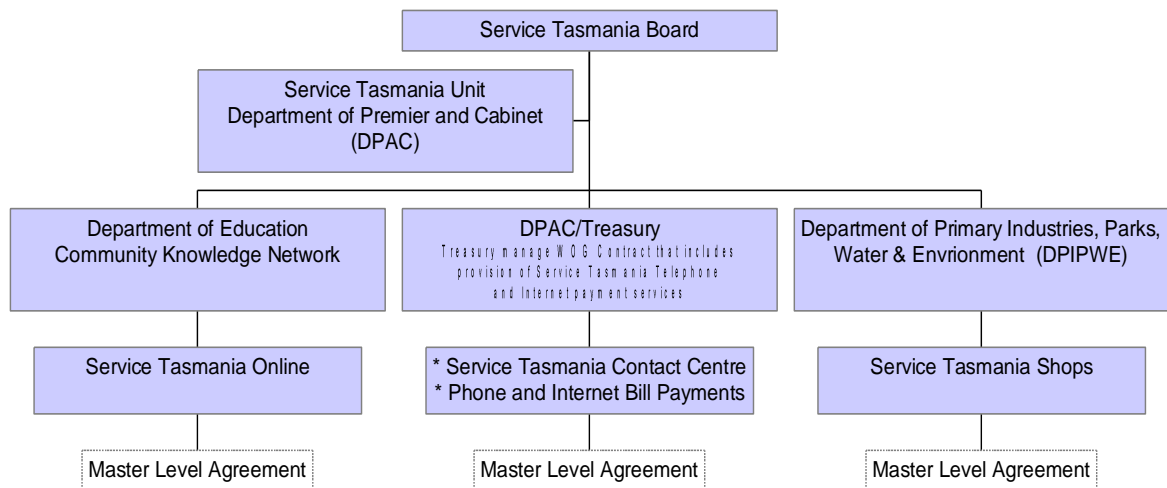
The Service Tasmania Unit within DPAC undertakes a variety of functions. These include:

- Providing Strategic Leadership and Direction for Service Tasmania;
- The coordination of services across the Lead Agencies;
- Ongoing management and enhancement of whole of government services such as the Tasmanian Government Personal Information Card and the Change of Address service;
- The identification and development of new opportunities across the three Service Tasmania service delivery channels; and
- Executive support for the Service Tasmania Board;

In working with our Lead Agencies, Client Agencies and Partners, the Service Tasmania Unit strive to work in a manner that support The Department of Premier and Cabinet's values which are:

- **Professional**  
We aim for excellence and act with integrity and impartiality.
- **Accountable**  
We are focussed on achievement, open to questioning and responsible for our actions.
- **Collaborative**  
We respect and value the expertise of others and seek to work in partnership.
- **Forward looking**  
We plan so we can be responsive to future needs.
- **Connected to the Community**  
We seek to understand and engage with the community and communities of interest.
- **Supportive**  
We seek to provide a family friendly and flexible workplace that fosters mutual respect and open communication.

## Governance Diagram



## External Factors – Environmental Scan

### Demographics

Age & socio-economic factors include: Ageing population, low literacy levels, low internet take up in Tasmania. Of particular relevance to Service Tasmania is the ongoing customer expectation of conducting business face to face, together with the need to develop and enhance the range of electronic services.

### Whole of Government ICT Projects

There are a range of projects being conducted within Government that have the potential to impact Service Tasmania. These include the ICT Transformation being led by TMD within the Department of Premier and Cabinet and the development of a Business Case to adopt of Microsoft Sharepoint on a whole of government basis.

### Service Information Centralisation

The Australian Government Information Management Office (AGIMO) is undertaking a range of projects as part of their e-Government Strategy. These projects have the potential to impact on the provision of online information. The National Government Service Directory (NGSD) is one example; Service Tasmania is currently working with AGIMO to trial 20 services for the NGSD.

### **National Broadband Network (NBN)**

The rollout of the NBN in Tasmania will enable many Tasmanian Communities to access high speed broadband. Stages one, two and three have been announced and will allow 14 of Service Tasmania's 27 shops to access high speed broadband. This together with increased residential access provides a unique opportunity to develop an increased range of online services.

### **Integrated Government Service Delivery Projects**

There are a number of projects underway within the Tasmanian Government to identify opportunities to co-locate and/or further integrate services in order to maximise efficiencies in infrastructure costs and provide an appropriate distribution of services across Tasmania. Two projects which Service Tasmania is currently participating in are the establishment of a network of Learning and Information Network Centres (LINC)s and Child and Family Centres (CFC). Both these projects provide opportunities for an increased role for Service Tasmania.

