



**CCS 007 – Certified Case Study**  
**Service NSW**  
the ‘one-stop shop’ for  
**New South Wales Government services**

**November 2015**

---

## **Confidentiality**

Our clients' industries are extremely competitive. The confidentiality of companies' plans and data is obviously critical. ICG will protect the confidentiality of all such client information. Similarly, management consulting is a competitive business. We view our approaches and insights as proprietary and therefore look to our clients to protect ICG's interests in our proposals, presentations, methodologies and analytical techniques. Under no circumstances should this material be shared with any third party without the explicit written permission of ICG.

## **Disclaimer**

ICG has made good faith efforts to ensure that this material is a high-quality publication. However, ICG does not warrant completeness or accuracy, and does not warrant that use of the material ICG's provisioning service will be uninterrupted or error-free, or that the results obtained will be useful or will satisfy the user's requirements. ICG does not endorse the reputations or opinions of any third party source represented in this material.


## **Copyright Notice**

While third party materials have been referenced and analysed in this material, the content represents the original work of ICG's personnel. This work is subject to copyright. ICG is the legal copyright holder. No person may reproduce this material without the explicit written permission of ICG. Use of the copyright material in any other form, and in any medium whatsoever, requires the prior agreement in writing of the copyright holder. The user is allowed 'fair use' of

## **Certification**

ICG works for many clients around the world. ICG certifies that its review of this Case Study confirms that it contains only material that has been sourced through public sources and mystery shopping. The author(s) have similarly certified to ICG that this is the case. If anyone can identify any information that is in this CCS, that does not satisfy this test, please contact ICG immediately.

# Agenda



Section	Component	Description
1	Overview	<ul style="list-style-type: none"><li>• Service NSW - What is it?</li><li>• Why Service NSW is an ICG Certified Case Study</li></ul>
2	Context	<ul style="list-style-type: none"><li>• Service NSW business model</li><li>• Other Government Service Delivery Models</li></ul>
3	Detailed Description	<ul style="list-style-type: none"><li>• Service NSW value proposition</li></ul>
3	Relevant Media	<ul style="list-style-type: none"><li>• Media coverage and relevant quotes</li><li>• Case studies and detailed interviews</li></ul>
4	Marketing Collateral and Brochure ware	<ul style="list-style-type: none"><li>• Marketing Campaign</li><li>• Collaterals</li><li>• Videos</li><li>• Social Media</li></ul>
5	Mystery Shopper	<ul style="list-style-type: none"><li>• ICG Mystery Shopper Insights</li></ul>

# Service NSW – What is it?

## KEY INSIGHTS

- Established in July 2013, **Service NSW** is an award-winning Australian State Government initiative to deliver “one-stop” access to Government Services.
- **Service NSW** has established a network of Service Centres across the state, a single 24x7 phone service and a consolidated digital presence to provide **comprehensive omni-channel access to government**.
- **Service NSW** offers more than 800 New South Wales Government transactions including driver licences, birth certificates, Seniors Cards and Fair Trading licences.

## SERVICE NSW OMNI CHANNEL PRESENCE

### PHYSICAL PRESENCE



- 46 Service Centres across the State
- 7 Digital Stores (typically located in shopping centres)
- 21 ‘Store in store’ outlets co-located in other Agency locations (mainly in rural & remote NSW)
- Extended operating hours – typically Mon-Fri 7am to 7pm Sat 8.30am to 3pm
- Average wait time less than 7 minutes
- Typical Customer satisfaction score 97%

### PHONE SERVICE



- 2 domestic contact centres located in Newcastle & Parramatta, NSW
- Single 13 77 88 local call rate number
- Open 24 x 7
- Calls always answered by a customer service assistant
- 70% of call answered in less than 1 minute
- Typical Customer satisfaction score 98%




### DIGITAL



- Consolidated website / primary landing page [service.nsw.gov.au](http://service.nsw.gov.au)
- Over 500 NSW Government Services supported online
- Service NSW Android app
- Service NSW iPhone app

Source: Service NSW & secondary research, ICG, data correct as at 1 November 2015

# Service NSW – in numbers

	From launch in March 2013 to October 2013	Cumulative to June 2014	Cumulative to November 2015
 <b>PHYSICAL PRESENCE (SERVICE CENTRES)</b>			
Number operational	9	18	46
Customers served	> 70,000	> 1 million	> 6.7 million
Average wait time	7min 13sec	6min 30sec	~ 7 minutes
Customer Satisfaction	98%	98%	97%
 <b>PHONE SERVICE (CONTACT CENTRES)</b>			
Customers served	> 70,000	640,000	> 4.8 million
Average time to answer	27 seconds	29 seconds	70% of calls answered in less than 60 seconds
Customer Satisfaction	98%	99%	98%
 <b>DIGITAL (ONLINE SERVICES)</b>			
Customers served	> 250,000	> 1.7 million	> 12.7 million
of which % using mobile devices	34%	32%	42%

Source: Service NSW Annual Report 2012-13, 2013-14 and public domain data supplied by Service NSW – November 2015

# Why Service NSW is an ICG Certified Case Study

---

- **Service NSW** is an excellent example of transformational change in the delivery of Government services. Since being established in July 2013 it has significantly improved the ease with which customers are able to interact with state government.
- **Service NSW** is the most ambitious and successful delivery of consolidated Australian state government services through a comprehensive omni-channel approach.
- Access and speed of service has been dramatically improved through a network of modern service centres that are open extended hours, through a single telephone number answered by a local based operator 24 x 7 and through a significant focus on digital enablement (website and Android/iPhone app).
- Consistently high customer satisfaction levels – which are routinely surveyed, a strong customer service ethos and an engaged and enthusiastic workforce are hallmarks of the **Service NSW** success story.

# Agenda

Section	Component	Description
1	Overview	<ul style="list-style-type: none"><li>• Service NSW - What is it?</li><li>• Why Service NSW is an ICG Certified Case Study</li></ul>
2	Context	<ul style="list-style-type: none"><li>• <b>Service NSW business model</b></li><li>• <b>Other Government Service Delivery Models</b></li></ul>
3	Detailed Description	<ul style="list-style-type: none"><li>• Service NSW value proposition</li></ul>
3	Relevant Media	<ul style="list-style-type: none"><li>• Media coverage and relevant quotes</li><li>• Case studies and detailed interviews</li></ul>
4	Marketing Collateral and Brochure ware	<ul style="list-style-type: none"><li>• Marketing Campaign</li><li>• Collaterals</li><li>• Videos</li><li>• Social Media</li></ul>
5	Mystery Shopper	<ul style="list-style-type: none"><li>• ICG Mystery Shopper Insights</li></ul>

# Rationale for Change

## Citizens expectations are changing rapidly...

Where citizen trust was once largely unwavering, increasing development of technology and modernisation of social values are transforming the relationship between citizen and state.

