

Service Tasmania

>> Strategic Plan
2020-2025



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Service Tasmania Strategic Planning 2020-2025

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Department of Premier and Cabinet
Service Tasmania Unit

Email: service@service.tas.gov.au

Visit: www.service.tas.gov.au

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Introduction

Service Tasmania was established in 1998 and provides convenient access to a wide range of government services:

- over-the-counter at Service Tasmania's 27 service centres;
- over-the-telephone through the Government Contact Centre; and
- over-the-internet through Service Tasmania Online.

Service Tasmania's integrated approach to service delivery makes it easier for Tasmanians to do their everyday business with government. The convenience, choice and ease of access are particularly beneficial to customers in rural and remote communities.

Customers can access approximately 600 services over the counter and over the phone, and pay 38 bills electronically, either over the internet or phone.

With recent global events, it is likely the demand for better digital and phone services will continue to grow, while demand for traditional, transactional face-to-face services will further decline.

While digital services provide greater choice, it is important to acknowledge Tasmanians still value the option to talk with someone face-to-face, and that Service Tasmania's regional footprint is valued in the communities they serve.

It's also clear, both observationally and from research carried out, that the public appreciate services built around their needs and life experiences. This means presenting services which transcend any one transaction, or indeed government agency. Life events present services in a clear, sequential, easy-to-understand way. These can be provided across multiple service channels, with staff supporting people if required, giving genuine choice to the public.

"We know that to achieve some of these things, we can't do it alone. That's why this plan presents a vision for joined-up customer service approaches across Tasmanian Government, while continuing to develop partnerships with other organisations."

Once a leader in the field of government customer service delivery, Service Tasmania has not significantly evolved its business and financial models in over 20 years of operation. Acknowledging that customer needs have changed, Service Tasmania is looking to contemporary service delivery options, with reference to developments in its counterpart organisations, nationally and globally, have embraced.

Prior to the COVID-19 pandemic, counter transactions had already dropped by 16,700 yearly on average. This was predominantly impacted by government agencies moving more services online, and customers using these alternative channels for payments and informational queries. However, this means that the overall customer experience of government services across these channels is a fragmented one.

We know that to achieve some of these things, we can't do it alone. That's why this plan presents a vision for joined-up customer service approaches across Tasmanian Government, while continuing to develop partnerships with other organisations.

We will continue to build closer relationships with client agencies around specific services, and will further embed ways to understand and support agency priorities. Additionally, we should also pursue strategic conversations at a whole-of-government level to coordinate service delivery and common investment, and deliver a more consistent service for Tasmanians.

We will also need to enhance our internal capabilities in order to realise this vision. Investment in updated systems and processes will be required, as well as making sure our people are skilled for the changes to come, and love coming to work to tackle them.

The Plan

Service Tasmania is a well-established, recognised and valued brand within the Tasmanian community. Despite this, we know that the expectations of the public continue to change, especially in the area of digital services. In order to continue to effectively serve Tasmanians, we need to evolve and make sure that the organisation continues to provide services which are valued by the public, and therefore provide value to government.

Fundamentally, we want this plan to be clear on what we believe as an organisation, why we exist, and the way in which we plan to support the Tasmanian public.

'Why we're here' and 'How we work' are more than statements, we want all of our staff, government, other stakeholders, and above all the public, to be clear on the expectation they can have in engaging with, or working within, Service Tasmania.

Additionally, this strategy recognises that with the development of online services by multiple agencies, increased customer mobility and connectivity, the organisation should play a role in helping guide customer services across government to be provided in ways which are clear, consistent and enable the public to easily engage with government.

The new strategic plan has been developed in consultation with staff from across Service Tasmania and the Department of Premier and Cabinet (DPAC) more broadly, as well as key client agency stakeholders. The plan has been informed by developing trends in government customer service delivery and the broader context of Tasmanian Government, and reflects DPAC's values and strategic goals.

Why we're here

We believe in making it easy for Tasmanians to access the services and advice they need at every stage of their life.

How we work



- We simplify government services.



- We provide choice in how to access services.



- We invest in knowledgeable and friendly people.



- We advocate for service improvement based on public feedback.

Our plan is guided by our shared DPAC Values



In Service Tasmania we strive for excellence at all times.



In Service Tasmania we act with integrity and are accountable and transparent.



In Service Tasmania we support and respect one another and work with others to achieve results.



In Service Tasmania our customers are at the centre of what we do and how we do it.

