



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

November 2015

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Agenda



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

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
- 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
 PHYSICAL PRESENCE (SERVICE CENTRES)			
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%
 PHONE SERVICE (CONTACT CENTRES)			
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%
 DIGITAL (ONLINE SERVICES)			
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.

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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.

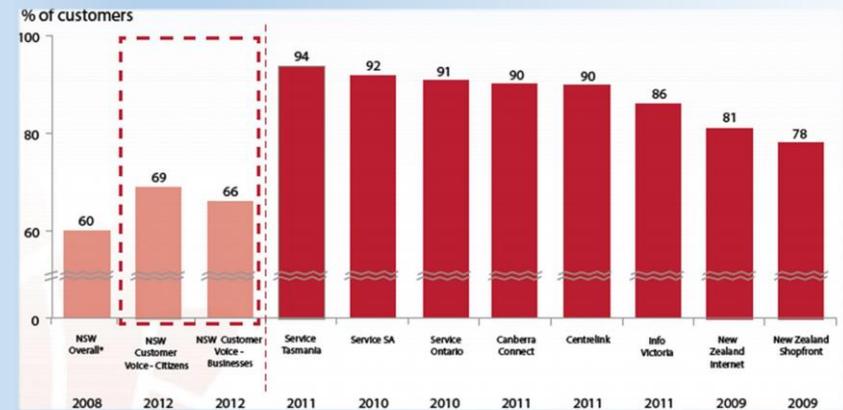


Customer Service Commissioner

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"> • Reduction in time spent by citizen visiting shop fronts to interact with government • Reduction in time spent by registered NSW businesses visiting shop fronts and understanding government regulation 		

Source: Customer Service Transformation - Service NSW, July 2012

Other Government Service Delivery Models

State / Territory	Service delivery approach
ACT	Access Canberra (Canberra Connect) established December 2014. First Service centre opened supporting around 200 transactions. Centralised phone number established.
NT	nt.gov.au 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.
QLD	Queensland Government established One Stop Shop 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 qld.gov.au or on the Qgov app .
SA	Operating from 20 service centres, Service SA 's 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 94% in person and 98% by telephone were recorded. Average wait time in centres 14 minutes 34 seconds, by telephone 6 minutes 35 seconds.
TAS	Service Tasmania 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. 91.59% customer satisfaction score
VIC	In May 2015 Budget statement Victorian Government announce plans to establish ' one-stop-shop ' dubbed Service Victoria and modelled on Service NSW. Currently estimate over 500 separate government websites.
WA	wa.gov.au 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

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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** – 10th Service Centre opened in Newcastle on the NSW Central Coast
- **Jul 2014** – second contact centre opened in Newcastle
- **Oct 2014** – 20th Service Centre opened in Blacktown, Western Sydney
- **Apr 2015** – 30th Service Centre opened in Bankstown, Western Sydney
- **Sep 2015** – 40th 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

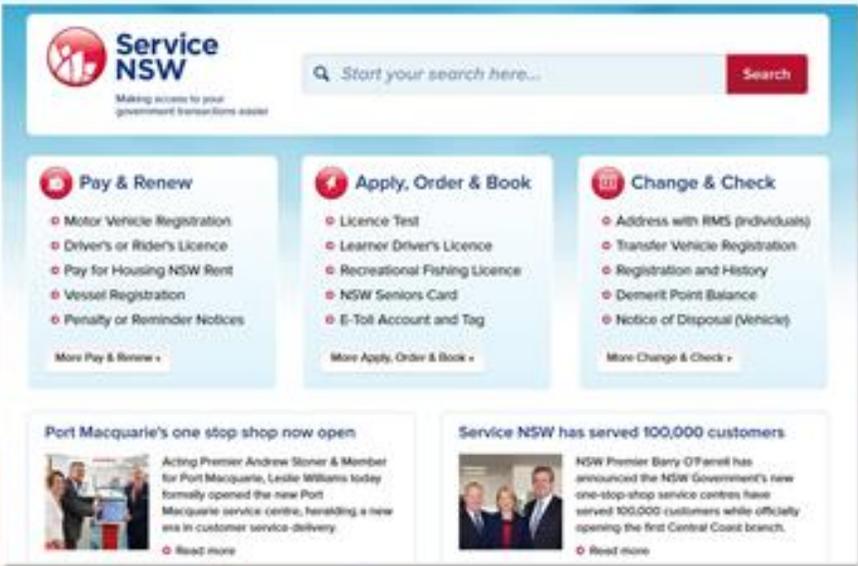
'Customer Inside'...

