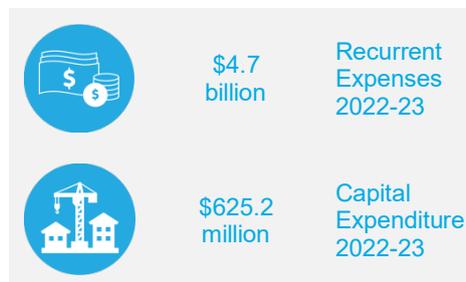


# 1. CUSTOMER SERVICE

## 1.1 Introduction

The Department of Customer Service spearheads the Government’s objective to be the world’s most customer-centric government. It embeds customer insights into policy design and service provision and drives digital, data and behavioural insights to ensure customers can access and receive government services in a timely and convenient manner. The Cluster has played a critical role in delivering support to families and communities in response to the COVID-19 pandemic, natural disasters, and cost of living pressures.

It also seeks to modernise and simplify regulation, making it easier for businesses and individuals to comply and transact with their customers.



### State Outcomes to be delivered by the Customer Service Cluster

<b>State Outcomes</b> What the Cluster is delivering for people and business	<b>Key Programs</b> underway to support delivery of Outcomes
<p><b>1. Excellence in customer service</b></p> <p>This Outcome focuses the Cluster’s efforts towards a customer-centred approach across the NSW Government, resulting in better customer experiences and easier transactions. This Outcome measures the availability of digital transactions, customer satisfaction with government services and the number of services where customers only need to “Tell us Once”.</p> <p><i>2022-23 investment: \$2.7 billion in recurrent expenses &amp; \$122.7 million in capital expenditure</i></p>	<ul style="list-style-type: none"> <li>• Service excellence for people</li> <li>• Service excellence for businesses</li> <li>• New and improved services for customers</li> <li>• Efficient and effective revenue collection</li> <li>• Service transformation and customer engagement across government</li> </ul>
<p><b>2. Digital leadership and innovation in government services</b></p> <p>The Cluster aims to invest in innovation and technology to increase and improve digital availability, reliability and security of NSW Government platforms, information, and services. This Outcome measures digital government readiness, maturity and the public safety coverage and operation of the Critical Communications Enhancement Program.</p> <p><i>2022-23 investment: \$517.5 million in recurrent expenses &amp; \$456.4 million in capital expenditure</i></p>	<ul style="list-style-type: none"> <li>• Telecommunication connectivity</li> <li>• Digital service for customers across government</li> <li>• Trust in ICT and digital government services</li> <li>• Value from digital investments</li> </ul>

**State Outcomes**

What the Cluster is delivering for people and business

**3. Fair, secure, and efficient markets**

The Cluster delivers a regulatory framework that promotes safety, simplicity, efficiency, and regulatory requirements that meets the evolving expectations of businesses and customers. This Outcome measures the regulatory compliance rates of selected industries, the rate of work-related traumatic injury fatalities and the affordability of the Compulsory Third Party Insurance scheme.

*2022-23 investment: \$1.5 billion in recurrent expenses & \$46.1 million in capital expenditure*

**Key Programs**

underway to support delivery of Outcomes

- Safety and harm protection
- Affordable and effective insurance schemes
- Fair and compliant business

## 1.2 Overview of Cluster expenses by State Outcome

A summary of expenses by State Outcome is provided in the charts below.

Chart 1.1: Recurrent expenses by Outcome 2022-23 (dollars and %)