- **Government is seen to exist to service the individuals**, families and communities who delegate – in limited ways, to the government – the responsibility to conduct certain functions on their behalf.
- Citizens expect **transparency of activities and decisions**, and clear accountability.
- Citizens seek an **outward looking government** that engages with communities to achieve sustainable and innovative citizen-focused outcomes when developing and implementing policies or service delivery solutions.

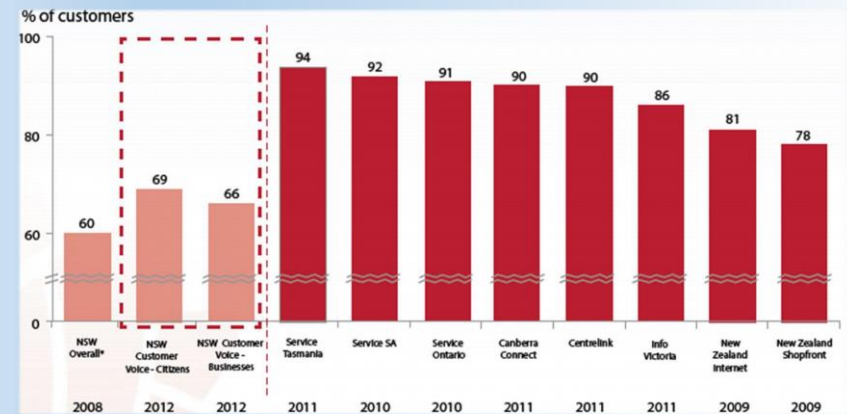


Customer Service Commissioner

Not to be reproduced without permission of the Customer Service Commissioner NSW

We have a long way to go to make NSW a national and global leader in customer service

### Percentage of citizens who are satisfied or very satisfied with government services.



Customer Service Commissioner

Not to be reproduced without permission of the Customer Service Commissioner NSW

Source: *The Citizen Imperative: Redesigning for 'Customer Inside'* Michael Pratt, Customer Service Commissioner, September 2014, reproduced with permission



# Rationale for Change

Today, NSW citizens find it hard to make sense of government service delivery structures

Service is fragmented, with inconsistent offerings and limited transparency, creating a gap between the every-increasing customer expectations and NSW's service delivery capabilities. This lack of clarity and simplicity erodes public confidence and trust


“ You ask the same question to **three different people** and get **three different answers** ”

“ You seem to waste a lot of time either sitting or waiting to get to the right person to be told you're speaking to the wrong person ... **you feel under-valued** ”

“ Its so hard to find what you are looking for and **the wait times are terrible** ”

“ Nobody knows anything, its always that they **pass the buck** ”

“ Its **so hard to navigate** through all the information and the multitude of people you need to deal with ”




Customer Service Commissioner

Not to be reproduced without permission of the Customer Service Commissioner NSW

The burning platform to change...

Current NSW Government Service Delivery

- 400+** government operated shop fronts
- 102+** government call centres
- 8,000+** information lines and government contact centre phone numbers
- 900+** individual government websites – including **52+** transactional websites



Customer Service Commissioner

Not to be reproduced without permission of the Customer Service Commissioner NSW

Source: The Citizen Imperative: Redesigning for 'Customer Inside' Michael Pratt, Customer Service Commissioner, September 2014, reproduced with permission

# Stakeholder Benefits

Benefits range across a number of stakeholders, with citizen's gaining in productivity through *"freeing people up to get on with their lives"*

Citizens & Businesses	Government	Agencies
Simplified access to government services	Increased level of satisfaction and trust of citizens*	Able to focus on core business activities and services
Improved customer experience	Whole of government saving	Lower cost and flexibility resulting from outsourced service provision
Improved transparency of government services	Consolidation of disparate service providers	Full service suite availability for smaller scale agencies
Empowerment to select service channel	More efficient and effective service delivery	Access to broadcasting capability (e.g. natural disasters)
Consistent service across channels and locations	Visibility of service provision across sector in real-time through system generated data	
Productivity gains: <ul style="list-style-type: none"> <li>• Reduction in time spent by citizen visiting shop fronts to interact with government</li> <li>• Reduction in time spent by registered NSW businesses visiting shop fronts and understanding government regulation</li> </ul>		

Source: Customer Service Transformation - Service NSW, July 2012

# Other Government Service Delivery Models

State / Territory	Service delivery approach
<b>ACT</b>	<b>Access Canberra (Canberra Connect)</b> established December 2014. First Service centre opened supporting around 200 transactions. Centralised phone number established.
<b>NT</b>	<b>nt.gov.au</b> acts as redirection point to multiple government departments (e.g. Department of the Attorney-General and Justice for Births, Deaths & Marriages) or Department of Transport each with own numerous physical locations, call centres and websites.
<b>QLD</b>	Queensland Government established <b>One Stop Shop</b> initiative in October 2013 with aim to rationalise the then 146 websites, hundreds of telephone numbers, 16 call centres and over 300 physical points of presence. By June 2015 over 250 services available online at <b>qld.gov.au</b> or on the <b>Qgov app</b> .
<b>SA</b>	Operating from 20 service centres, <b>Service SA's</b> annual activity includes 5.6 million over the counter transactions, and 1.3 million calls/faxes/emails. Based on a survey of >4,000 customers between July 2014 and January 2015 Customer Satisfaction scores of <b>94% in person and 98% by telephone</b> were recorded. Average wait time in centres 14 minutes 34 seconds, by telephone 6 minutes 35 seconds.
<b>TAS</b>	<b>Service Tasmania</b> established in 1998 In 2013-14 year 599 services provided. 1.6m counter transactions from 27 shops, >180,000 calls and >2.2m served online. <b>91.59%</b> customer satisfaction score
<b>VIC</b>	In May 2015 Budget statement Victorian Government announce plans to establish ' <b>one-stop-shop</b> ' dubbed <b>Service Victoria</b> and modelled on Service NSW. Currently estimate over 500 separate government websites.
<b>WA</b>	<b>wa.gov.au</b> acts as redirection point to multiple government departments (e.g. Department of Attorney General for Births, Deaths & Marriages) or Department of Transport each with own numerous physical locations, call centres and websites.

Source: State /Territory Government websites & annual reports, ICG secondary research

# Victorian government buys into one-stop-shop services franchise

## GovernmentNews

Amalgamating frontline government services used to be fraught with political risk, but these days state governments of all creeds just can't seem to get enough of digitally powered one-stop-shops. **The recently elected Daniel Andrews government in Victoria has become the latest state administration to create a state-wide service delivery organisation**, a move it promises will spare its citizens the legwork of trotting between different agency offices and navigating dozens of disjointed websites to complete routine transactions.

Dubbed Service Victoria and announced by Special Minister of State, Gavin Jennings, in the state budget on Tuesday, the move has attracted \$15 "million to commence planning and development" to create the new organisation. If the idea has a very familiar ring to it, that's because Service New South Wales, created in 2013, has been strongly promoting its own success story in radically improving online transactions and face to face interactions with government so that they are on par with the best performers in the private sector.

