

Service Tasmania Business Plan 2010-11

Objectives

The Service Tasmania Unit is responsible for the development of services for delivery through the Lead Agencies responsible for shops, phone services and Service Tasmania Online.

The unit works closely with State Government agencies to identify new services, and forms partnerships with Commonwealth and Local Government organisations to deliver their services through Service Tasmania 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, a business unit of the Government and Information Services Division within the Department of Premier and Cabinet.

The Service Tasmania Unit works closely with the Lead Agencies responsible for operational management of Service Tasmania's three 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) are the Lead Agency for shop services. This Lead Agency manages the day-to-day operations of the 27 Service Tasmania shops around Tasmania. The Shops are supported by the Shop Operations Group which provides administrative and systems support.

TMD in the Department of Premier and Cabinet 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, including the Government Contact Centre which includes enquiries to government made over the telephone and through the 'Ask Service Tasmania' help desk.

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

Role of the Service Tasmania Unit

The Service Tasmania Unit within the Department of Premier and Cabinet (DPAC) undertakes a variety of functions under direction from the Service Tasmania Board. These include:

- The identification and development of new business opportunities across the three Service Tasmania service delivery channels;
- The coordination of services across the Lead Agencies;
- Management and ongoing operation of the Tasmanian Government Personal Information Card and the Tasmanian Government Change of Address System;
- Management and ongoing operation of Service Tasmania's Procedural Information Management System, Quest; and
- The provision of executive support to the Service Tasmania Board, including:
 - Co-ordination of marketing activities

- Financial management of Service Tasmania
- Negotiation and ongoing management of Partnership Agreements

Strategic priorities for 2010-11

The priorities for 2010-11 support the Board's 2008-2011 Strategic Plan. A copy of this plan is attached. The priorities are in addition to the ongoing work plan of the Service Tasmania Unit, which is included in this document on pages 9-11.

Stakeholders/clients

The following table identifies the key clients/stakeholders for Service Tasmania and the relationships:

Client/stakeholder group	Relationship
<ul style="list-style-type: none"> • Minister and Government • Service Tasmania Board 	<ul style="list-style-type: none"> • Policy advice • Strategic development, including support and coordination of service delivery activities
Lead Agencies: <ul style="list-style-type: none"> • TMD (Telephone Lead Agency) • Department of Primary Industries, Parks, Water & Environment (Shops) • Department of Education, State Library (Online) 	<ul style="list-style-type: none"> • Service delivery implementation • Service delivery improvement • Cooperation in pursuing related activities
Tasmanian Government agencies (Client Agencies)	<ul style="list-style-type: none"> • Service development & enhancement • Facilitation, coordination, establishing linkages • Participation in whole-of-government projects • Support of relevant activities
Local Government (Client Agencies)	<ul style="list-style-type: none"> • Service development & enhancement • Partnership development & ongoing review & management
Commonwealth Government Other State Governments	<ul style="list-style-type: none"> • Service development & enhancement • Partnership development & ongoing review & management • Exchange of best practice service delivery information
Tasmanian Public	<ul style="list-style-type: none"> • Service delivery to the Tasmanian community via the three Lead Agencies and the Service Tasmania Unit
Contractors & Suppliers <ul style="list-style-type: none"> • Westpac and Australia Post • UXC • TMD 	<ul style="list-style-type: none"> • Whole of Government Banking contract and revenue collection contract (Westpac & Australia Post) • UXC provides maintenance support for

- Marketing Providers Panel
 - AB Note
- the Quest application (and is the proposed developer for PIMS)
- TMD hosts and provides software support for Quest
 - Service Tasmania uses the preferred supplier panel for marketing and communications purposes
 - AB Note produces the Tasmanian Government Personal Information Card

Environmental Scan

The factors impacting on Service Tasmania have been identified below:

Environment	Impact on Service Tasmania	Response
Political	<ul style="list-style-type: none"> • Demand for new Shops • Agency Restructures 	<ul style="list-style-type: none"> • Funding is not available to establish new shops. Any commitment for new shops would require funding to be made available. • Any Agency restructure would require changes to be made to Quest and has funding model and billing implications.
Social	A pandemic may compromise Service Tasmania's delivery of services to the Community	<ul style="list-style-type: none"> • Business Continuity Plan has been developed. Agency consultations have been completed to ensure that any impact of a pandemic will be effectively monitored and addressed.
Demographic	Channel shift to electronic channels for high volume, low complexity transactions continues to grow.	<ul style="list-style-type: none"> • Continue to promote electronic channels for high volume, simple bill payments.
Technology	National Broadband Network rollout (NBN)	<ul style="list-style-type: none"> • NBN rollout may provide opportunity to increase network speed within the Shop network • NBN Rollout may also assist in increasing public access to online services