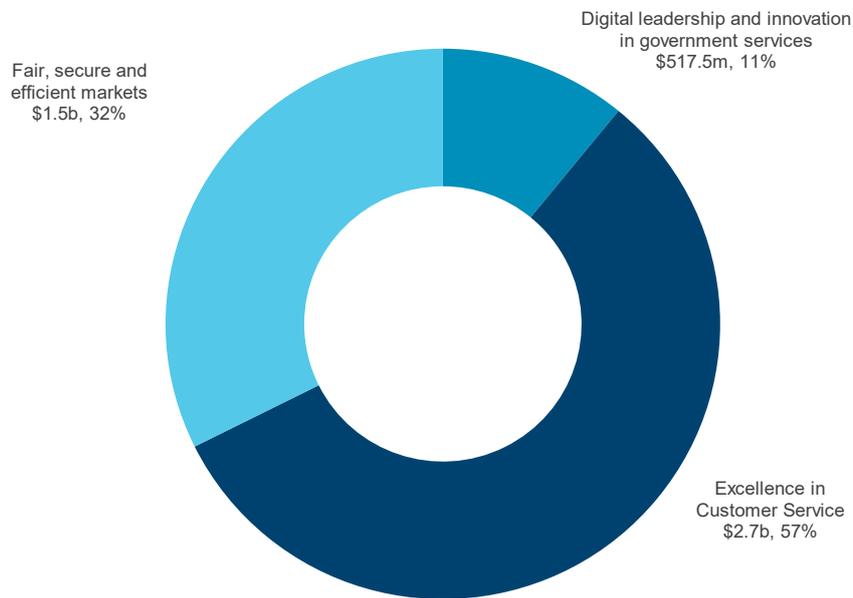
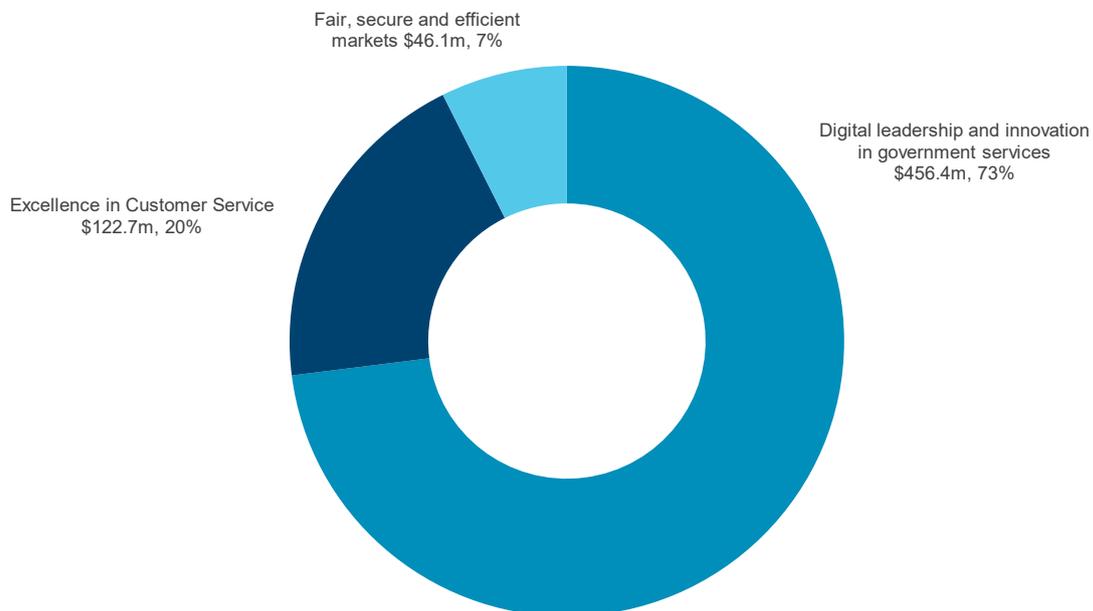


Chart 1.2: Capital expenditure by Outcome 2022-23 (dollars and %)



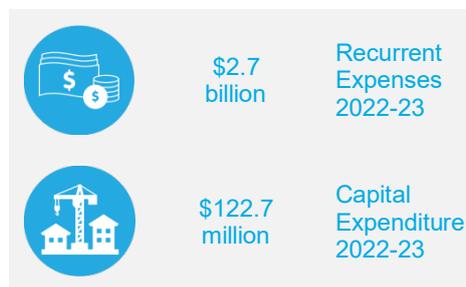
## 1.3 Outcome 1: Excellence in customer service

### State Outcome overview and 2022-23 investment

Investment in this State Outcome supports a customer-centric approach to government service delivery.

The Cluster strives to meet evolving customer expectations by progressively digitising government services, driving customer-centric service design that uses data and behavioural insights that make it easier for customers to access and receive government services in a timely and convenient manner.

This Outcome is measured by the availability of digital transactions, customer satisfaction with government services and the number of services where customers only need to “Tell Us Once”.