**Normally government agencies anticipate pushback from customers wary about cuts to services, but Service NSW's swift and radical departure from the bureaucratic status quo of long queues at slow-moving offices has proven a hands down winner with the public grateful for not having its time wasted.**

"We don't need almost a thousand different websites and hotlines for things like car registration and birth certificates. Service Victoria will get rid of the inefficiencies that are currently wasting time for families and businesses," Victorian Special Minister of State, Gavin Jennings, boomed in Budget statement. The Daniels government estimates that it has 538 different websites (it could be more) that the Budget papers say are "are excessively difficult to navigate" along with "transactions and information spread across hundreds of phone hotlines."

Source: Government News – Article by Julian Bajkowski, 6 May 2015

# Agenda

Section	Component	Description
1	Overview	<ul style="list-style-type: none"><li>• Service NSW - What is it?</li><li>• Why Service NSW is an ICG Certified Case Study</li></ul>
2	Context	<ul style="list-style-type: none"><li>• Service NSW business model</li><li>• Other Government Service Delivery Models</li></ul>
3	Detailed Description	<ul style="list-style-type: none"><li>• <b>Service NSW value proposition</b></li></ul>
4	Relevant Media	<ul style="list-style-type: none"><li>• Media coverage and relevant quotes</li><li>• Case studies and detailed interviews</li></ul>
5	Marketing Collateral and Brochure ware	<ul style="list-style-type: none"><li>• Marketing Campaign</li><li>• Collaterals</li><li>• Videos</li><li>• Social Media</li></ul>
6	Mystery Shopper	<ul style="list-style-type: none"><li>• ICG Mystery Shopper Insights</li></ul>

# Service NSW – What is it?

## KEY INSIGHTS

- **Established as part of the State Government’s 10 year strategic plan NSW 2021: A Plan to Make NSW Number One**
- **Omni channel approach providing a range of points of presence (full scale Service Centres, Digital Kiosks and Agencies), a single telephone line (answered by a live operator 24 x7) and a consolidated website to drive uptake of digital transactions**
- **Strong customer focus with extended operating hours and consistently high customer satisfaction levels (regularly surveyed)**

## SERVICE NSW TIMELINE

- **Sep 2011** – NSW Government release 10 year strategic plan **NSW 2021: A Plan to Make NSW Number One** comprising 32 goals and 180 targets to drive action based around five key strategies. As part of the strategy to **Restore Accountability to Government** one-stop shops for multiple transactions, a single government hotline, new mobile apps and improved online services all identified as priorities.
- **Jul 2012** - Australia’s first Customer Service Commissioner Michael Pratt, is appointed by the NSW Premier to oversee the creation of Service NSW.
- **Nov/Dec 2012** – Senior Executive team appointed from private and public sector backgrounds.
- **Apr 2013** – concept store opened in Sydney
- **Jul 2013** – first Service Centre opened at Kiama on the NSW South Coast
- **Jul/Aug 2013** – 24/7 Line launched, 120 seat contact centre established in Parramatta, Western Sydney, initially creating 60 new jobs in the local economy
- **Nov 2013** – 10<sup>th</sup> Service Centre opened in Newcastle on the NSW Central Coast
- **Jul 2014** – second contact centre opened in Newcastle
- **Oct 2014** – 20<sup>th</sup> Service Centre opened in Blacktown, Western Sydney
- **Apr 2015** – 30<sup>th</sup> Service Centre opened in Bankstown, Western Sydney
- **Sep 2015** – 40<sup>th</sup> Service Centre opened in Deniliquin, near NSW/Victoria border
- **Sep 2015** – NSW Premier outlines his and 30 “State priorities” including a renewed commitment to Improving Government Services

Source: Service NSW & secondary research, ICG, data correct as at 1 November 2015

# Service NSW – customer feedback

---

***“This is the best change in any government organisation that I have ever witnessed”***

***- Mick (Facebook)***

***“I was absolutely delighted with your service ... Very impressed”***

***- Laraine (Instagram)***

***“He (Adam) was very knowledgeable with regard to my transaction”***

***– Kylie (LinkedIn)***

***“Very impressed with how quickly and professionally the @serviceNSW office is running at Wynyard”***

***- Christopher (Twitter)***

Source: Service NSW – Taken from The transformational Service NSW experience promotional video published Feb 2015

# Service NSW Approach – customer centricity



**Service NSW**

## Service NSW Approach

Customer inside in design and delivery

**‘Customer Inside’...**

- helps solve longer term policy problems by **co-designing with customers** and innovating in service design
- **emphasises continual capability modernisation** (both human and technology) to better address evolving customer needs
- delivers a **sincere focus on customer feedback and transparency**
- **facilitates economic growth** and lifting of barriers to improved productivity, shared services and efficiency

4

Source: Service NSW – Taken from Digital Disruption for Government speech Redefining Service Delivery, Restoring Trust and Improving Transparency Through Digital: The Service NSW Story presented October 2015



# Service NSW Approach – digital enablement

The screenshot displays the Service NSW website. At the top left is the Service NSW logo with the tagline 'Making access to your government transactions easier'. To the right, the heading reads 'The Journey so far' and 'Bringing digital to life with the customer'. Below this is a search bar with the placeholder text 'Start your search here...' and a 'Search' button. The main content area is divided into three columns: 'Pay & Renew' (listing Motor Vehicle Registration, Driver's or Rider's Licence, Pay for Housing NSW Rent, Vessel Registration, and Penalty or Reminder Notices), 'Apply, Order & Book' (listing Licence Test, Learner Driver's Licence, Recreational Fishing Licence, NSW Seniors Card, and E-Toll Account and Tag), and 'Change & Check' (listing Address with RMS (Individuals), Transfer Vehicle Registration, Registration and History, Demerit Point Balance, and Notice of Disposal (Vehicle)). At the bottom, there are two news items: 'Port Macquarie's one stop shop now open' and 'Service NSW has served 100,000 customers'.

- Leveraging best practice solutions to enable a single integrated view – call centre, online and service centres
- A **single online portal** accessible via range of different devices
- **'Customer Inside'** design – avg. 12 clicks to 3
- Currently provides access to **more than 500 transactions** across NSW Government Agencies
- Service NSW App launched – Oct 27th

2

Source: Service NSW – Taken from Digital Disruption for Government speech Redefining Service Delivery, Restoring Trust and Improving Transparency Through Digital: The Service NSW Story presented October 2015

# Service NSW Approach – process simplification

**Service NSW**

## Senior's Card transformation

From 8 days  
To 3 minutes

Service NSW

Pay & Receive | Apply Order & Book | Change & Check

Apply for a NSW Seniors Card

What you'll need

- What you'll need
- How to apply
- What's changed?
- Need help?

NSW Seniors Card Membership Application Form

You are eligible for a NSW Seniors Card online if you:

- Have a valid proof of identity card
- Are an elderly 65 years of age or over when applying
- Are a permanent resident of NSW and
- Work for more than 20 hours of paid work a week on average across a 12 month period

Please fill out the form before to apply for a NSW Seniors Card or call 13 15 22

Initiation is a required field

Can you apply for a NSW Seniors Card?