Economic

- Budget restraints impacting on service delivery
 - Requests from Client Agencies for increased services to be delivered by Service Tasmania
 - Existence of competitors offering to deliver services (in competition with Service Tasmania)
 - Shop service delivery has been boosted by increase in funding for 2009-10 and outyears.
 - Accept new services wherever possible, with approval by the Service Tasmania Board
 - Continue communication with agencies and partners regarding the benefits of delivering services via Service Tasmania
 - Dedicated business development activity for Local Government Councils in 2010-11.
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Other Government Projects

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

- Client Update Service – Office of e-Government, Department of Premier and Cabinet
- LINC (Learning and Information Network Centres) – Community Knowledge Network, Department of Education
- Child and Family Centres (CFC) – Department of Health & Human Services, Department of Education and Department of Premier and Cabinet
- Australian Government Online Service Point (AGOSP) – Australian Government Information Management Office (AGIMO)
- Tasmanian Business Online Service (BOS) – Department of Economic Development Tourism and the Arts (DEDTA)

Tasmania Together

Service Tasmania contributes to the fulfilment of two Tasmania Together Goals:

- Goal 5: Vibrant, inclusive and growing communities where people feel valued and connected
- Goal 8: Open and accountable Government that listens and plans for a shared future

Service Tasmania has responsibility for leading the achievement of, or contributing to the following Tasmania Together benchmarks. The ongoing delivery of services across the three channels

contributes on a daily basis in relation to these benchmarks. In addition, during this year the projects, initiatives and activities being implemented to specifically help achieve the benchmark(s) is/are:

No	TT Benchmark	Target	Initiatives
1.1.1	The cost of food, electricity, housing, transport and health as a percentage of income for low-income earners		Tasmanian Government Concessions Project
8.4.1	Level of satisfaction with government services provided through Service Tasmania		Procedural Information Management System (PIMS) Project Tasmanian Government Concessions Project Service Tasmania Customer Survey
8.4.2	Number of Service Tasmania over the counter, over the phone and online government services provided to local communities		Tasmanian Government Concessions Project Responding to requests from Agencies for service development and implementation Procedural Information Management System Project (PIMS)
8.4.3	People who feel comfortable in contacting someone in government for information		Tasmanian Government Concessions Project Contribution to LINC/Government 'Hub' Facility development
8.4.4	Proportion of people who have difficulty accessing government services		Tasmanian Government Concessions Project Contribution to LINC/Government 'Hub' Facility development

Reporting

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 provide to the Service Tasmania Board at each of their regular meetings.

Action Plan / Operational Plan

Projects/initiatives – Service Tasmania Unit & Lead Agencies

Project	Milestone	Dates	Who	Comments
Service Tasmania Strategic Plan	Develop Service Tasmania 2010-13 Strategic Plan	31/10/10	STU (Kathy Baker) and ST Board	
Procedural Information & Management System (PIMS) for Service Tasmania	<ol style="list-style-type: none"> 1. Development 2. Testing 3. Deployment 	<ol style="list-style-type: none"> 1. 30/09/2010 2. 31/10/2010 3. 1/12/2010* 	STU (Georgia McNamara, Project Manager), and Lead Agencies	*Deployment date currently being finalised and not yet factoring in scheduling of training and other shop issues.
Integration of online Concessions information service with PIMS	<ol style="list-style-type: none"> 1. Development 2. Testing 3. Deployment 	<ol style="list-style-type: none"> 1. 30/09/2010 2. 31/10/2010 3. 1/12/2010 	STU (Aaron Ryan, Project Manager)	
Client Update Service Project	<ol style="list-style-type: none"> 1. Initiate Trial phase 2. Implement Prototype 	<ol style="list-style-type: none"> 1. 30/6/2010 2. 31/8/2010 	STU (Aaron Ryan)	(note: action is dependent on progress of CUS Project within DPAC OeG and evaluation of non-live trial)
Statewide LINC/Hub Project	<ol style="list-style-type: none"> 1. Queenstown shop is relocated to LINC/Hub facility 2. George Town shop is relocated to LINC/Hub facility 3. Planning commenced for other locations – Bridgewater, Sorell 	To be confirmed	Shop Lead Agency (Paul Kenny)	(note: action is dependent on progress of LINC project within DoE)

