

# Service Tasmania Business Plan 2014 – 15

August 2014



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## SERVICE TASMANIA OBJECTIVES

Service Tasmania is responsible for the development and delivery of government information and services through three service delivery 'channels' – a network of 27 shops, a telephone contact centre, and the Service Tasmania Online website.

Service Tasmania works closely with State Government agencies to identify new services, and forms partnerships with Commonwealth and Local Government organisations and GBEs to deliver their services through Service Tasmania's channels.

## ORGANISATIONAL CONTEXT

The overall direction and major initiatives of Service Tasmania are governed by the Service Tasmania Board. These activities are carried out or overseen by the Service Tasmania Unit within the Department of Premier and Cabinet (DPAC).

The Service Tasmania Unit works closely with the Lead Agencies responsible for operational management of Service Tasmania's service delivery channels. The Board has a Master Level Agreement with each Lead Agency, covering operational and business standards across the Service Tasmania organisation.

The Department of Primary Industries, Parks, Water and Environment (DPIPWE) is the Lead Agency for in-person services, managing the day-to-day operations of the 27 Service Tasmania shops and the Integrated Tasmanian Government Contact Centre (ITGCC).

The Department of Education is the Lead Agency for Service Tasmania Online. This Lead Agency is responsible for strategic development and day-to-day management of the Service Tasmania website.

## ROLE OF THE SERVICE TASMANIA UNIT

The Service Tasmania Unit within DPAC undertakes a variety of functions under direction from the Service Tasmania Board including:

- identifying and developing new business opportunities across the Service Tasmania service delivery channels;
- co-ordinating the delivery of the services across the Lead Agencies;
- oversight and management of strategic initiatives/projects for Service Tasmania
- managing, and the ongoing operation of two service delivery programs - the Tasmanian Government Personal Information Card (PIC) and the Tasmanian Government Client Update Service (CUS);
- managing, and the ongoing operation of, Service Tasmania's Procedural Information Management System (PIMS); and

- providing high level support to the Service Tasmania Board, including:
  - financial management of Service Tasmania
  - co-ordinating marketing activities; and
  - negotiation and ongoing management of Partnership Agreements.

## PLANNING APPROACH

This Business Plan was developed by the Service Tasmania Unit and key representatives of the Lead Agencies for service delivery, at a workshop in July 2014. Planning this year had a slightly broader focus, with additional input from the operational areas allowing a strengthening of the relationship between the strategic and operational areas for 2014-15.

## STRATEGIC FOCUS AREAS 2010–2015

Service Tasmania planning priorities are guided by the current *Service Tasmania Strategic Plan 2010–2015*.

The current Strategic Plan focuses on four areas:

- **Our business** – To have a business that is sustainable and provides a ‘front door’ to government services.
- **Our customers** – Delivery of customer focussed government services to the Tasmanian community that are contemporary, accessible and of a consistent quality.
- **Our people** – Service Tasmania staff will be skilled, valued, courteous and informed customer service professionals.
- **Our partners** – Service Tasmania will foster relationships with our Partners in a collaborative way and will seek to provide a ‘value for money’ service.

These focus areas are supported by the strategic priorities 2014–2015 outlined on Page 9 of this document, as well as the ongoing, routine activities of the Service Tasmania Unit, which are also included on Page 16.

## STAKEHOLDERS/CLIENTS

The following table identifies Service Tasmania's key clients/stakeholders/service providers and relationships:

Client/Stakeholder/Service Provider	Relationship
<ul style="list-style-type: none"> <li>• Premier, Ministers and Government</li> <li>• Tasmanian Government</li> </ul>	<ul style="list-style-type: none"> <li>• Policy advice</li> <li>• Strategic development, including support and coordination of service delivery activities</li> </ul>
<ul style="list-style-type: none"> <li>• Tasmanian Public</li> </ul>	<ul style="list-style-type: none"> <li>• Service delivery to the Tasmanian community via the two Lead Agencies and the Service Tasmania Unit.</li> </ul>
<ul style="list-style-type: none"> <li>• Service Tasmania Board</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic development, including support and coordination of service delivery activities</li> <li>• Implementation of Business and Strategic Plan activities</li> </ul>
<ul style="list-style-type: none"> <li>• Lead Agencies: <ul style="list-style-type: none"> <li>- DPIPWE (Shops and Phones)</li> <li>- DOE – (Online)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Service delivery implementation and support</li> <li>• Service delivery improvement</li> <li>• Collaboration in pursuing related activities</li> <li>• LINC Tasmania key partner in Hubs</li> </ul>
<ul style="list-style-type: none"> <li>• Tasmanian Government Agencies (Client Agencies)</li> </ul>	<ul style="list-style-type: none"> <li>• Service development/enhancement</li> <li>• Facilitation, co-ordination, establishing linkages</li> <li>• Participation in whole-of-government projects</li> <li>• Support of relevant activities</li> </ul>
<ul style="list-style-type: none"> <li>• Local Government (Councils)</li> <li>• Local Government Association of Tasmania (LGAT)</li> </ul>	<ul style="list-style-type: none"> <li>• Service development/enhancement</li> <li>• Partnership development and ongoing review/management</li> </ul>
<ul style="list-style-type: none"> <li>• Commonwealth Government</li> <li>• Other State Governments</li> <li>• Government Business Enterprises</li> </ul>	<ul style="list-style-type: none"> <li>• Service development/enhancement</li> <li>• Partnership development and ongoing review/management</li> <li>• Exchange of best practice service delivery and benchmarking information</li> </ul>
<p>Major Contractors and suppliers:</p> <ul style="list-style-type: none"> <li>• Westpac</li> <li>• Eclipse</li> <li>• TMD</li> <li>• DPAC panel of Marketing Service Providers</li> </ul>	<ul style="list-style-type: none"> <li>• Whole of Government banking contract and revenue collection contract</li> <li>• Application development and maintenance support for major system</li> <li>• Hosting services for PIC, Service Tasmania Online and key role in working with STU to procure a Contact Centre solution.</li> <li>• Provide operational support in the way of system support and reporting to the ITGCC until such time as a new Telephone and Technology solution is implemented</li> <li>• DPAC panel used by Service Tasmania for marketing and communications initiatives.</li> </ul>

Client/Stakeholder/Service Provider	Relationship
<ul style="list-style-type: none"> <li>ITGCC Consultancy panel</li> </ul>	<ul style="list-style-type: none"> <li>Panel established for consultants to provide advice, as required on Business Development, change management and technology and telephony aspects of the project</li> </ul>
<ul style="list-style-type: none"> <li>ABnote</li> <li>Geomatic Technologies</li> <li>Department of Primary Industries Parks Water and Environment (ISB)</li> </ul>	<ul style="list-style-type: none"> <li>Host and developer of Tasmanian Government Personal Information Card (PIC) system and producer of the PIC identification card.</li> <li>Maintenance and support for Client Update Service</li> <li>Hosting services for Procedural Information Management System.</li> </ul>

## ENVIRONMENTAL SCAN

The primary factors impacting on Service Tasmania have been identified below and classified according to issues to be aware of and those that the Unit can influence:

### INTERNAL ENVIRONMENT

	Issue/Opportunity	Influence/ Response
<b>People and resources – flexibility and suitability</b>	<ul style="list-style-type: none"> <li>Current model of In Person channel (following the integration of the ITGCC) currently has the shops and contact centre resources operating as silos - opportunity exists for staff to work in dual roles.</li> <li>Staff tenure/demographic challenges</li> <li>Narrow Statements of duties and instruments of appointment</li> <li>Consider how to have better integration of operations, policy and strategic positions or opportunities for career development across the operational and policy areas.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a strategy to develop and recruit for Customer Service Officers to work across both shops and phone (dual channel) role.</li> <li>Develop new guidelines for future recruitment to Service Tasmania.</li> </ul>
<b>People– support and development</b>	<ul style="list-style-type: none"> <li>Recent projects and feedback have highlighted gaps in understanding between strategic and policy functions of Service Tasmania business.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to provide opportunities for the policy and strategic initiatives to be outlined to staff through a variety of forums including regular communications, training, including induction training and introduction of new services</li> </ul>
	<ul style="list-style-type: none"> <li>Impact of co-location with staff</li> </ul>	<ul style="list-style-type: none"> <li>Continue work with LINC Tasmania</li> </ul>