Workbook Card Number\* This is the 10 digit number on top of your card

Individual reference number\* This is the 10 digit number to the left of your card

Work to\* Choose the date is entered on envelope

File\* Select -

Gender\* Male Female

Post code\* Enter your post code

Middle initial

Family name\* Enter your family name

Reason for application

- Full Pension
- Part Pension
- Only Self Funded

Please select Full Pension or Part Pension if you receive an Age or Disability Pension from Centrelink or the Department of Veterans Affairs

How would you like to receive the Seniors Card?

- Post (Printed Version)
- E-mail (PDF)
- Please do not email your address if online

Initiation on the Seniors Card

- Yes, I wish to receive special offers
- No, I do not wish to receive special offers

I would like to be notified the Seniors Card is ready for collection

- Yes
- No

Please email your current address above in order to receive the Seniors Card

Once you have received your application you will be provided an email address you will receive your Seniors Card, or forms either do not be accepted. Unfortunately you are having difficulty

The information you provide is required for any other purpose. For more information if you need help you with this application

**Service NSW**

## Easy to do Business

Digital website launched 29 January

Service NSW

Pay & Receive | Apply Order & Book | Change & Check

Open a cafe or restaurant in NSW

What you'll need

- What you'll need
- How to apply
- What's changed?
- Need help?

Open a cafe or restaurant in NSW

What you'll need

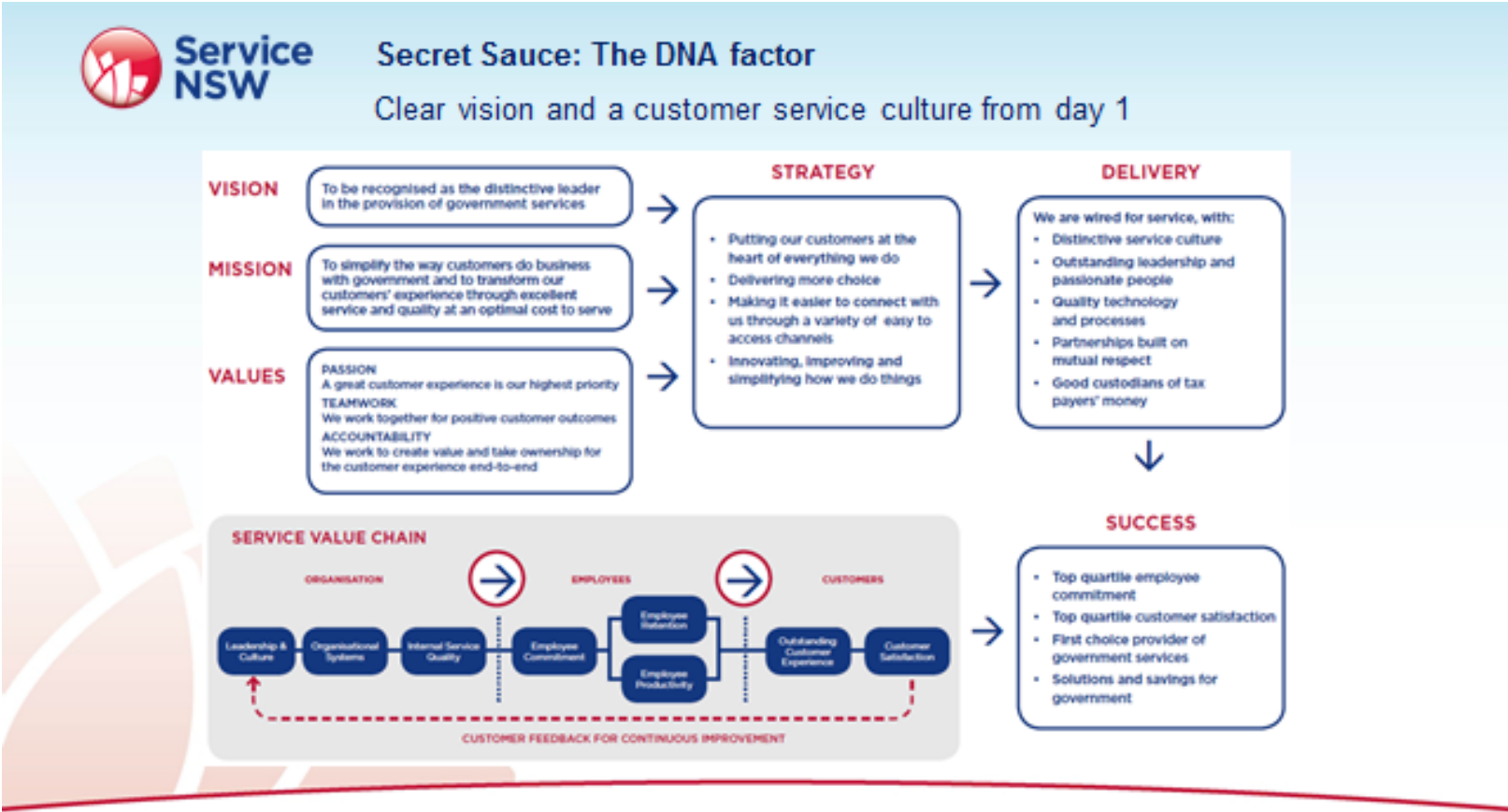
- What you'll need
- How to apply
- What's changed?
- Need help?

Digital website launched 29 January

- Easy to follow tabs for each aspect of business
- Estimated time and cost

Source: Service NSW – Taken from Digital Disruption for Government speech Redefining Service Delivery, Restoring Trust and Improving Transparency Through Digital: The Service NSW Story presented October 2015

# Service NSW Approach – vision and culture



Source: Service NSW – Taken from Digital Disruption for Government speech Redefining Service Delivery, Restoring Trust and Improving Transparency Through Digital: The Service NSW Story presented October 2015

# Service NSW Approach – employee engagement

**Service NSW** **Service NSW DNA - Our People**  
 A customer centric culture with a highly engaged, committed team delivering quality service to customers

**I am satisfied with my job**

Service NSW 92%

NSW Public Sector 78%

**Service NSW** **Circle of Service**

Empowering employees to share ideas and best practice using the Kaizen philosophy of improvement

- Creates a frontline-led continuous improvement culture
- Ideas are shared, viewed and reviewed through an online engagement platform
- Give all employees a voice and a say in 'what we do and how we do it'
- Utilise the extensive knowledge, skills and experience of all employees
- Encourage sharing internal best practice.