What we will do

This section summarises the specific initiatives Service Tasmania will undertake. Following publication, an overall timeline and success criteria will be developed. Initiatives will be incorporated in annual business planning, and specific goals will be reviewed annually.

By 2025 we aim to:

- Support the coordination of government services and embed partnership working.
- Better support our communities through evolving our service delivery approaches.
- Invest in contemporary tools and information management, while developing a strong financial foundation.
- Develop our people to support future service delivery approaches and embed high performance culture.



Government services coordination

#	What we will do	Context	Link to 'How'	DPAC Strategic plan link
1	Develop Tasmanian Government service delivery principles, in collaboration with agencies.	<p>Tasmanians should have clear expectations of the service they receive from Government agencies.</p> <p>Currently, design and delivery approaches of Tasmanian Government services are not aligned on a whole-of-government level, resulting in an inconsistent and fragmented customer experience.</p> <p>Service Tasmania will lead efforts to develop service delivery principles which set common expectations for the public.</p> <p>Through this we hope to establish ongoing collaboration mechanisms to drive coordination and collective decision-making in service delivery, supporting government agencies and other key stakeholders to deliver good customer outcomes.</p> <p>Example: NSW Government Customer Commitments.</p>	<p><i>Simplify government services</i></p> <p><i>Advocate on behalf of the public</i></p>	<p><i>Fresh thinking, sound advice</i></p> <p><i>Effective partnerships</i></p>
2	Develop easier ways for customers to interact with Tasmanian Government and find the support they need.	<p>Working closely with Digital Strategy and Services, and all client agency partners, deliver incremental service improvements to demonstrate the benefit of close collaboration amongst agencies with a focus on enhancing the customer experience.</p> <p>This may include elements called out in this strategic plan such as - life events, place-based service delivery, digital services and accounts, web presence and contact centre capabilities.</p> <p>This may also identify areas for common government approaches such as in published service information.</p> <p>In particular, over time we will look to leverage the capabilities of the wider DPAC Government services portfolio to support delivery of these changes.</p> <p>Examples: NSW COVID-19 Assistance Finder, SA Single website</p>	<p><i>Simplify government services</i></p>	<p><i>Fresh thinking, sound advice</i></p> <p><i>Effective partnerships</i></p>
3	Embed effective service partnerships with the Commonwealth, local government and Non-Governmental Organisations (NGOs), and build on those with our client agency partners.	<p>Service Tasmania will improve the customer experience by building partnerships with all tiers of government, entering into new initiatives to support the public through key life events.</p> <p>Key opportunities include current service co-locations and co working with Services Australia.</p> <p>We will also continue working closely with client agencies to understand the end-to-end customer experience around particular services, and seeking improvements to make the interaction smooth and intuitive, while delivering on agency needs in terms of efficiency and compliance.</p>	<p><i>Simplify government services</i></p>	<p><i>Fresh thinking, sound advice</i></p> <p><i>Effective partnerships</i></p>

Evolve Government service delivery

#	What we will do	Context	Link to 'How'	DPAC Strategic plan link
4	Develop contemporary digital service delivery channels which meet public expectations.	<p>Service Tasmania recognises changing expectations amongst the public for fast, readily accessible services.</p> <p>We will pursue investment from government in a citizen digital account and Customer Relationship Management (CRM) system (including client update functionality).</p> <p>We will deliver incremental service improvements along the way to support the case for investment including enhanced online service presentation and functionality, self-service in service centres, web chat and other solutions.</p> <p>We will also start developing the approaches to support the public in accessing digital services including assisted self-help, but also participating in digital literacy and digital inclusion initiatives.</p>	<p><i>Advocate on behalf of the public</i></p> <p><i>Simplify government services</i></p>	<i>Fresh thinking, sound advice</i>
5	Present joined-up services around key 'life events' and considering 'place based' delivery.	<p>Currently, working out which services are available at certain points of life can be daunting and complex. Service Tasmania will work with agencies, Government Business Enterprises (GBEs) and Non-Governmental Organisations (NGOs) to develop services around life events which help guide individuals through particular circumstances.</p> <p>This would likely begin with presenting existing services in a logical and easy-to-understand way, but could lead to more fundamental service redesign including place-based approaches.</p> <p>Example: www.nsw.gov.au/life-events</p>	<p><i>Simplify government services</i></p> <p><i>Provide choice</i></p>	<p><i>Fresh thinking, sound advice</i></p> <p><i>Effective partnerships</i></p>
6	Understand needs of the public through building better ways to connect with customers.	<p>In order to deliver services in ways that individuals find useful and easy to access, Service Tasmania needs to understand its customers better.</p> <p>Service Tasmania will invest in better ways to connect with people such as better feedback options, service co-design, use of social media and improved use of data to plan our operation and support our decision making.</p>	<p><i>Advocate on behalf of the public</i></p> <p><i>Provide choice</i></p>	<i>Fresh thinking, sound advice</i>
7	Work with client agency partners to enhance existing service delivery channels to provide equivalent, consistent service.	Service Tasmania has developed a range of face-to-face services, yet customers cannot access many of these over the phone or online. The organisation will work to provide more genuine choice by enhancing other channels and working with client agencies to develop services to take advantage of these capabilities.	<i>Provide choice</i>	<p><i>Fresh thinking, sound advice</i></p> <p><i>Effective partnerships</i></p>
8	Leverage recent service centre developments and organisational co-locations with key partners, to improve customer experience and service efficiency.	<p>Recent redevelopments in Hobart, Devonport and Launceston have introduced new service concepts which will be further developed to realise the opportunities for improved customer service.</p> <p>In some areas, the opportunity also exists to work more closely with co-located partners.</p> <p>Examples include, assisted self-service, effective use of concierge, use of consultation spaces and sharing resources to assist customers.</p>	<p><i>Provide choice</i></p> <p><i>Simplify government services</i></p>	<i>Fresh thinking, sound advice</i>