### 2022-23 State Outcome Budget highlights

In 2022-23, the Customer Service Cluster will invest \$2.8 billion (\$2.7 billion recurrent expenses and \$122.7 million capital expenditure) in this Outcome, including:

- \$246.0 million expenses (\$520.0 million recurrent expenses over two years) to Service NSW to implement a broad-based toll relief scheme to replace the existing scheme and more than double the number of people receiving relief to support cost of living pressures, while the tolling regime is reviewed, with a view to broad tolling reform
- \$193.0 million for the delivery of Back-to-School vouchers assisting families with cost of living pressures
- \$73.4 million (\$536.3 million recurrent expenses over four years) enabling Service NSW to respond to growing demand across frontline and digital channels as well as providing additional resources to assist with complex transactions and enquiries to improve the customer experience
- \$155.0 million recurrent expenses to continue supporting communities impacted by the recent flood events
- \$17.5 million (\$60.0 million recurrent expenses over four years) to Better Revenue Outcomes for NSW for harnessing improvements in data analytics and improving customer education
- \$3.0 million (\$4.5 million recurrent expenses over two years) for the Front Door for Women in Business program providing additional support for women business owners and entrepreneurs to access general and targeted tools and services
- \$2.2 million (\$9.5 million recurrent expenses over four years) for Funding Enhancement for the Small Business Commission, to support the Commission in meeting increased demand for services
- \$1.9 million expenses and \$1.7 million capital expenditure (\$7.7 million recurrent expenses and \$1.9 million capital expenditure over four years) to expand the existing fleet of Mobile Service Centres and provide more access across regional New South Wales, particularly in response to natural disasters and community needs
- \$1.2 million (\$5.0 million recurrent expenses over four years) for the ongoing support of the key digital investment in the whole-of-government online booking system to make it easy and secure for customers to access Government services.

## Key performance insights

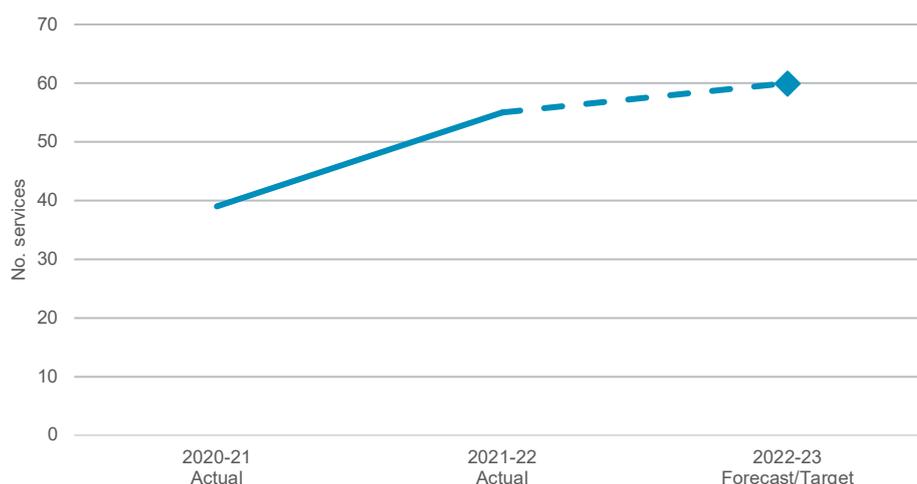
This section provides analysis and insights on key Outcome Indicators for this State Outcome.

### Increase the number of government services where customers only have to “Tell Us Once”

The *Government Made Easy* Premier’s Priority aims to increase the number of government services where customers only have to “Tell Us Once” to get what they need. For example, the Active Kids rebate voucher and the Dine and Discover voucher application can be prepopulated using information from a MyServiceNSW Account, reducing demand on customer time, and making transacting with government easier. In addition, NSW is making it easier for customers at critical life events. The Australian Death Notification Service lets customers notify many service providers in one easy step when someone dies.

Performance against this indicator is on track to meet the target of 60 services by 2023, with 55 services delivered as at March 2022 – an increase of 16 from last year. As well as saving time and effort by avoiding the repetition of personal details, this Premier’s Priority ensures our most vulnerable and disadvantaged customers get easier access to more complex services at difficult life stages.