CoS Ambassadors

Online Engagement Platform

CoS Input Boards

Yammer

13

Source: Service NSW – Taken from Digital Disruption for Government speech Redefining Service Delivery, Restoring Trust and Improving Transparency Through Digital: The Service NSW Story presented October 2015

# Moves towards digital - multi lingual access

## Say 'Hello' to Service in your language

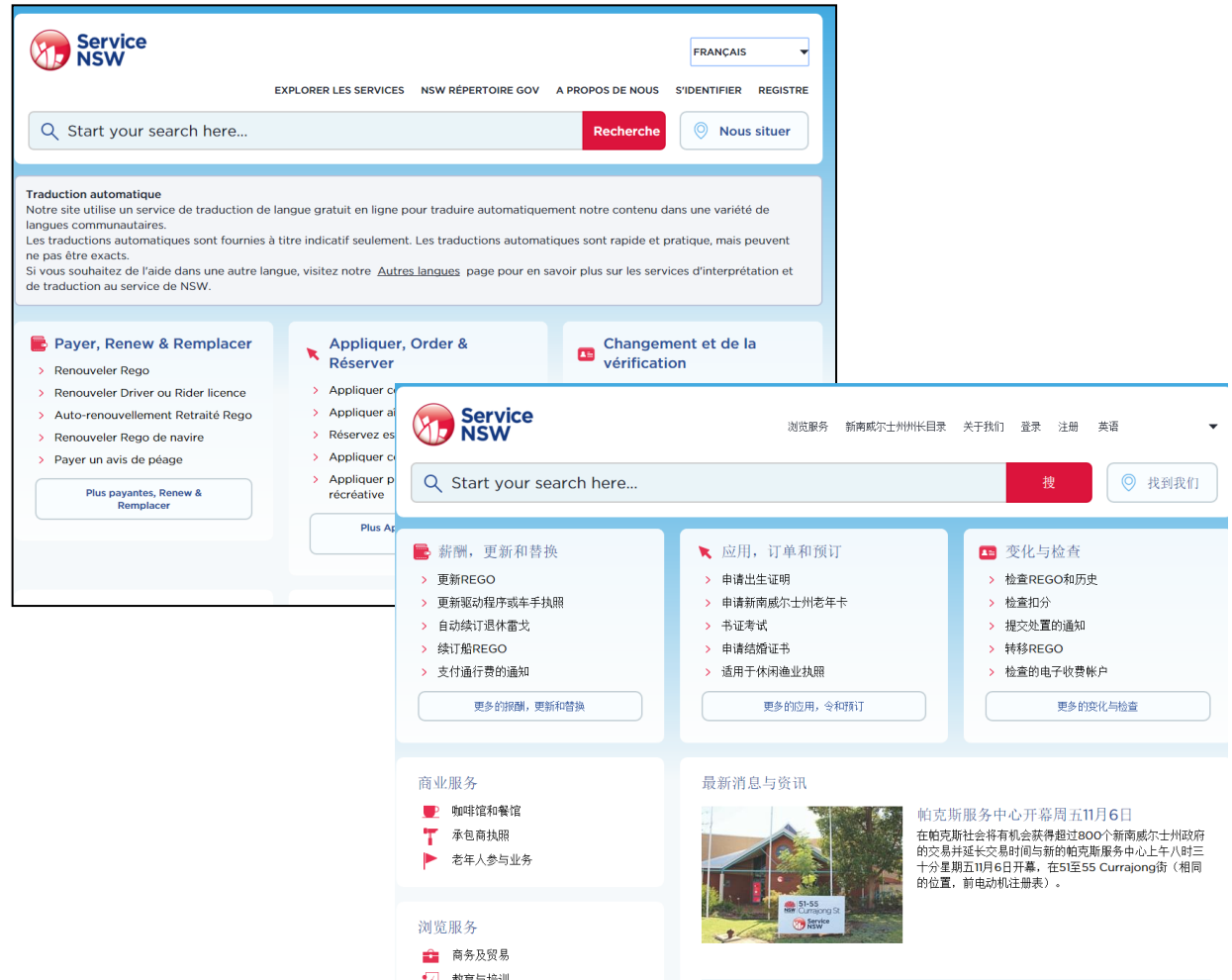
Customers can now say 'bonjour', 'ni hao', 'namaste' to the Service NSW website with Service NSW CEO Glenn King revealing a new translator feature allowing the site's pages to be translated into more than 50 different languages.

"Language needn't be a barrier to great customer service," Mr King said.

"Service NSW is continuing to improve services, making them more accessible and easier to use for all and the new translator feature translates pages on the Service NSW website into a language that customers feel most comfortable with.

"The new tool uses Google Language Translator to seamlessly translate page content into up to 57 of the most popular dialects including Chinese, French, Italian, Spanish, Hindu, Arabic, and Greek.

October 2015



Source: Service NSW

# Moves towards digital – consolidated payments platform

## SERVICE NSW APPROACH

### ***Service NSW to build whole-of-government payments platform***

*Service NSW has revealed plans to introduce a single whole-of-government payments engine by the end of 2015 as part of its mission to overhaul the state's customer-facing services.*

*The whole-of-government solution will hinge on a still-to-be-built payments services platform (PSP) designed to integrate into any agency-based calling system, including legacy non-HTML applications like the decades-old DRIVES system RMS uses to process car registration and drivers licences.*

*The customer service agency hopes the new uniform back-office platform will remove the need to maintain two separate POS systems (Quest and Verifone) in service centres, avoid the extensive manual handling currently required to process a credit card refund, and automate credit card surcharging across all transactions.*

*In the long term, it is anticipating savings from having a solution that can shift seamlessly between third-party payments gateways.*

***itnews 22 January 2015***

## OTHER INITIATIVES

### **GDS payments platform Gov.uk Pay to start taking real payments**

The United Kingdom Government Digital Service's (GDS) payments platform is to begin taking real payments, as it launches the beta phase of the project.

As part of its government-as-a-platform (GaaP) strategy, GDS began work earlier in 2015 to create a payments platform that would provide a standardised way for public services to receive electronic payments, such as those made by credit or debit cards, or PayPal.

The project, now named Gov.uk Pay, will begin taking online payments for some transactions in four government departments – Companies House, the Environment Agency, the Home Office and the Ministry of Justice

**Computer Weekly, 15 October 2015**

# Agenda

Section	Component	Description
1	Overview	<ul style="list-style-type: none"><li>• Service NSW - What is it?</li><li>• Why Service NSW is an ICG Certified Case Study</li></ul>
2	Context	<ul style="list-style-type: none"><li>• Service NSW business model</li><li>• Other Government Service Delivery Models</li></ul>
3	Detailed Description	<ul style="list-style-type: none"><li>• Service NSW value proposition</li></ul>
4	Relevant Media	<ul style="list-style-type: none"><li>• <b>Media coverage and relevant quotes</b></li><li>• <b>Case studies and detailed interviews</b></li></ul>
5	Marketing Collateral and Brochure ware	<ul style="list-style-type: none"><li>• Marketing Campaign</li><li>• Collaterals</li><li>• Videos</li><li>• Social Media</li></ul>
6	Mystery Shopper	<ul style="list-style-type: none"><li>• ICG Mystery Shopper Insights</li></ul>

# Quotes from the Press

## **“Virgin at your service, NSW”**

The NSW government headed by Premier Barry O’Farrell has entered a partnership with Virgin Australia to tap the airline’s skills to help improve the provision of services to NSW residents and taxpayers. NSW government’s chief customer officer Michael Pratt, a former banker with Standard Chartered and Westpac, who is leading the service delivery reforms, says he approached Virgin’s chief executive John Borghetti to discuss how his agency, Service NSW, could adapt Virgin’s skills and knowledge to deliver bold customer service reforms and make good on the government’s desire to set a new standard in customer service delivery.