- 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

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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 interface. 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 of service categories:

- Pay & Renew**
 - Motor Vehicle Registration
 - Driver's or Rider's Licence
 - Pay for Housing NSW Rent
 - Vessel Registration
 - Penalty or Reminder Notices
- Apply, Order & Book**
 - Licence Test
 - Learner Driver's Licence
 - Recreational Fishing Licence
 - NSW Seniors Card
 - E-Toll Account and Tag
- Change & Check**
 - Address with RMS (Individuals)
 - Transfer Vehicle Registration
 - Registration and History
 - Demerit Point Balance
 - Notice of Disposal (Vehicle)

At the bottom, there are two news items:

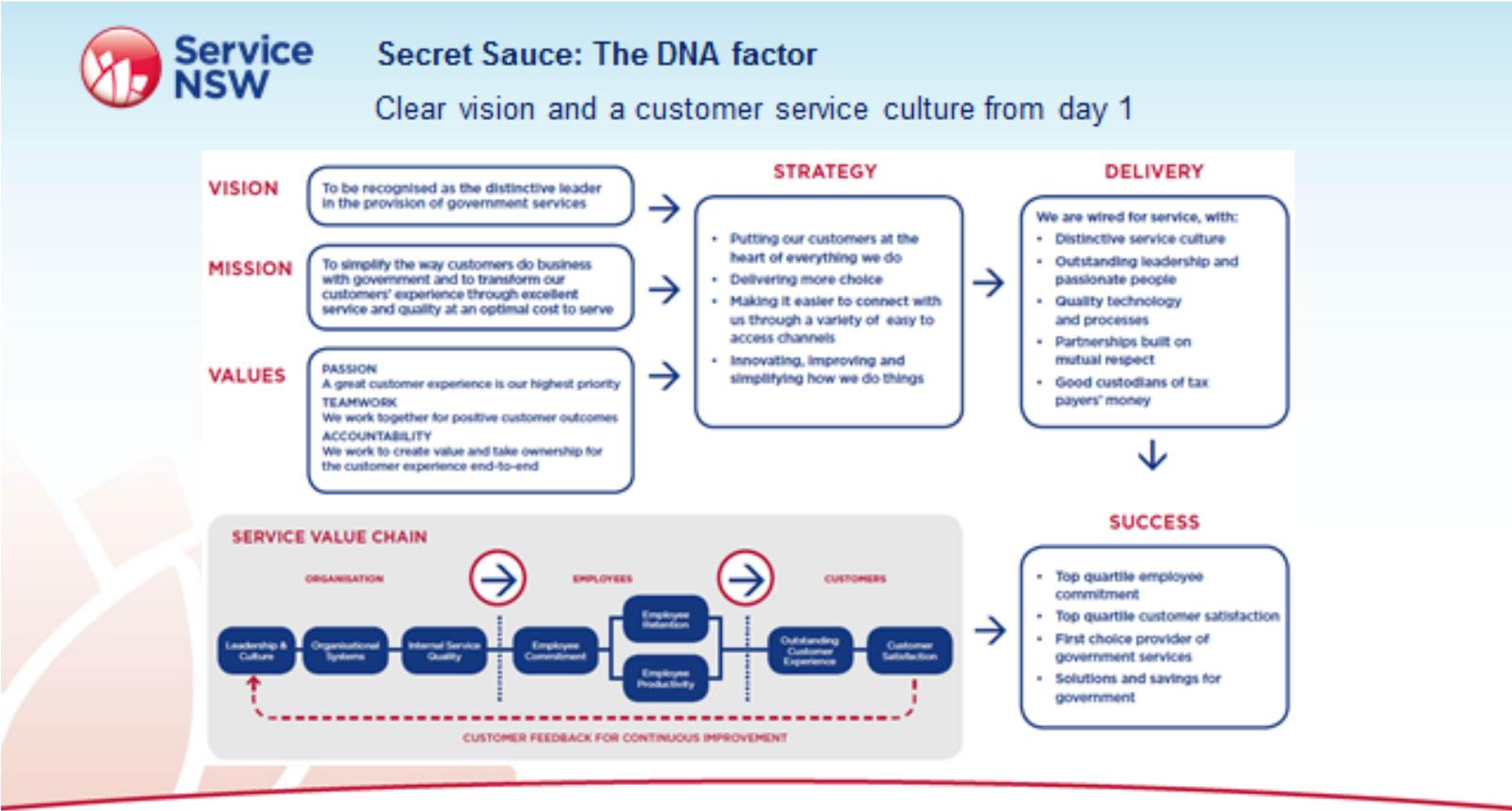
- Port Macquarie's one stop shop now open**: Acting Premier Andrew Stoner & Member for Port Macquarie, Leslie Williams today formally opened the new Port Macquarie service centre, heralding a new era in customer service delivery.
- Service NSW has served 100,000 customers**: NSW Premier Barry O'Farrell has announced the NSW Government's new one-stop-shop service centres have served 100,000 customers while officially opening the first Central Coast branch.