	Issue/Opportunity	Influence/ Response
	from partner agencies (eg LINC). Challenges associated with this and the traditional frameworks around how government does business eg one manager on site with jurisdiction over staff not in their agencies. Also impact of different organisational cultures	to maximise opportunities at these sites <ul style="list-style-type: none"> <li>• Inclusion of co-located staff in relevant training/information sessions</li> <li>• Creation of a communication plan where there is one manager on site</li> </ul>
Organisational Performance	<ul style="list-style-type: none"> <li>• Absence of reports and data to inform decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a Project brief for Reporting across Service Tasmania to: <ul style="list-style-type: none"> <li>○ Improve data collection methods to be more relevant and useful.</li> <li>○ Determine how we report on data (information and knowledge); and .</li> <li>○ Find ways to use data collected to inform our business (wisdom – continuous improvement).</li> </ul> </li> </ul>

## EXTERNAL ENVIRONMENT

	Issue/Opportunity	Influence/ Responses
Economic	<ul style="list-style-type: none"> <li>• Continued decrease in over-the-counter business will be reflected in decreased transaction fees although expect that this will eventually stabilise.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to progress strategic Service Tasmania initiatives, such as the ITGCC Project.</li> <li>• Seek opportunities for new lines of business.</li> <li>• Develop a channel management strategy for each channel</li> </ul>
	<ul style="list-style-type: none"> <li>• Financial pressures in current budget environment</li> </ul>	<ul style="list-style-type: none"> <li>• Seek ways to make Service Tasmania more efficient and able to proactively manage constraining financial environment</li> </ul>
	<ul style="list-style-type: none"> <li>• Customer demands/ increase in expectations (i.e. changing service delivery preferences)</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to improve data collection and analysis to understand expectations and provide options</li> <li>• Consideration of strategic reinvestment into the business</li> </ul>
Government/ political	<ul style="list-style-type: none"> <li>• New governments both State and Federal implementing reform</li> </ul>	<ul style="list-style-type: none"> <li>• Take opportunity to pitch vision and strategic framework for Service Tasmania over the next 5-10 years.</li> <li>• Keep abreast of initiatives being</li> </ul>

	Issue/Opportunity	Influence/ Responses
		pursued by other service delivery organisations.
	<ul style="list-style-type: none"> <li>Local Government elections</li> </ul>	<ul style="list-style-type: none"> <li>Increasing our network of Service Tasmania champions</li> </ul>
	<ul style="list-style-type: none"> <li>Impact of other agencies outsourcing</li> </ul>	<ul style="list-style-type: none"> <li>Impact of other agencies outsourcing – (eg Housing Tas outsourcing to NGOs, new commercial electricity retailers). This presents a challenge to Service Tasmania and may provide an opportunity for a change in service delivery arrangements.</li> </ul>
Partners	<ul style="list-style-type: none"> <li>New opportunities should be sought to assist Agencies manage economic challenges.</li> <li>Collaboration – between agencies to find a common direction</li> <li>Client Management</li> </ul>	<ul style="list-style-type: none"> <li>More strategic involvement in planning within other agencies to identify opportunities and improve service delivery.</li> <li>Continue to influence integrated service delivery agenda. Potential opportunities as agencies merge and change. Consider (client) account management model.</li> </ul>
Technological	<ul style="list-style-type: none"> <li>Challenge of integration of systems in shared sites. E.g. difficulties in sharing resources with staff from other agencies.</li> </ul>	<ul style="list-style-type: none"> <li>Develop unified approach to drive back end integration for staff and systems</li> <li>Understand the opportunities that NT111 will provide to break down barriers between Agency systems</li> </ul>
Customers	<ul style="list-style-type: none"> <li>Regional remote vs. urban needs – different expectations.</li> </ul>	Find ways to better access customer information so we can improve customer outcomes.
	<ul style="list-style-type: none"> <li>Manage community expectations with regards to the effect that changing demographics has on demand for services</li> </ul>	<ul style="list-style-type: none"> <li>Gain a better understanding of who our customers are through research and data collection.</li> <li>Develop a continuous improvement framework to manage these changes.</li> <li>Increase involvement and engagement to influence decision making among local partners.</li> </ul>
	<ul style="list-style-type: none"> <li>Gain a greater understanding of what level of customer service customers expect from Service Tasmania and via what channels (i.e. social media. web chat)</li> </ul>	<ul style="list-style-type: none"> <li>Investigate service delivery options</li> </ul>
	<ul style="list-style-type: none"> <li>Need to be aware of the needs of those customers who have low literacy levels and those who require additional service delivery support.</li> </ul>	<ul style="list-style-type: none"> <li>Develop an Action Plan that supports staff in responding to customers with low levels of literacy and actively refer them to support services.</li> </ul>