Chart 1.3: Number of government services where customers only have to “Tell Us Once”



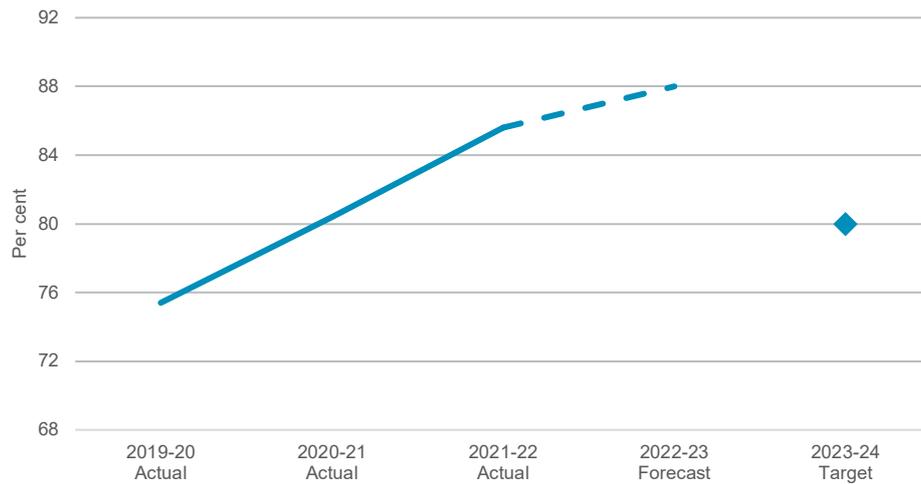
### Percentage of transactions available digitally through Service NSW

This indicator measures the percentage of Service NSW services available via digital channels. It recognises that convenience and accessibility of services are key drivers underpinning customer satisfaction with government services and aligns to the NSW Government’s commitment to digital service delivery.

Performance against this indicator shows that 85.6 per cent of Service NSW transactions were available digitally as at March 2022. This represents an increase of 6.3 percentage points from the 2021-22 Budget and exceeds the 80 per cent digital migration target by December 2022.

The performance of this indicator has been assisted by the previous COVID-19 enforced lockdowns in NSW and customers’ desires to access government services digitally.

Chart 1.4: Percentage of transactions available digitally through Service NSW



## Performance indicators for this Outcome

Outcome Indicators	Units	2021-22 Actual	2022-23 Forecast
Customer satisfaction with services across government	no.		
NSW Consumer Satisfaction Score		8.0	n.a <sup>(a)</sup>
QLD Consumer Satisfaction Score		7.9	n.a <sup>(a)</sup>
SA Consumer Satisfaction Score		7.8	n.a <sup>(a)</sup>
VIC Consumer Satisfaction Score		7.7	n.a <sup>(a)</sup>
Increase the number of government services where customers only have to "Tell government once"	no.	55.0	60.0
Percentage of transactions available digitally through Service NSW	%	85.6	88.0
Number of visits to rural and remote communities (Indigenous communities) by mobile service centres	no.	37.0	42

### Note

(a) This indicator is under review and is expected to change in 2022-23 with no metric available until then.

## 1.4 Outcome 2: Digital leadership and innovation in government services

### State Outcome overview and 2022-23 investment

Investment in this State Outcome focuses on innovation and technology to increase improvements in digital availability, reliability and the security of NSW Government platforms, information, and services. These investments in the Cluster also facilitates its role to prevent and mitigate cyber security threats and to ensure ICT expenditure realise value for money.



This Outcome measures digital government readiness, maturity and the public safety coverage and operation of the Critical Communications Enhancement Program (CCEP).

### 2022-23 State Outcome Budget highlights

In 2022-23, the Customer Service Cluster will invest \$973.9 million (\$517.5 million recurrent expenses and \$456.4 million capital expenditure) in this Outcome, including:

- \$77.6 million recurrent expenses and \$150.7 million in capital expenditure (from the \$2.1 billion Digital Restart Fund) to support whole-of-government future digital transformation strategy and investment
- \$34.3 million recurrent expenses and \$263.0 million in capital expenditure for the continued roll out of the Critical Communications Enhancement Program (CCEP) delivering a single interoperable Public Safety Network for all emergency service organisations
- \$8.1 million (\$30.1 million recurrent expenses over four years) for Licensing NSW to fund the costs of operating the Department's Licensing and Compliance Program team including labour and technology license costs
- \$2.2 million expenses and \$12.7 million in capital expenditure (\$28.1 million recurrent expenses and \$57.5 million in capital expenditure over four years) to the Mission Critical Emergency Services Messaging Program for a centralised mission critical emergency service paging network. This will include upgrading and consolidating existing agency networks into one whole-of-government paging network. It will leverage the NSW Government's substantial investment in the Critical Communications Enhancement Program (CCEP).

## Key performance insights

This section provides analysis and insights on key Outcome Indicators for this State Outcome.