AUSTRALIAN FINANCIAL REVIEW 8 March 2013

## **Service NSW call centre expands**

*More than 18 months after the Service New South Wales Contact Centre opened in Newcastle, it is being expanded to cater for 80 new staff members. The 24-hour call centre is a one-stop-shop for more than 850 government transactions. The first stage of the call centre upgrade will start in the middle of the year, while recruitment is set to take place over the next two years.*

ABC NEWS 18 February 2015

## **How Service NSW uses data to create ‘healthy competition’ - Real-time performance dashboards critical to constant improvement.**

Service NSW staff from the CEO down are glued to live performance dashboards measuring the accrued time and quality performance ratings of all 18 ‘one-stop-shop’ service centres now operating across the state. Gandhi, who is executive director in charge of Service NSW’s digital channels, said the dashboard was not intended as a “performance management stick”. “It is a tool that is used to enrich our culture,” she said. Gandhi said she regularly hears of service centre managers consulting with peers in other regions who are rating highly against a particular transaction or average service time.

“It has led to a learning culture. We are not letting the technology dictate what we do, we are using the learnings to influence our practices.”

IT NEWS 31 July 2014

## **Engaging with customers in a richer way**

*While digital disruption is causing sweeping changes within organisations, it’s also fundamentally altering the way those organisations interact with customers.*

*Glen King, chief executive of Service NSW, believes that in a very short space of time, the business community will stop worrying about trying to define digital and just talk about customers. “Digital will be a kind of zeitgeist term that will just come and go very quickly and then it will be about the customer,” he says.*

AUSTRALIAN FINANCIAL REVIEW 24 June 2015

Source: ABC News, Australian Financial review, IT News, Sydney Morning Herald



# Quotes from the Press

## ***The disruptors are coming for the government***

Digital disruption has filtered through nearly every sector of business and family life in recent years -- from online lending to online shopping and teaching with virtual textbooks in schools -- but one area that has been miserably lagging is government.

To help drag the delivery of government services into the modern and mobile age, the then [Australian Federal] communications minister Malcolm Turnbull set up the Digital Transformation Office in July and hired as its chief Paul Shetler, who most recently helped transform the Ministry of Justice in the UK. With about 1,600 different government web sites and three tiers of government, the small Digital Transformation Office faces a huge task to consolidate government service delivery online.

By the DTO's own reckoning, more than half of the 2.5 million Australians who look up online government information or services in any given month experience a problem -- a lousy strike rate that would prompt heads to roll in an online banking environment.

The states are at varying stages of digital delivery. New South Wales has a seamless Service NSW web site, while less than 1 per cent of Victorian state government services are fully digitised.

BUSINESS SPECTATOR 15 October 2015

## ***Lights up on Broadway digital store***

A NSW Digital Store has opened at the Broadway Shopping Centre in Ultimo, providing citizens and businesses with access to hundreds of Government digital services and transactions.

Officially opening the store, Minister for Finance and Services, Dominic Perrottet said it, and stores like it, would offer a quick and easy alternative to visiting a Service Centre, providing many of the same services.

He said digital stores had also opened in high-traffic retail locations including Blacktown, Bondi Junction, Liverpool and North Sydney.

Mr Perrottet said digital services offered through the website and the Service NSW app were becoming increasingly popular and now accounted for about 40 per cent of all customer interactions.

PS NEWS 7 October 2015

## ***Speeding fine? There's an app for that***

NSW citizens will soon be able to pay for speeding offences using their smartphone.

Version two of the app - due out in Spring - will have new features and functions that enable people to view licence and vehicle registration details, demerit points, update licence addresses and update contact details. Since launching the Service NSW Apple and Android mobile apps at the end of September last year, there had been more than 550,000 downloads.

SYDNEY MORNING HERALD 28 July 2015

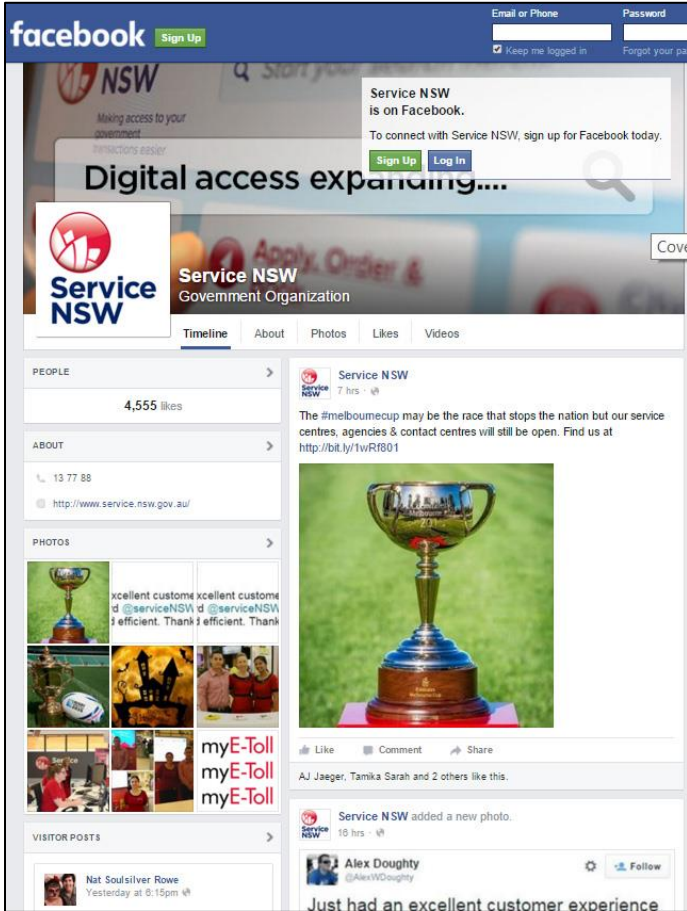
Source: Business Spectator, PS News, Sydney Morning Herald