Contemporary tools and financial model

#	What we will do	Context	Link to 'How'	DPAC Strategic plan link
9	Invest in contemporary tools and systems to support the delivery of services.	<p>Service Tasmania operates a complex and, in places, ageing technology infrastructure. In line with recommendations by KPMG in 2019, the organisation will begin to refresh the tools staff need to deliver great customer service.</p> <p>This would include, for example, a more contemporary knowledge management system, upgraded contact centre capability, and more contemporary receiving and reconciliation systems.</p>	<p><i>Invest in people</i></p> <p><i>Advocate on behalf of the public</i></p>	<i>Fresh thinking, sound advice</i>
10	Better leverage the data we collect to deliver service and customer experience improvements.	<p>The organisation collects a significant amount of data, yet we lack the capability to consistently record and analyse that information to make business process improvements or better predict staffing requirements between our service channels.</p> <p>We propose investment in tools to analyse and visualise data to help make good business decisions and help build services the public need and want.</p>	<i>Advocate on behalf of the public</i>	<i>Fresh thinking, sound advice</i>
11	Develop a sustainable financial model for Service Tasmania which allows investment in customer experience and supports future growth.	<p>The organisation's financial model has been in place for over 20 years and no longer supports a contemporary government customer service operation.</p> <p>This in the context where face-to-face transactions are rapidly declining, yet getting more complex to deliver, and necessary functions such as online services, concierge and self-service cannot attract revenue.</p> <p>This and other strategic financial challenges must be analysed and addressed in order to ensure Service Tasmania remains relevant and valued by the public.</p>	<p><i>Provide choice</i></p> <p><i>Advocate on behalf of the public</i></p>	<i>High performing people and culture</i>

Developing our people

#	What we will do	Context	Link to 'How'	DPAC Strategic plan link
12	Invest in staff capability, in critical thinking, creativity and digital expertise.	<p>Changing public expectations, along with current trends in government service delivery, will require Service Tasmania staff to operate in a less transactional way, move between channels and embrace new ways of working.</p> <p>Equally in the non-frontline areas, in order to support these service changes, new skills and updated expertise will be required.</p> <p>Service Tasmania will invest in supporting existing staff to develop, and recruit new staff in line with these requirements.</p>	<i>Invest in people</i>	<i>High performing people and culture</i>
13	Invest in staff development through mobility, coaching, training and creating career pathways.	In order to recruit and retain a high performing workforce with a great customer service reputation, Service Tasmania will develop a range of methods to embed a learning culture at all levels and in all areas of the organisation.	<i>Invest in people</i>	<i>High performing people and culture</i>
14	Develop 'great people experience' values with Service Tasmania staff.	Service Tasmania aspires to be an organisation where staff consistently say they enjoy coming to work, feel valued and are passionate about what they do. The organisation will work with staff to develop values (based on the DPAC values) around what it should mean to work for Service Tasmania, and enact strategies to make them a reality for all staff.	<i>Invest in people</i>	<i>High performing people and culture</i>

Appendices

Appendix 1 - Looking back at Service Tasmania's 2015-2020 Plan

Service Tasmania's 2015-2020 Strategic Plan was developed at a key juncture in the organisation's history, having recently consolidated as one unified organisation within DPAC. As such, it heavily focused on building a single organisational identity with the systems, structures and processes required. Additional priorities sought to develop the operational model under which Service Tasmania would function.