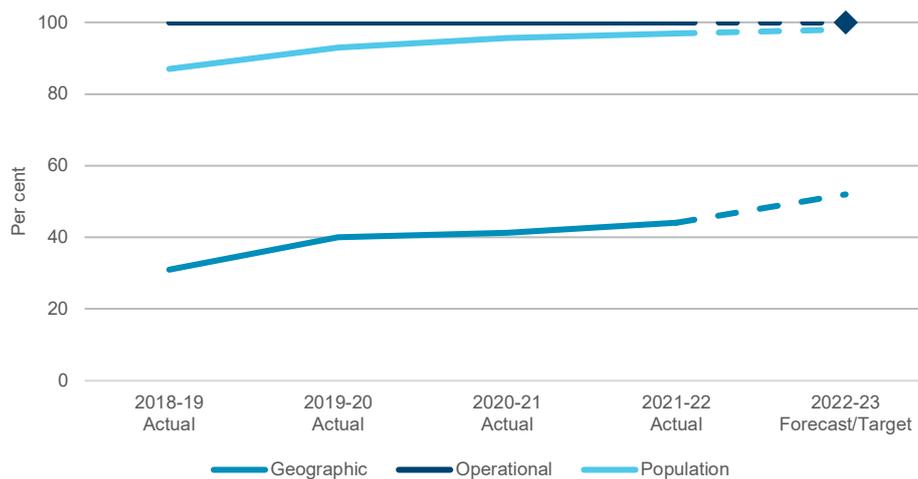
### Public safety coverage and operations of the *Critical Communications Enhancement Program (CCEP)*

The Public Safety Network (PSN) is one of the world’s largest trunked radio networks, now serving 60 agencies and almost 60,000 registered radios. It covers approximately 266,000 square kilometres or about a third of New South Wales, including the Sydney Basin and adjacent areas. Next to Australia’s triple zero emergency hotline, the PSN is the most important critical communications network in New South Wales.

The PSN is being expanded through the CCEP, which currently provides geographic coverage to 44.1 per cent of NSW, covering 96.9 per cent of the NSW population – a 3.1 per cent increase in geographic coverage since last financial year.

Performance against this indicator shows that operational availability of the network continues to track to its target of 99.95 per cent, with an average of 1.47 million radio calls made on the network per month.

Chart 1.5: *Public safety coverage and operations of the CCEP*



Note: Target for geographic and population availability is to maintain current performance.

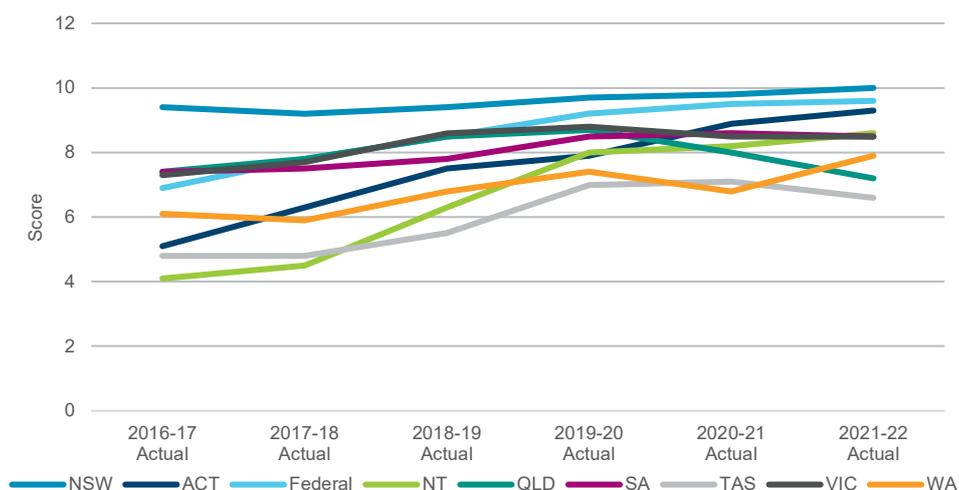
### New South Wales digital government readiness

New South Wales retained its position at the top of the Digital Government Readiness Indicator index, with performance against this indicator increasing by 0.2 index points over the past year, from 9.8 to 10 out of 10.

Digital government readiness assesses jurisdictions against enabling criterion: implementation of an ICT strategy, appropriate ICT policies, a robust approach to ICT governance, the existence of a whole-of-government service delivery agency reforming procurement policy to enable digital government and cross-jurisdictional collaboration.