At a Federal level, there is also the merger of Centrelink and Medicare Australia. This, together with major reform by Centrelink regarding welfare, may present a number of opportunities for Service Tasmania to work with the Australian Government in the "In Person" service delivery space.



## Our Strategy:

We recognise there are opportunities within Service Tasmania to:

- Continuously improve our business;
- Continuously improve our customer service;
- Develop our people; and
- Foster strong relationships with our Partners.

### Focus Area I: Our Business

Outcome: To have a business that is sustainable and provides a 'front door' to government services.

Strategic Actions	Aims/Comments/Key Drivers
I.1 Undertake review of governance arrangements and identify best practice and provide report recommending options for the future.	The governance model to date has served Service Tasmania well – however it is timely to review whether or not this is the right model to take us forward successfully into the future.
I.2 Develop Channel Management Strategy for Service Tasmania	A Channel Management Strategy would guide the direction of existing service delivery channels and provide improved decision making capabilities for Service Tasmania and Agencies. The Strategy would enable service delivery decisions to be made based on customer needs and preferences, including cost considerations, whilst balancing a desire for efficiency with providing equity of access.
I.3 Develop Business Case for Government Contact Centre	The aim is to secure Government support and funding for the establishment and ongoing operation of a Contact Centre that provides a high-quality experience for customers accessing government services by phone.
I.4 Develop 'Agent' service model for Service Tasmania	The aim is to have a workable model that will enable a select range of Government services to be delivered over-the-counter in locations where Service Tasmania does not have a physical (shop) presence.
I.5 Ensure that Service Tasmania Online is accessible through mobile devices	There is an increasing range of next generation phones being used. Service Tasmania Online should be optimised to work effectively on such devices.
I.6 Implementation and ongoing enhancement of Client Update Service	Introduce and improve the Client Update Service, and promote its use by government agencies and the Tasmanian public.

## Focus Area 2: Our Customers

Outcome: Delivery of customer focussed government services to the Tasmanian community that are contemporary, accessible and of a consistent quality.

Strategic Actions	Aims/Comments/Key Drivers
2.1 Review and implement Community Engagement Program	The Community Engagement Program aims to develop a better understanding of who our customers are, who they will be in the future, what they want from us, and how they would like to access it.
2.2 Develop Customer Survey Program and identify customer satisfaction measures	Look at better, more frequent ways to survey our customers, aimed at gaining more useable and higher value information.
2.3 Implementation of Procedural Information Management System, including public access through Service Tasmania Online	Expand the accessibility of customer – focussed service information to make information directly available to the customers themselves.
2.4 Identify candidate services for online delivery and lead their implementation	To meet customer expectations and derive cost-savings through customer self-service.
2.5 Revise and refresh Customer Service Charter	It has been many years since the Customer Service Charter was developed – the Charter should reflect the expectations of and our commitment to our customers.

### Focus Area 3: Our People

Outcome: Service Tasmania staff will be skilled, valued, courteous and informed customer service professionals.

Action	Aims/Comments/Key Drivers
3.1 Develop training program for all front line staff to build capacity to handle increased information services	There are an increasing number of enquiry/information related services that Service Tasmania is providing. Historically recruitment and training has been focussed on 'financial' transactions.
3.2 Develop Workforce Management Plan for Service Tasmania including an assessment of service delivery expertise across the organisation	To have information at an organisational level that enables succession planning, capacity building and leadership development to be undertaken.
3.3 Develop a Staff Engagement Program (including communication strategy to develop and foster relationships for all Service Tasmania staff (cross channel approach)	To foster a strong service culture by having engaged, committed customer service staff. Secondly, to facilitate knowledge sharing cross the organisation.

### Focus Area 4: Our Partners

Outcome: Service Tasmania will foster relationships with our Partners in a collaborative way, and will seek to provide a 'value for money' service.

Action	Aims/Comments/Key Drivers
4.1 Local Government business development	A very limited range of local government services are available through Service Tasmania. The addition of new local government services would further develop the 'one stop shop' concept.
4.2 Develop Client Agency feedback survey	There are no formal mechanisms in place to capture feedback from Client Agencies. Feedback obtained should be factored in when considering any enhancements to service delivery.
4.3 Explore opportunities for Account Management Model	A number of service development strategies have been used in the past. Program such as NES, IDEAS & SIP have been resource intensive and have yielded minimal returns. Service Tasmania needs to explore an alternative model for service identification and development.
4.4 Undertake a SMART Form Pilot	In consultation with Agencies, identify a form suitable for a Smart Form Pilot.