The new strategy recognises that 5 years on, the organisation has successfully consolidated and can now fully prioritise maximising the value we can provide to the public.

Strategic Goal	Commentary
<p>One unified organisation</p> <p><i>As a unified organisation, Service Tasmania is now looking beyond the physical consolidation of the organisation and working on strengthening the network.</i></p>	<p>Work was carried out across the Service Tasmania organisation to embed practices and behaviours, streamline processes and centralise services and support, including:</p> <ul style="list-style-type: none">• A focus on engaging all staff across the organisation as a single entity through shared messaging, newsletters and campaigns.• Implementation of a new structure to support business functions.• Creation of new policies to support transparent and evidence based decision making.• The redesign of learning and development opportunities.• The introduction of regular Team Leader workshops to develop and embed consistent processes across the site, and develop a peer support network.• The rationalisation of shared information sources and distribution channels (including through the creation of Service Delivery Support team).• Centralisation of services and support.
<p>A focus on customer outcomes</p> <p><i>Extend the current customer service delivery philosophy by providing full cross-agency service integration tailored to individual customer circumstances.</i></p>	<p>Activities included:</p> <ul style="list-style-type: none">• Service delivery trial aligning contact centre and service delivery support and aligning call metrics to provide a more efficient service.• Introduction of a training model to prepare service centre-based staff to deliver contact centre services• The roll out of contact centre technology to sites, providing capacity to respond to customer peaks across channels• Introduction of the concierge model in service centres• Installation of QMatic system to provide out of queue waiting options and improved wait times• 'Ask Us' web query service – providing direct responses to customers, aligning the online service to the Contact Centre• Increase in contact centre training, staffing, and services during the COVID lockdown to provide improved alternative services to face-to-face services

More customer centric service design

Enhance customer focused outcomes of Government services by using Service Tasmania's knowledge earlier and more frequently within the client agency service design and development process.

- Service Tasmania has worked with client agencies to deliver services designed to better support the customer, including a new MyBond system (CBOS), Registration to Work with Vulnerable People extensions (CBOS), Gender Legislation Reform, and Births Deaths and Marriages Online (BDM), a range of Motor Registry changes (DGS), and piloting an expansion of Metro services in NW Tasmania.
- Not only the design of services however – extensive effort went into the development of the Geyer report – reimagining the physical layout of service centres to provide an improved customer experience, with the implementation of a new service centre design in Launceston and planning to roll out additional sites; and work to implement improved customer wayfinding and communications.
- The new service centre design was also enhanced with the introduction of a new service delivery model, introducing concierge function and a move away from transactional based service.
- The design has also been adapted to provide a regional service centre model.

Foster localised service delivery

Create flexible, responsive and localised service delivery based on local community needs.

- Devonport City Council (DCC) – transitioning from shared services to delivering all counter services for the DCC.
- Working with Services Australia to continue to deliver access to Centrelink services across the State and to enhance the service offering in some communities – such as through a shared counter arrangement in Huonville and temporary expansion of services in Currie (King Island).
- Working with organisations to provide access to services at a localised level – for example extension of Metro services through the North West region.
- Relocated the New Norfolk Service Centre to temporary accommodation, maintaining the close linkages with the co-located Tasmania Police to ensure continuity of service to the local community while the redevelopment of the original site is underway.
- Negotiated the temporary co-location of the Hobart Service Centre with the Hobart City of Council to ensure continued service delivery for Hobart customers while the Lands Building redevelopment is underway.
- Support for recovery and emergency response services – such as bushfire grant application.
- 26TEN membership providing customer referrals to increase uptake of literacy supports in selected locations.

Development of a digital strategy

Service Tasmania will be working with Digital Strategy and Services (DSS) on the development of a digital strategy for the Tasmanian Government.

- Worked in partnership with Digital Strategy and Services and the Department of State Growth to develop the Digital Services Engine (DSE) that formed a significant component of the Digital Foundations Business Case.
- As part of the Digital Foundations Business Case, work was completed on a future digital operating model and IT roadmap. These are now informing next steps in moving towards delivering digital services for the Tasmanian community.

Appendix 2 - Summary of plan





Service Tasmania

Level 7, 144 Macquarie Street HOBART TAS 7000
GPO Box 123 HOBART TAS 7001
1300 13 55 13
service.tas.gov.au