and Scottsdale				
Relocation of hosting for Service Tasmania Online to TMD		31/12/10	Service Tasmania Online (Noelene Kelly)	
Service Tasmania Customer Survey	<ol style="list-style-type: none"> 1. Complete Request for Quotations process and select provider 2. Present final survey report to the Board 	<ol style="list-style-type: none"> 1. 30/09/10 2. 17/11/2010 	STU	
Local Government service development (Approach outlined further below)	Build relationships with Council contacts with a view to increasing Local Government business via Service Tasmania	30/6/2011	STU (Andrew Edwards) and Lead Agencies	
Personal Information Card Review	Review processes and costs associated with PIC card production – with intention to reduce risk associated with single dependency and increase revenue.	31/12/2010	STU (Jane Christie-Johnston)	
Contact Centres Review	<ol style="list-style-type: none"> 1. Complete review of contact centres telephone contact points across Government 2. Present report to the Board in relation to findings, including draft of Business Case 	<ol style="list-style-type: none"> 1. 30/6/2010 2. 18/08/2010 	STU (Aaron Ryan) with input from Phones Lead Agency (Marc Nevah)	
Australian Government Online Service Portal - 'National Government Service Directory'	<ol style="list-style-type: none"> 1. Participate in National Government Service Directory trial 	<ol style="list-style-type: none"> 1. 31/12/10 2. 28/02/11 	Service Tasmania Online (Noelene Kelly) and STU	<i>(note: action is dependent on progress of the AGOSP project being managed by the</i>

	2. Review outcomes of trial and report to ST Board		(Georgia McNamara & Jane Christie-Johnston)	<i>Commonwealth Government</i>
Redevelopment of Hobart shopfront	1. Agreement to proceed from DPIPWE Corporate Services	31/07/2010	Shop Lead Agency (Paul Kenny)	<i>(note: action is dependent on discussions with DPIPWE as the major tenant of the LANDS building and Board decision on allocation on CIP funds for Campbell Town and Oatlands)</i>
	2. Finalise design of Shop	31/12/2010		
	3. Finalise Plans and Issue Request for Tender	30/04/2011		
Disability Action Plan	1. Develop plan & identify cost to implement Closed Loop Hearing in Service Tasmania Shops	31/12/2010	Shop Lead Agency (Paul Kenny)	<i>(note: delivery of training would occur in 2011-2012)</i>
	2. Develop a training strategy for CSO's to increase their awareness of serving customers with Disabilities.	31/12/2010		
Licence Card Production and Distribution Service Tender	1. Participate in tender assessment and selection process for Tasmanian Government digitised licensing services	1. 01/11/2010	Shop Lead Agency (Paul Kenny)	<i>(note: if contract is awarded to a new provider there will be a significant impact on hardware and software within the Shops and significant planning will be required)</i>
	2. Report to Board regarding outcomes and implications	2. 17/11/2010		

Core activities of Service Tasmania Unit

Activities	Key tasks	Dates	Who	Progress Report
Executive support for Service Tasmania Board	<ul style="list-style-type: none"> • Board meeting preparation • Board Membership 	Quarterly and out of session as required	Jeanne Best Kathy Baker Jane Christie-Johnston	Meeting dates for remainder of 2010 are 26 May, 28 August and 17 November.
Executive support for Premier and senior DPAC staff	<ul style="list-style-type: none"> • Ministerial and other briefing papers • Ministerial correspondence • Departmental planning and reporting documentation 	Ongoing	Jane Christie-Johnston Kathy Baker	
Service Development	<ul style="list-style-type: none"> • Identification of new services 	Ongoing	Andrew Edwards	
Operation of the Tasmanian Government Change of Address system	<ul style="list-style-type: none"> • Data entry • QA of system operation • Liaison with participating agencies and customers • System changes to support changes to participating agencies and/or business processes 	Ongoing	Richard Wilson Aaron Ryan	Data entry is completed daily and sent to participating agencies. Statistics are collated monthly.
Operation of the Tasmanian Government Personal Information	<ul style="list-style-type: none"> • Data entry and monitoring of card management 	Ongoing	Jeanne Best Richard Wilson	

Card program	software			
	<ul style="list-style-type: none"> • QA of card application and issuing processes • Liaison with customers and shop-based CSOs 			
Operation of Service Tasmania's existing Procedural Information System (Quest)	<ul style="list-style-type: none"> • QA of all procedural files • Publishing all files • Reviewing files • Administering feedback process and liaison with Client Agencies 	Ongoing	Richard Wilson Georgia McNamara	
Financial Management	<ul style="list-style-type: none"> • Billing for services • Enquiries from Client Agencies • Analysis of TRACS data • Board reporting 	Ongoing	David Bain Kathy Baker	Client Agencies are billed on a monthly in arrears basis.
Agreements & Contracts	<ul style="list-style-type: none"> • Review of existing agreements • Negotiation of new agreements 	Ongoing	Andrew Edwards	
Management Activities	Performance Management & Development Program	Ongoing	Kathy Baker	
Records Management	Implementation of TRIM		Jane Christie-Johnston	
Administration	Reception, records		Jeanne Best	

	management, ongoing administrative duties		
Community Engagement	Routine advertising (holidays, shop closures & relocations)	As required	Georgia McNamara

Initiative: Local Government Service Development

Purpose

To outline to the Service Tasmania Board the planned approach to conduct a targeted business development program with Local Government Councils.