- 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 – 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

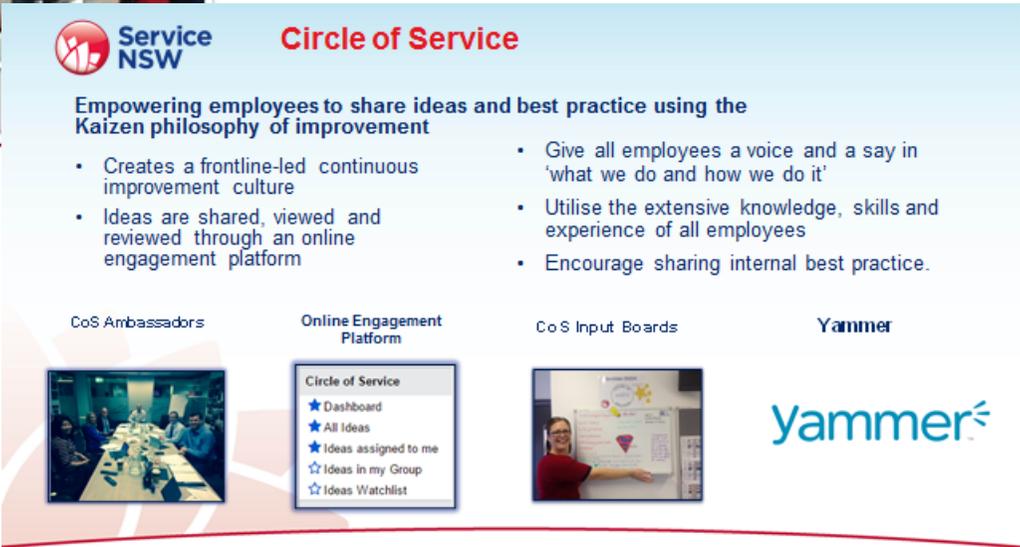
Service NSW Approach – employee engagement



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

Circle of Service

- ★ Dashboard
- ★ All Ideas
- ★ Ideas assigned to me
- ☆ Ideas in my Group
- ☆ Ideas Watchlist

Yammer

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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

The image displays two screenshots of the Service NSW website. The top screenshot shows the French version of the site, with the language dropdown set to 'FRANÇAIS'. The bottom screenshot shows the Chinese version of the site, with the language dropdown set to '中文'. Both screenshots show the search bar, navigation menu, and main content area with various service categories.

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

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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

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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

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ICG Mystery Shopper Insights – Service Centre Wait Times

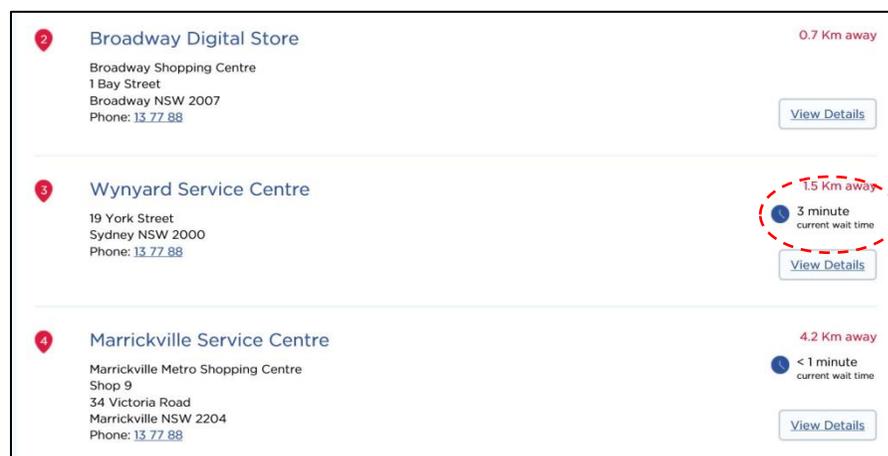
- Service NSW claim to have an average wait time of around **7 minutes** (as per latest disclosed data)
- Since mid 2015 they have published regularly updated average wait times for each of their open service centres

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



The screenshot displays three service centres with their respective wait times and distances:

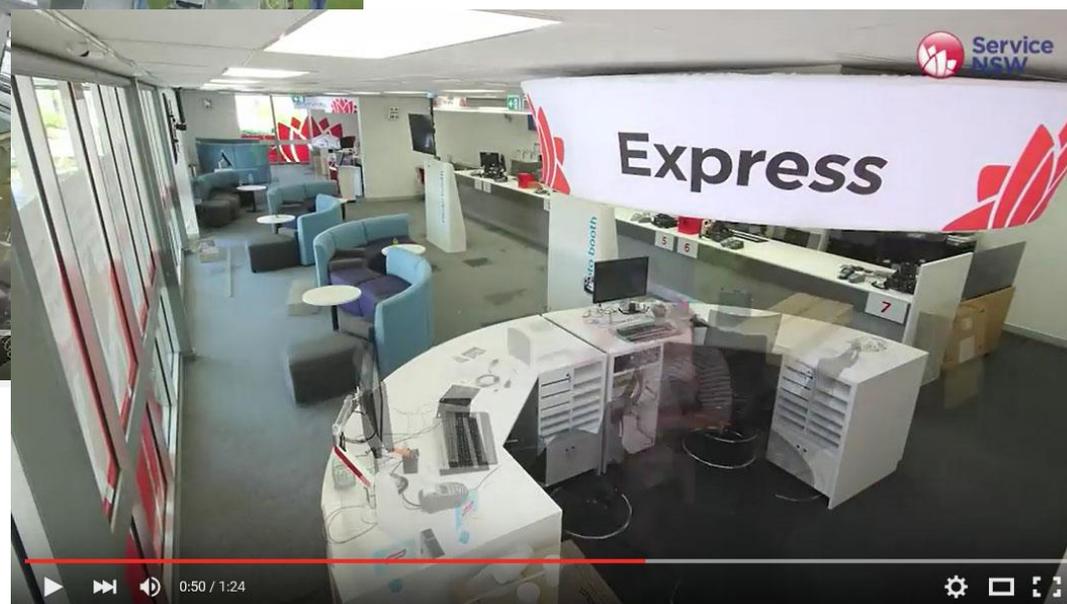
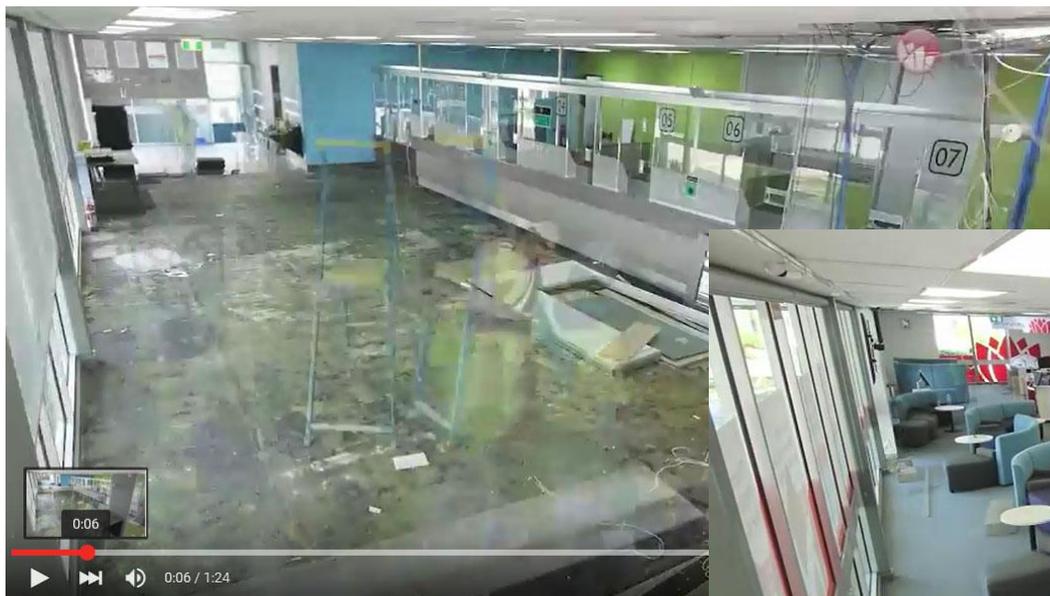
Service Centre	Distance	Wait Time
Broadway Digital Store Broadway Shopping Centre 1 Bay Street Broadway NSW 2007 Phone: 13.77.88	0.7 Km away	-
Wynyard Service Centre 19 York Street Sydney NSW 2000 Phone: 13.77.88	1.5 Km away	3 minute current wait time
Marrickville Service Centre Marrickville Metro Shopping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

- 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

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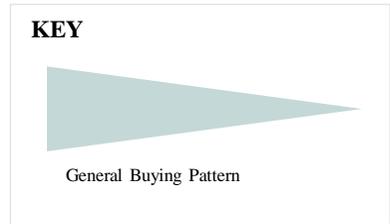
CCS – Certified Case Study
Best publically available information supplemented where possible with mystery shopping



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



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.





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