	Issue/Opportunity	Influence/ Responses
		<ul style="list-style-type: none"> <li>• Explore 26TEN partnership opportunities.</li> </ul>

## OTHER GOVERNMENT PROJECTS AND INITIATIVES

The following are examples of major Government projects/initiatives in which Service Tasmania has an interest, either in the form of direct involvement or as a more peripheral stakeholder:

- o LINC's and Community Services Hubs – Department of Education (specifically George Town and Devonport)
- o Open Data Project – Department of Premier and Cabinet

## STRATEGIC PRIORITIES FOR 2014-15

A key goal was identified for each of Service Tasmania's strategic focus areas. These goals will be addressed through a number of projects. An overarching strategic focus (Our Future) was also identified in response to the challenges and opportunities currently facing Tasmania.

The Service Tasmania Unit and the Lead Agencies will provide a progress report against the projects and initiatives that have been identified in the following Operational Plan. The progress report will be completed and provided to the Service Tasmania Board at their regular meetings.

### Our Future

A new direction for Service Tasmania is to be developed. This new direction will be focused on delivering and improved seamless service to customers, increasing productivity and improving efficiencies for government.

Subject to acceptance of this direction by Government a number of new actions may need to be completed as part of the 14-15 Business Plan.

- Develop a Future Directions plan for endorsement by the Premier

### Our Customers

To develop an increased understanding of Service Tasmania's customers by:

- Design and develop a Continuous Improvement Framework
- Implement the continuous improvement framework, and regularly evaluate it.
- Integrate customer measurement into the Continuous Improvement framework, and undertake research into the demographics, needs, expectations and changing demands of the Service Tasmania Customer, including through the development of a project brief to undertake social media monitoring to gain an insight into the needs and interests of customers of government services.
- Prepare a strategy for Service Tasmania to lead a program within Agencies for the production of forms and materials for customers in plain English.

## Our Business

Improved reporting and use of data to support evidence based decision making.

- Prepare a Project Proposal for Reporting:
  - Consider the requirements for reporting for all relevant stakeholders
- Investigate potential point of service measurement tools and provide a recommendation to the Service Tasmania Board.
- Undertake a review of TRACS to identify recommendations for future redevelopments including:
  - additional reporting for monitoring performance
  - evaluate the standard time components of the system including walk-up times and payment times,
  - an extreme times and the timing for when a CSO receives system prompts and thresh holds for escalation and exceptions
  - the facility for CSOs to provide more detail about excessive length transactions
- Develop tools for measuring transaction error rates and to track improvements.

## Our People

Better match our people to our business needs

- Consider the use of increased reporting and data to inform effective and measurable performance management.
- Develop a paper to investigate dual roles for CSOs to work across service delivery channels for improved flexibility, and consider how these roles will be managed.
- Prepare a project brief for a program to improve internal communications and involve staff in continuous improvement.

## Our Partners

More engagement with our clients

- Understand how best to engage, manage and maintain client relationships in a more structured manner
- Work with Client Agencies to understand individual reporting requirements with a view to developing a reporting specification that covers routine reporting suite
- Maximise opportunities for colocation models, and define the corporate service requirements for this model.