Current Situation

There are 29 Local Government Councils in Tasmania. Service Tasmania currently has a range of differing service arrangements in place, including delivery of some services over the counter and bill payments online and over the telephone.

There are agreements in place with four Local Government Authorities - , Northern Midlands Council, Meander Valley Council, George Town Council and Kentish Council for the delivery of services through Service Tasmania shops. These services vary from Council to Council, including:

- Receipt of property rates and charges payments
- Receipt of dog licences applications and payments (new and renewal)
- Provision of forms and printed materials, and
- Referral of customer enquiries (works depot, rates enquiries)

Nine Councils also have their telephone and Internet services through Service Tasmania. These services are provided by Westpac and Australia Post under the Tasmanian Government Banking Contract. The services include:

- Rate Payments
- Dog Registration Payments

Seven of the twenty-seven Service Tasmania shops are physically located in buildings owned by Local Government Authorities, of which two have counter services delivered through Service Tasmania (George Town Council and Northern Midlands Council).

Water charges were transferred from Local Government Authorities to three regional corporations in July 2009. Service Tasmania has an Agreement with Onstream who administer the invoicing and remittance for this service.

Rationale

The penetration into the Local Government area for Service Tasmania has been limited. An opportunity exists to undertake a targeted business development program with Councils, with the intention to expand the number of services available through Service Tasmania Shops, online and over the telephone.

As Service Tasmania has been delivering a limited range of Councils services for some years now the business rules, daily operational factors and support are operational and are well established. Therefore there is minimal risk in expanding the service offering, which will result in an increase in revenue for Service Tasmania.

The benefits for Councils include:

- Reduction in revenue collection costs (transaction fees and merchant service fees)
- Increase in the choice of payment options available to their customers

The benefits for Customers include:

- Increase in accessibility to services (shops, phones, internet)
- Increase in the range of services available to be undertaken at one place

Planned Approach

Service Tasmania will seek the assistance of the Local Government Division within Department of Premier and Cabinet to assist in making the introductions with Council General Managers. Initial discussions have been held and the Division is supportive of the activity.

Service Tasmania will also seek the cooperation of an existing Partner to act as a referee or champion for the services that Service Tasmania can provide. It is suggested that either the George Town or Northern Midlands Council would be suitable candidates.

Consultation and engagement with the Local Government Association of Tasmania (LGAT) will also be undertaken.

A series of face to face meetings with each Council is planned to be completed during 2010-11. This will give Service Tasmania the opportunity to outline the services that can be provided and demonstrate the benefits. Councils can then consider the proposal and identify and raise any issues that are seen as barriers to them participating.

Services that would be negotiated would not commence prior to 2011-2012, noting that rates notices and other sundry matters would need to be developed and agreed during the 2010-2011 financial year.

Timeline

Function	Who	When
Meeting with LGAT	Andrew Edwards	30 June 2010
Meeting with Council General Managers	Kathy Baker & Andrew Edwards	31 July 2010
Individual meeting with each Council	Andrew Edwards & Local Gvt Division	28 Feb 2011
Follow Up meetings & establish new services	Andrew Edwards	1 July 2011

Attachment I – Service Tasmania Board – Strategic Plan 2008-2011

Strategic Vision

Service Tasmania will be acknowledged as a leader in providing innovative and personalised customer access to government information and services

Mission of Service Tasmania

To provide the community with access to government information and services.

Goals 2008-11

1. To maximise the delivery of government information and services through Shops, Phone and Internet
2. To tailor service delivery to meet customer needs
3. To partner with agencies to develop innovative solutions to improve service delivery outcomes
4. To provide services that meet the expectations of the Tasmanian community
5. To provide equitable service delivery for all customers
6. To continuously improve service delivery through innovation

Values and Guiding Principles

- Customers are at the centre of service delivery
- Government information and transactional services are core business
- Providing easy and equitable access to services
- Having responsive, trained customer service staff
- Establishing processes that enable delivery of complex transactions
- Open to considering new ways of doing business

Commitment to our Customers

- Customer information will be maintained confidentially
- Customers will be treated respectfully
- Service Tasmania will facilitate easy access to government information and services
- Our staff will be professional and courteous