# Agenda

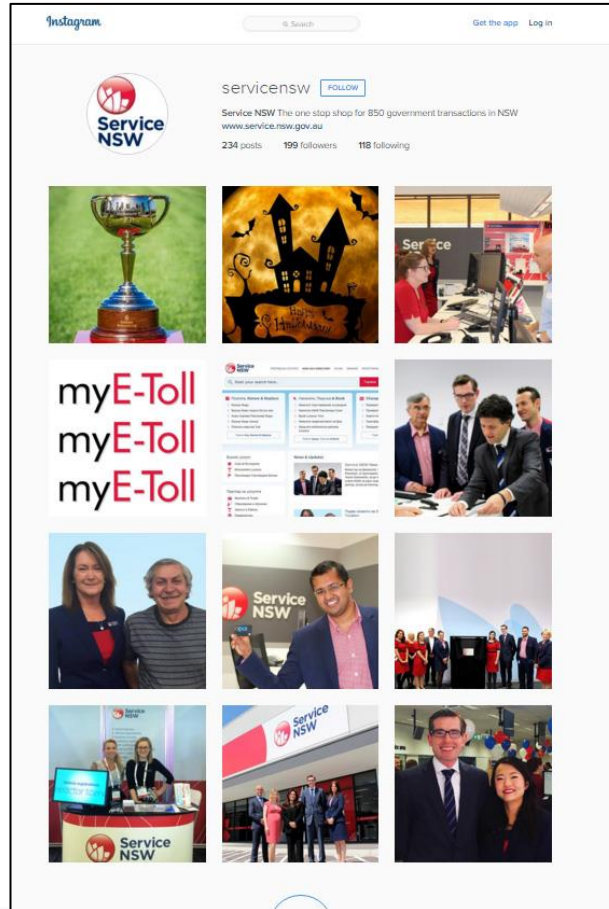
Section	Component	Description
1	Overview	<ul style="list-style-type: none"><li>• <b>Service NSW - What is it?</b></li><li>• <b>Why Service NSW is an ICG Certified Case Study</b></li></ul>
2	Context	<ul style="list-style-type: none"><li>• Service NSW business model</li><li>• Other Government Service Delivery Models</li></ul>
3	Detailed Description	<ul style="list-style-type: none"><li>• Service NSW value proposition</li></ul>
4	Relevant Media	<ul style="list-style-type: none"><li>• Media coverage and relevant quotes</li><li>• Case studies and detailed interviews</li></ul>
5	Marketing Collateral and Brochure ware	<ul style="list-style-type: none"><li>• <b>Marketing Campaign</b></li><li>• <b>Collaterals</b></li><li>• <b>Videos</b></li><li>• <b>Social Media</b></li></ul>
6	Mystery Shopper	<ul style="list-style-type: none"><li>• ICG Mystery Shopper Insights</li></ul>

# Service NSW – Social Media Presence

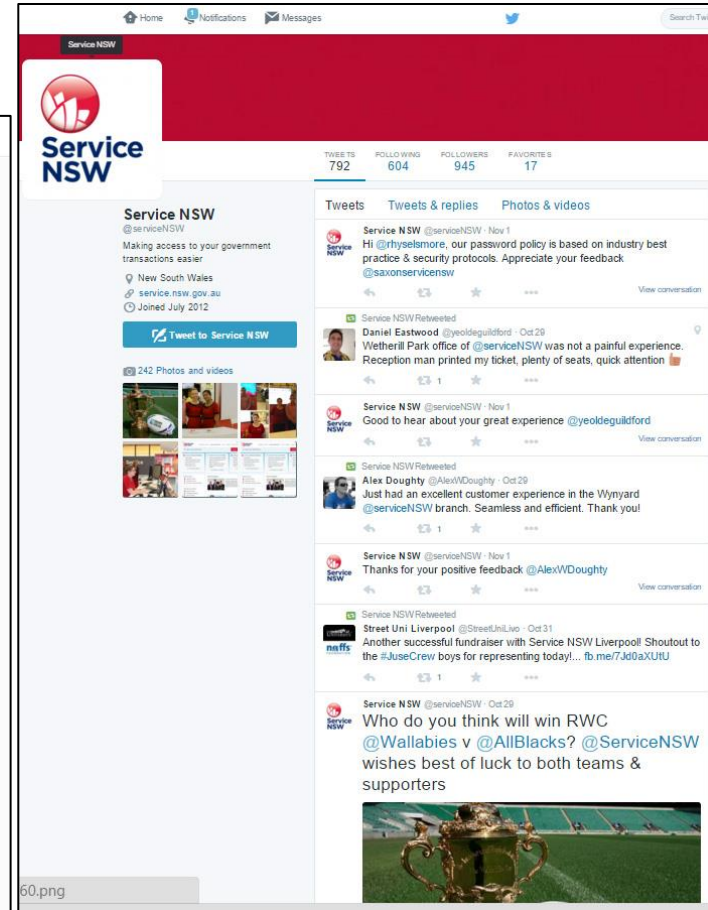
## Facebook



## Instagram



## Twitter



Source: Service NSW social media sites

# Service NSW Video

## An interview with NSW Customer Service Commissioner Michael Pratt

Published on 21 Aug 2013

NSW Customer Service Commissioner Michael Pratt talks about the new customer centric approach in government service delivery.



<https://youtu.be/2a3m-C233vA>

## A new era in customer service

Published on 7 Jul 2014

NSW Premier Mike Baird reflects on the achievements of Service NSW.



<https://youtu.be/dRZYAdogAlk>

## The transformational Service NSW experience

Published on 12 Feb 2015

Step into the shoes of a Service NSW customer to witness how digital government services have been improved

<https://youtu.be/dzohm7TFsOA>



Source: Service NSW

# Agenda

Section	Component	Description
1	Overview	<ul style="list-style-type: none"><li>• Service NSW - What is it?</li><li>• Why Service NSW is an ICG Certified Case Study</li></ul>
2	Context	<ul style="list-style-type: none"><li>• Service NSW business model</li><li>• Other Government Service Delivery Models</li></ul>
3	Detailed Description	<ul style="list-style-type: none"><li>• Service NSW value proposition</li></ul>
4	Relevant Media	<ul style="list-style-type: none"><li>• Media coverage and relevant quotes</li><li>• Case studies and detailed interviews</li></ul>
5	Marketing Collateral and Brochure ware	<ul style="list-style-type: none"><li>• Marketing Campaign</li><li>• Collaterals</li><li>• Videos</li><li>• Social Media</li></ul>
6	Mystery Shopper	<ul style="list-style-type: none"><li>• ICG Mystery Shopper Insights</li></ul>

# ICG Mystery Shopper Insights – Service Centre Wait Times

- Service NSW claim to have an average wait time of around **7 minutes** (as per latest disclosed data)
- Since mid 2015 they have published regularly updated average wait times for each of their open service centres

## *Long queues no more as NSW government launches Service NSW 'beat the queue' feature*

*Waiting an excruciatingly long time in line for your driver's licence to be renewed or for other NSW government services could soon be a thing of the past if a new initiative by the state government is anything to go by.*

*"Customers can now beat the queues by seeing how long they'll have to wait before deciding whether to visit a service centre,."*