<b>Priority projects still underway</b>	Client Update Service (CUS) program delivery and interface development
	Implementation of Personal Information Card (PIC) replacement database
	Implement phase 2 of Integrated Tasmanian Government Contact Centre (ITGCC) Project (
	Contribute to WOG website delivery project (subject to project progressing)
<b>Continuing Lead Agency priority projects</b>	Continued shop refurbishment and relocation projects (DPIPWE)
	Final stages of Modern Comms project (TMD, DPAC) And Implementation of VoIP (DPIPWE)
	Strategy for online/ social media investigation (DOE)
	Defining opportunities within shared sites (develop team co-op program) (DPIPWE & DOE)
	Develop user requirements and business plan to upgrade STARS (DPIPWE)
<b>Program delivery</b> (business as usual)	Administration – Board reporting, financial management, contract management, incoming government briefings
	Client Update Service
	Procedural Information Management System (PIMS) administration
	Personal Information Card (PIC) service delivery
	Maintaining partnerships and agency relations
	Customer and client agency surveys
	Communications and Marketing Planning
<b>Other Initiatives</b> (these initiatives have been identified for further investigation and action should resources become available; priorities change or projects progress)	Local Government service development
	Business growth
	Strategic approach to integrated service delivery

Detailed information about **strategic priorities** is provided on Page 9 of this document.

More detailed information about core **program delivery** is provided in Section 11 of this document.

Detailed information will be developed for **initiatives** as resources become available or they become higher priorities.

## ACTION PLAN / OPERATIONAL PLAN

### Projects & Initiatives - Service Tasmania Unit & Lead Agencies

Priority Projects	Action	Objectives	Lead Resource/s	Milestones
Develop Service Tasmania Future Direction	<ul style="list-style-type: none"> <li>Develop a Future Directions plan for endorsement by the Premier</li> </ul>	<ul style="list-style-type: none"> <li>A new direction for Service Tasmania is to be developed. It is envisaged that this new direction will be focused on delivering and improved seamless service to customers, increasing productivity and improving efficiencies for government.</li> </ul>	<ul style="list-style-type: none"> <li>STU (DPAC)</li> </ul>	<ul style="list-style-type: none"> <li>Late 2014</li> </ul>
Implement Phase 2 of the Integrated Tasmanian Government Contact Centre (ITGCC) Project	<ul style="list-style-type: none"> <li>Issue Request for Tender</li> <li>Evaluate Tender &amp; negotiate with preferred supplier</li> <li>Implement chosen solution</li> <li>Undertake pilot</li> </ul>	<ul style="list-style-type: none"> <li>To procure and implement a solution that enables the objectives of the ITGCC to be realised:</li> </ul>	<ul style="list-style-type: none"> <li>ITGCC Team</li> </ul>	<ul style="list-style-type: none"> <li>.Sep 2014</li> <li>Feb 2015</li> <li>May 2015</li> </ul>
Action plan for Service Tasmania to support customers with low literacy levels	<ul style="list-style-type: none"> <li>Develop an Action Plan for Service Tasmania to become a member of 26Ten.</li> <li>Undertake staff awareness sessions</li> <li>Prepare a strategy for Service Tasmania to lead a program within Agencies for the production of forms and materials for customers in plain English.</li> </ul>	<ul style="list-style-type: none"> <li>Service Tasmania staff (at all levels) are:                             <ul style="list-style-type: none"> <li>Aware of literacy issues</li> <li>Can identify customers who need support</li> <li>Know where to refer customers for literacy support services</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>All Service Tasmania Staff</li> </ul>	<ul style="list-style-type: none"> <li>30 April 2015</li> </ul>
Continuous Improvement Framework	<ul style="list-style-type: none"> <li>Write a project plan to research the demographics, needs, expectations and changing demands of the Service Tasmania Customer.</li> <li>Develop a project brief to undertake social media monitoring to gain an insight into the needs and interests of customers of</li> </ul>	<ul style="list-style-type: none"> <li>A better understanding of our customers to inform design of future services.</li> </ul>	<ul style="list-style-type: none"> <li>STU (DPAC)</li> <li>STU (DPAC)</li> </ul>	<ul style="list-style-type: none"> <li>Nov 2014</li> <li>November 2014</li> </ul>