New South Wales’s performance reflects a holistic commitment to transitioning towards a digital government. This includes reporting against its digital transformation strategy, a funding commitment of \$1.6 billion over three years (including \$240.0 million specifically for Cyber Security maturity uplift), investments in whole-of-government platforms, security, privacy, and emerging technologies such as Artificial Intelligence, Spatial Digital Twins, and the Internet-of-Things. Digital government ambitions are underpinned by supporting policies, strong leadership, governance, and collaboration.

Chart 1.6: NSW digital government readiness



## Performance indicators for this Outcome

Outcome Indicators	Units	2021-22 Actual	2022-23 Forecast
NSW digital government readiness	no.		
NSW		10.0	n.a. <sup>(a)</sup>
FED		9.6	n.a. <sup>(a)</sup>
ACT		9.3	n.a. <sup>(a)</sup>
NT		8.6	n.a. <sup>(a)</sup>
SA		8.5	n.a. <sup>(a)</sup>
VIC		8.5	n.a. <sup>(a)</sup>
WA		7.9	n.a. <sup>(a)</sup>
QLD		7.2	n.a. <sup>(a)</sup>
TAS		6.6	n.a. <sup>(a)</sup>
Public safety coverage and operations of the CCEP	%		
Geographic		44.1	52.0
Operational		100.0	100.0
Population		96.9	98.0

### Note

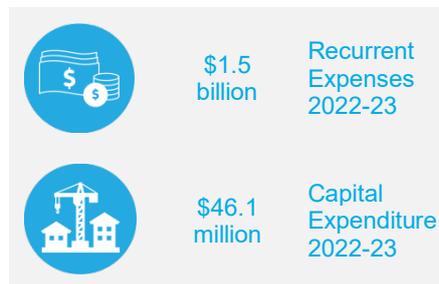
(a) A 2022-23 forecast is not available as the values are sourced from the Digital Government Readiness Report prepared by Intermedium. The next results are expected to be released later in 2022.

## 1.5 Outcome 3: Fair, secure, and efficient markets

### State Outcome overview and 2022-23 investment

Investment in this State Outcome underpins an efficient regulatory framework. The investment supports safety outcomes, consumer and business protections, State insurance schemes and other regulatory requirements whilst meeting the evolving and complex needs of businesses and customers.

This Outcome is measured by the regulatory compliance rates of selected industries, the rate of work-related traumatic injury fatalities and the affordability of the Compulsory Third Party 2022-23 scheme.



### 2022-23 State Outcome Budget highlights

In 2022-23, the Customer Service Cluster will invest \$1.6 billion (\$1.5 billion recurrent expenses and \$46.1 million capital expenditure) in this Outcome, including:

- \$18.6 million recurrent expenses and \$1.9 million in capital expenditure (\$67.7 million recurrent expenses and \$2.2 million in capital over four years) to Construct NSW to continue and broaden building industry reforms started by the NSW Building Commissioner in 2019 to increase homebuyers' confidence in the residential building sector
- \$3.1 million (\$6.1 million recurrent expenses over four years) to the Renewable Fuel Scheme as a part of the NSW Hydrogen Strategy. This will support the Government's plan for a reliable, affordable, and clean energy future
- \$2.4 million (\$9.7 million recurrent expenses over four years) to establish a SafeWork specialist "Respect at Work" team focused on reducing sexual harassment and psychosocial hazards in the workplace that particularly impact women, as part of Budget's focus on women.

## Key performance insights

This section provides analysis and insights on key Outcome Indicators for this State Outcome.