*SYDNEY MORNING HERALD 5 May 2015*

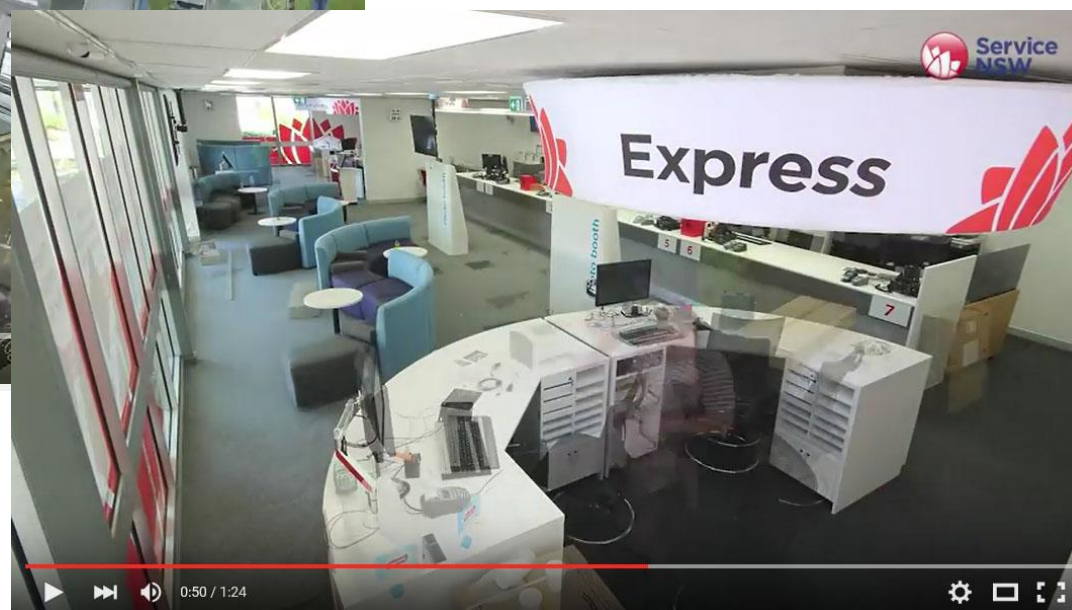
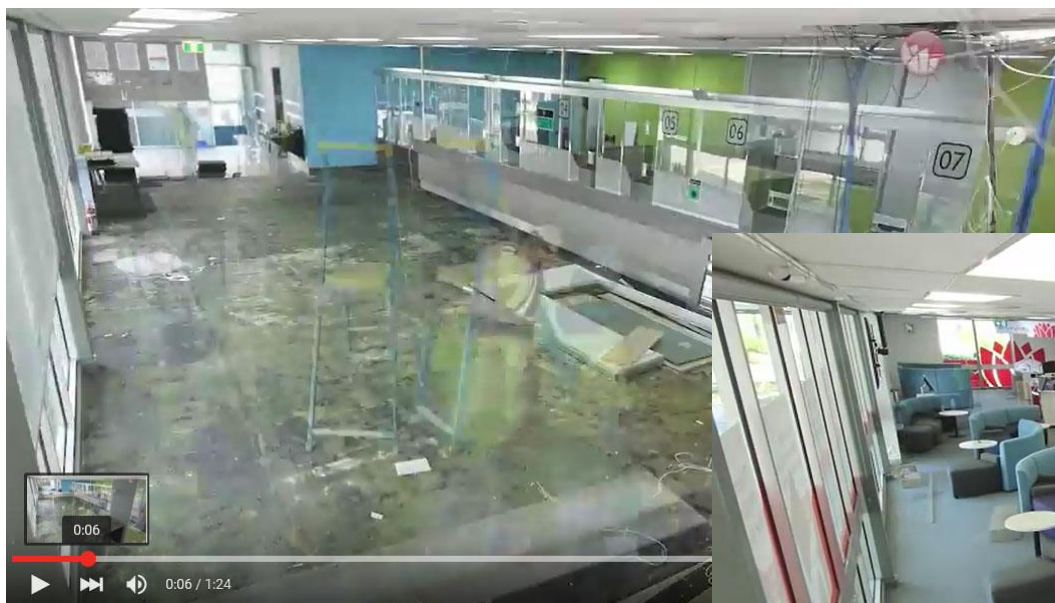
Service Centre	Address	Phone	Distance	Current Wait Time
Broadway Digital Store	Broadway Shopping Centre 1 Bay Street Broadway NSW 2007	13.77.88	0.7 Km away	
Wynyard Service Centre	19 York Street Sydney NSW 2000	13.77.88	1.5 Km away	3 minute
Marrickville Service Centre	Marrickville Metro Shopping Centre Shop 9 34 Victoria Road Marrickville NSW 2204	13.77.88	4.2 Km away	< 1 minute

- ICG monitored the published wait times at a sample of 20 Service NSW Service Centres located in Metro and Rural New South Wales
- Our sample yielded significantly better than published results with an average wait time of **3 minutes 55 seconds** being observed.

Source: ICG primary research, (random sample of 20 locations monitored at various times over two week period) Service NSW web site, service centres and call line

# Service Centre Transformation

Transformation of Service NSW Queanbeyan branch  
(full time lapse video at <https://www.youtube.com/watch?v=vjtHTXvi9Us>)



Source: Stills taken from time lapse video – Video source Service NSW

# New Look Service Centres



Source: Service NSW



# New Look Service Centres



Source: Service NSW

# This CCS is an integral part of our Global IP Publications library which is uniquely designed to span your needs for public and syndicated reports, along with bespoke research



The Insights Review (TIR)  
Reviews of published insights from the world's leading branded management consulting firms

## TIR – The Insights Review

Reviews of published insights from the world's leading branded management consulting firms



Knowledge Area Reviews (KAR)  
Synthesised and structured publically available knowledge from across the global on your chosen topic.

## KAR – Knowledge Area Review

Synthesised and structured publically available knowledge from across the global on your chosen topic.



Global Industry Radar (GIR)  
Global scan of relevant market evolution, trends, and important innovations and impactful case studies

## GIR – Global Industry Radar

Global scan of relevant market evolution, trends, and important innovations and impactful case studies



Local Industry Radar (LIR)  
Local comprehensive and expert analysis of a chosen industry sector

## LIR – Local Industry Radar

Local comprehensive and expert analysis of a chosen industry sector



Certified Case Study (CCS)  
Best publically available information supplemented where possible with mystery shopping

## CCS – Certified Case Study

Best publically available information supplemented where possible with mystery shopping



Best Affiliate Forward (BAF@)  
Fit for purpose professionals to assist with customer and confidential research, analysis and insight generation often augmented with industry leading methods

## BAF@ – Best Affiliate Forward

Fit for purpose professionals to assist with customer and confidential research, analysis and insight generation often augmented with industry leading methods



Expert Round Table (ERT)  
Focused collation of expert insights and opinions on a subject matter of interest. Can be convened with local and or global experts.

## ERT – Expert Round Table

Focused collation of expert insights and opinions on a subject matter of interest. Can be convened with local and or global experts.

## KEY



General Buying Pattern



**GENERAL**



**SPECIFIC**



**CUSTOM / BESPOKE**



**Internal Consulting Group**

Email enquiries@[internalconsulting.com](mailto:enquiries@internalconsulting.com) or  
visit our website at [www.internalconsulting.com](http://www.internalconsulting.com)