<i>Priority Projects</i>	<i>Action</i>	<i>Objectives</i>	<i>Lead Resource/s</i>	<i>Milestones</i>
	<p>government services.</p> <ul style="list-style-type: none"> <li>• Undertake Customer Satisfaction Surveys</li> <li>• Undertake a review of the phone channel customer survey questions prior to May 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Ascertain customer satisfaction and expectations to inform Government on the value of Service Tasmania.</li> </ul>	<ul style="list-style-type: none"> <li>• All Service Tasmania Staff</li> <li>• STU</li> </ul>	<ul style="list-style-type: none"> <li>• November 2014 &amp; May 2015, Nov 2015</li> <li>• March 2015</li> </ul>
<b>Reporting and Data Investigation</b>	<ul style="list-style-type: none"> <li>• Prepare a Project Proposal for Reporting</li> <li>• Consider the requirements for reporting from individual level (staff) through to organisation level including requirements for Agency reporting</li> <li>• Work with Client Agencies to understand individual reporting requirements with a view to developing a reporting specification that covers routine reporting suite</li> <li>• Investigate potential point of service measurement tools and provide a recommendation to the Service Tasmania Board.</li> <li>• Develop tools for measuring transaction error rates and to track improvements</li> <li>• Undertake Review of TRACS</li> </ul>	<ul style="list-style-type: none"> <li>• Improved reporting and use of data to support evidence based decision making</li> </ul>	<ul style="list-style-type: none"> <li>• STU &amp; Lead Agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Nov 2014</li> <li>• 2015</li> <li>• 2015</li> </ul>
<b>Workforce Planning</b>	<ul style="list-style-type: none"> <li>• Investigate the use of increased reporting and data to inform performance management.</li> <li>• Develop a paper to investigate the creation of dual roles working across service delivery channels for improved flexibility.</li> <li>• Prepare a project brief for a program to improve internal communications</li> <li>• Develop a culture of continuous improvement.</li> </ul>	<ul style="list-style-type: none"> <li>• Better match our people to our business needs</li> <li>• Greater use of existing staff resourcing and knowledge</li> <li>• Increased role diversity for front line Service Tasmania staff</li> </ul>	<ul style="list-style-type: none"> <li>• Service Tas Unit/Lead Agencies</li> <li>• Dual Role being progressed by ITGCC Project.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Nov 2014</li> <li>• 2014</li> <li>• 30 June 2015</li> </ul>

<i>Priority Projects</i>	<i>Action</i>	<i>Objectives</i>	<i>Lead Resource/s</i>	<i>Milestones</i>
<b>Business Support</b>	<ul style="list-style-type: none"> <li>Maximise opportunities for colocation models, and define the corporate service requirements for this model.</li> </ul>		<ul style="list-style-type: none"> <li>Service Tas Unit/Shop Lead Agency working with LINC Tasmania</li> </ul>	<ul style="list-style-type: none"> <li>30 June 2015</li> </ul>
<b>Client Update Service Strategy</b>	<ul style="list-style-type: none"> <li>Develop a strategy paper to guide the expansion of CUS services through an increase in the number of participating organisations</li> <li>Assist Agencies to develop and implement interfaces to automate data matching and update processes;</li> </ul>	<ul style="list-style-type: none"> <li>Increased opportunities for inner-budget agencies to maintain and share accurate and up-to-date client personal information.</li> <li>To make it easier for existing clients of Tasmanian Government inner-budget agencies to notify changes to their personal information / details</li> </ul>	<ul style="list-style-type: none"> <li>STU (DPAC)</li> </ul>	30 September 2014
<b>Procedural Information Management System (PIMS) Support and Development</b>	<ul style="list-style-type: none"> <li>Assess requirements for ongoing support and development services</li> <li>Following assessment, consider procurement options</li> <li>New arrangements in place</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing high level support for PIMS and cost effective solution for system support and development</li> </ul>	<ul style="list-style-type: none"> <li>STU (DPAC)</li> </ul>	<ul style="list-style-type: none"> <li>31 October 2014</li> <li>28 February 2015</li> </ul>
<b>Personal Information Card (PIC) Replacement database</b>	<ul style="list-style-type: none"> <li>Complete development, test and implement replacement database.</li> <li>Develop Business Process and Testing Documentation</li> </ul>	<ul style="list-style-type: none"> <li>To replace the current PIC database with a database that is supportable and provides for extra rigour to reduce the potential for fraud.</li> </ul>	<ul style="list-style-type: none"> <li>STU (DPAC)</li> </ul>	<ul style="list-style-type: none"> <li>30 October 2014</li> <li>September 2014</li> </ul>
<b>ePresentment Business Case</b>	<ul style="list-style-type: none"> <li>Update Business Case to reflect Government's 'Buy Local' policy</li> </ul>	<ul style="list-style-type: none"> <li>Acceptance and endorsement of a Business Case that identifies the cost and benefits for Government and its customers by the ICT Policy Board.</li> </ul>	<ul style="list-style-type: none"> <li>STU (DPAC)</li> </ul>	<ul style="list-style-type: none"> <li>30 November 2014</li> </ul>