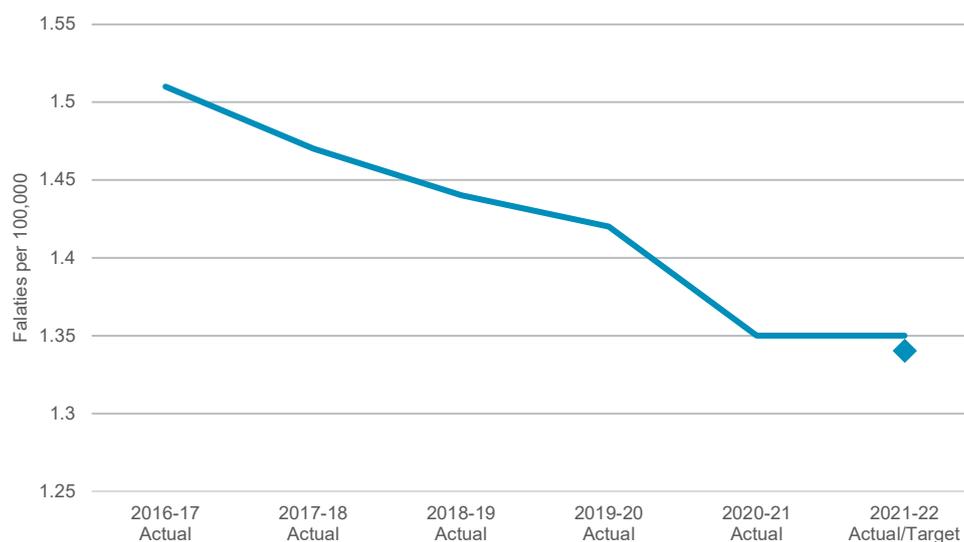
### Reduced rate of work-related traumatic injury fatalities (worker fatalities per 100,000 employees)

The Work Health and Safety Roadmap for NSW 2022 outlines a strategic approach to reducing workplace fatalities and injuries by focusing on priority high risk sectors, workplaces, and workers.

SafeWork NSW responds proactively and quickly to support worker safety, particularly when a fatality or serious injury occurs. In 2016, SafeWork NSW adopted the national target of a 20 per cent reduction in workplace fatalities and a 30 per cent reduction in workplace injuries and illnesses by 2022.

Through a continually refined compliance program, performance against this indicator continues to improve and is on track to meet the national target of 1.34 fatalities per 100,000 employees by December 2022.

Chart 1.7: Worker fatalities per 100,000 employees



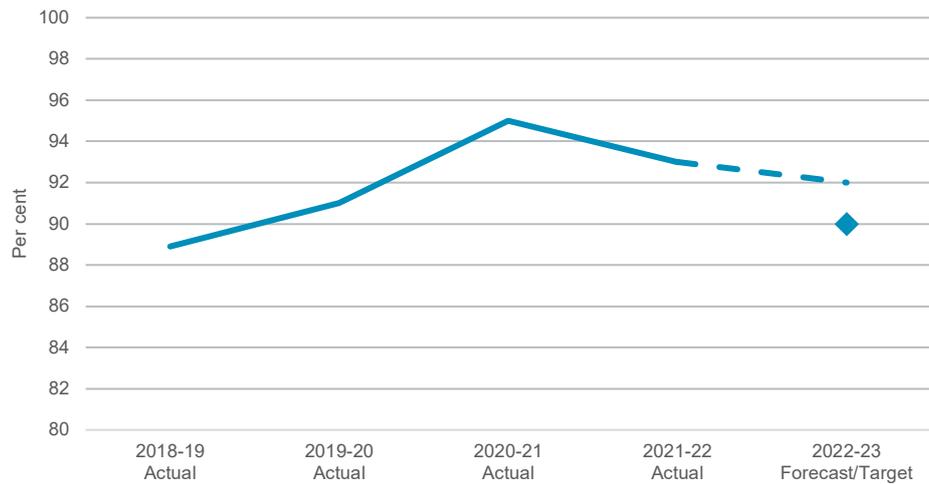
### Compliance rate of selected regulatory activities

The Cluster protects the NSW community through innovative regulatory services that also ensure fair, secure, and efficient markets. Compliance efforts include a commitment to working with businesses and educating industry groups and Government agencies to promote compliance and secure standards.

Significant compliance and enforcement outcomes have been achieved by educating and enabling businesses to comply with regulation and to take proportional enforcement actions against those who do not meet their regulatory obligations. Enforcement actions are intelligence-based and evidence-led, including legal proceedings where appropriate.

Performance against this indicator continues to exceed the target of 92 per cent compliance. In 2022, 93 per cent of selected regulated entities were found compliant with the laws and regulations which govern their operations.

Chart 1.8: Compliance rate of selected regulatory activities



## Performance indicators for this Outcome

Outcome Indicators	Units	2021-22 Actual	2022-23 Forecast
Affordability of the Compulsory Third Party insurance scheme (Motor vehicles)	%	23.0	23.0
Compliance rate of selected regulatory activities	%	93.0	92.0
Reduced rate of work-related traumatic injury fatalities (worker fatalities per 100,000 employees)	no.	1.35	1.34