<i>Priority Projects</i>	<i>Action</i>	<i>Objectives</i>	<i>Lead Resource/s</i>	<i>Milestones</i>
Infrastructure Upgrades	<ul style="list-style-type: none"> <li>Relocate George Town Shop to new LINC building</li> <li>Develop CIP plan</li> <li>STARS redevelopment</li> </ul>	<ul style="list-style-type: none"> <li>To provide modern, efficient, best practice shops for staff and customers.</li> </ul>	<ul style="list-style-type: none"> <li>Shop Lead Agency</li> <li>Shop Lead Agency/STU</li> <li>Shop Lead Agency</li> </ul>	<ul style="list-style-type: none"> <li>31 January 2015</li> <li>31 December 2014</li> <li>To be determined</li> </ul>
Service Tasmania Online redevelopment (Phase 2)	<ul style="list-style-type: none"> <li>Defined relationship with other whole of government public facing sites</li> <li>Assess the effectiveness of Social Media and the opportunities for STO.</li> <li>Develop a positioning paper and present to STU and the Service Tasmania Board</li> <li>Develop a position paper regarding the use of Smart Forms with STO and present to STU and the Service Tasmania Board</li> </ul>	<ul style="list-style-type: none"> <li>To clarify the relationship between Service Tasmania Online and other whole of government public facing web sites</li> <li>To clarify the role that social media and app use will provide for Service Tasmania in the online environment</li> <li>To determine the suitability of smart form use in the delivery of online services</li> </ul>	<ul style="list-style-type: none"> <li>Service Tasmania Online Lead Agency</li> </ul>	

## CORE ACTIVITIES OF THE SERVICE TASMANIA UNIT

<i>Activity</i>	<i>Key tasks</i>	<i>Resources</i>	<i>Measures</i>
Executive Support for Service Tasmania Board	<ul style="list-style-type: none"> <li>• Board meeting preparation</li> <li>• Board membership</li> </ul>	<ul style="list-style-type: none"> <li>• Madonna</li> <li>• Kathy</li> </ul>	<ul style="list-style-type: none"> <li>• Timeliness</li> <li>• Feedback from Board members on the quality and usefulness of the papers</li> </ul>
Financial management	<ul style="list-style-type: none"> <li>• Billing for services</li> <li>• Enquiries from Client Agencies</li> <li>• Analysis of TRACS data</li> <li>• Board reporting</li> <li>• Review of TRACS reporting and billing processes</li> </ul>	<ul style="list-style-type: none"> <li>• David</li> <li>• Madonna</li> </ul>	<ul style="list-style-type: none"> <li>• Timeliness</li> <li>• Accuracy of reports.</li> </ul>
Agreements and contracts	<ul style="list-style-type: none"> <li>• Review of existing agreements</li> <li>• Negotiation of new agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Andrew</li> </ul>	<ul style="list-style-type: none"> <li>• Client/partner feedback</li> <li>• Renewal of contracts within agreed timeframes</li> </ul>
Community Engagement	<ul style="list-style-type: none"> <li>• Customer survey and customer communications</li> <li>• Routine advertising (holidays, shop closures, relocations etc)</li> </ul>	<ul style="list-style-type: none"> <li>• Georgia</li> </ul>	<ul style="list-style-type: none"> <li>• Customer/staff feedback on the survey itself.</li> <li>• Participation rates</li> <li>• Effectiveness of advertising – well informed customers, reduction in complaints.</li> </ul>
Executive support for Premier and senior DPAC staff	<ul style="list-style-type: none"> <li>• Ministerial and other briefing papers</li> <li>• Ministerial correspondence</li> <li>• Departmental planning and reporting documentation</li> </ul>	<ul style="list-style-type: none"> <li>• Kathy</li> <li>• Ross</li> <li>• Georgia</li> <li>• Madonna</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback on the quality of advice and the documentation provided.</li> <li>• Timeliness of responses.</li> <li>• Effectiveness of planning documentation.</li> </ul>
Service development	<ul style="list-style-type: none"> <li>• Identification, development and implementation of new services</li> </ul>	<ul style="list-style-type: none"> <li>• Andrew</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of new services.</li> </ul>
Operation of the Client Update Service	<ul style="list-style-type: none"> <li>• Quality Assurance</li> <li>• QA of system operation</li> <li>• Liaison with participating agencies and customers</li> <li>• System changes to support operational requirements and new business processes</li> <li>• Statistic Reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Don</li> <li>• Madonna</li> </ul>	<ul style="list-style-type: none"> <li>• Increased participation from agencies/partners in CUS</li> <li>• Positive feedback from users of system and users of data</li> <li>• Increased customer uptake of online notification.</li> </ul>
Operation of the Tasmanian	<ul style="list-style-type: none"> <li>• Data entry and monitoring of card</li> </ul>	<ul style="list-style-type: none"> <li>• Madonna</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in PIC applications</li> </ul>



<i>Activity</i>	<i>Key tasks</i>	<i>Resources</i>	<i>Measures</i>
Government Personal Information Card program	<ul style="list-style-type: none"> <li>management software</li> <li>• QA of card application and issuing process</li> <li>• Liaison with customers and shop-based CSOs</li> </ul>	<ul style="list-style-type: none"> <li>• Don</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in fraud</li> </ul>
Operation of Service Tasmania's procedural information management systems (PIMS)	<ul style="list-style-type: none"> <li>• QA of all procedural files</li> <li>• Publishing all files</li> <li>• Reviewing files</li> <li>• Administering feedback process and liaison with Client Agencies</li> <li>• Deliver training to new users</li> </ul>	<ul style="list-style-type: none"> <li>• Madonna</li> <li>• Georgia</li> <li>• David</li> </ul>	<ul style="list-style-type: none"> <li>• Files published, and reviewed within agreed timelines; feedback processed and resolved within agreed timelines.</li> <li>• Increased system usage, reduction in queries to agencies.</li> <li>• Feedback on effectiveness of training</li> </ul>
Performance Management	<ul style="list-style-type: none"> <li>• Performance Management and Development Program</li> </ul>	<ul style="list-style-type: none"> <li>• Kathy</li> <li>• Ross</li> <li>• Georgia</li> </ul>	<ul style="list-style-type: none"> <li>• Timelines met.</li> <li>• Effectiveness of process for development and review</li> </ul>
Records Management	<ul style="list-style-type: none"> <li>• Management of TRIM within the Service Tasmania Unit environment</li> </ul>	<ul style="list-style-type: none"> <li>• Madonna</li> </ul>	<ul style="list-style-type: none"> <li>• Improved folder structure and usability</li> </ul>
Administration	<ul style="list-style-type: none"> <li>• Reception, coordination of records and administrative functions.</li> <li>• Procurement</li> <li>• Executive Support for STU</li> <li>• Diary Management</li> <li>• Travel</li> <li>• Meeting support – set up and minute taking</li> </ul>	<ul style="list-style-type: none"> <li>• Madonna</li> </ul>	<ul style="list-style-type: none"> <li>• Timely support provided</li> </ul>