Grosvenor
PUBLIC SECTOR ADVISORY

NSW GOVERNMENT | Customer Service

8 November 2021

Evaluation of the GME Premier's Priority

FINAL EVALUATION REPORT

Grosvenor Public Sector Advisory

CANBERRA | SYDNEY | MELBOURNE | BRISBANE

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Executive summary

Mid-point evaluation of the GME Premier's Priority:

Overview

Grosvenor Public Sector Advisory (Grosvenor) was engaged by the NSW Government Department of Customer Service (DCS) in July 2021 to conduct a mid-point evaluation of the Government Made Easy (GME) Premier's Priority (the GME Program).

The GME Program aims to improve services by making better use of the information customers agree to share with the NSW Government. The GME Program's vision is to look deeper into government services and products with a focus to avoid repetition, where customer can have a seamless experience when interacting with government. It is therefore about delivering simpler, smarter and more coordinated services to save customers time, effort and improve access to government services.

The GME Team manages the GME Program and consists of Service NSW delivery Partners (departments and agencies) and the DCS Customer Experience Unit (CXU) Project Team. Responsibility for the delivery and governance of individual GME projects sits with the engaged cluster Partner. The GME Program is in effect a portfolio of disparate works (the GME projects) with overarching program governance provided by the DCS CXU Project Team to support the successful delivery of these projects.

DCS recently agreed to almost double the DCS CXU Project Team's FTE resources, which will provide opportunities to improve the governance, administration and delivery of the GME Program.

Findings and Recommendations

The following areas of evaluation resulted in a number of key findings and specific recommendations:

> **Program performance** (3 Key Findings)

> **Project identification and prioritisation** (4 Key Findings / 4 Recommendations)

> **Program reach** (2 Key Findings / 5 Recommendations)

> **Project delivery approach** (2 Key Findings / 5 Recommendations)

> **Program governance** (3 Key Findings / 4 Recommendations)

> **Achievement of project outcomes** (4 Key Findings / 3 Recommendations)

Methodology

The mid-point evaluation of the GME Program used the *Stop, Keep, Start* framework and followed the steps outlined below:

Conduct in parallel

Step 1	Step 2	Step 3	Step 4
Design evaluation	Collect data	Conduct analysis	Draft & finalise Evaluation Report

Executive summary (2/3)

Summary of GME Program achievements and lessons learned to date:

GME Program component	Achievements and lessons learned
Program performance	> The GME Program provides an opportunity for government agencies to deliver customer-centred services, with 46 GME projects delivered to date. > The Program has an opportunity drive behavioural changes within NSW Government agencies and departments. This means that programs and services are delivered in-house with the customer front of mind, and where their information is shared and utilised to make interactions easier, quicker and more appropriate in order to meet their needs.
Project identification and prioritisation	> The Project assessment criteria is appropriate and has led to the identification and prioritisation of a considerable number of suitable projects. > Continuous reviews of projects throughout their duration against the assessment criteria is important, as circumstances change, and thus to ensure only projects providing high value to the customer (relative to all other considerations) continue to part of the GME Program.
Program reach	> The Program's successes to date have largely been due to the direct engagement with project Partners within the Customer Service cluster, highlighting the importance of effective and efficient stakeholder engagement. > The GME Program has the potential to provide a platform for broader NSW Government collaboration, including the exchange of experiences and lessons learned in relation to customer-centred service delivery. > Monitoring and assessment of reach amongst stakeholders may provide useful insights for the GME Team regarding the ability of the Program to contribute to medium- and long-term outcomes. It will also assist in targeted communication and engagement activities.
Program delivery approach	> Establishing strong relationships to support cross-agency collaboration is recognised as critical for each project's success. > The GME Program has developed valuable IP over the years that can be converted into practical resources (e.g. factsheet and guidelines). Similar projects and/or programs should seek to make these resources available as early as possible, ideally from the onset.
Program governance	> Sufficient resources, particular staff with the appropriate technical and administrative capabilities, knowledge and aptitudes, is needed across all levels of the governance hierarchy. > Utilising the mandate of Premier's Priority status is key, not only in influencing Partner organisations to prioritise GME projects, but also to initiate a focus on the customer in the delivery of projects throughout.
Achievement of project outcomes	> Quality and consistency of data collection is important to inform whether the Program's outcomes have been achieved. > Development and implementation (at the commencement of the Program) of a Monitoring and Evaluation Framework, including a program logic, would have further assisted with the establishment of a credible data baseline and in measuring achievement or progress towards accomplishing the Program's short-, medium- and long-term outcomes. > Appropriate evaluation support activities by Partner organisations would have further supported the evaluation efforts and should be encouraged moving forward, given their knowledge and access to data regarding the customer.

Legacy of the GME Program:

Concluding Remarks

Overall, the delivery of the GME Program is tracking well with 46 services delivered as at September 2021. The GME Program is not only set out to meet but to exceed, based on current performance projections, its ambitious target of delivering 60 government services where customers only need to "Tell Us Once" by 2023. As a key Premier's Priority, it is important that the GME Program aims to deliver projects for customers across all NSW Government clusters. It is also on target to meet this goal.

The concept of making government easy (or easier) for its customers is not a new concept globally or even within the NSW Government. The fact that government's globally continue to see a need to deliver such programs means that these programs either do not achieve their long-term goals of embedding GME-enabled principles throughout their government services, such that change is irreversible, or this was never a goal to begin with (i.e. the program was designed as being short-term focused in its delivery).

The GME Program should now strive to achieve its long-term goals, where a legacy of embedding GME-enabled principles throughout government services can be delivered following the 60 GME project target. In effect, this will mean that the NSW Government, and organisations within it, shift culturally toward improving their services in their future by delivering better customer outcomes as part of their Business As Usual. Once this is achieved, there would be no need for another targeted GME Program, following its completion.

The evaluation found that the Program to date has not been run like a typical program. As stated, it is in effect a portfolio of disparate works (GME projects), where overarching program governance is provided by the DCS CXU Project Team to support the successful delivery of these projects by Partners (who in turn employ their own governance mechanisms). This has been acceptable so far, given the Program's commendable performance and reach, as well as the team's limited resources.

As the resourcing and capacity of the GME Team grows (as planned), there is an opportunity for the Program to become involved in a greater number of projects at one time. This will make managing the Program increasingly more complex. To support the team, it is recommended that improvements are made to allow for a more holistic strategic management and governance approach to enable the successful delivery of the final GME Program projects, so that the GME Team leaves behind a legacy for NSW Government beyond 2023.

In addition, it is recommended that a final evaluation of the GME Program will be conducted. Undertaking a final evaluation of the GME Program will be critical in contributing to accountable governance and performance management, as well as providing indispensable information and lessons learned to inform similar programs and policy development in the future.

2

Introduction

Project overview

Grosvenor was engaged by NSW DCS to conduct a mid-point evaluation of the Government Made Easy Premier's Priority.

Project overview

Grosvenor Performance Group (Grosvenor) was engaged by the NSW Government Department of Customer Service (DCS) in July 2021 to conduct a mid-point evaluation of the Government Made Easy (GME) Premier's Priority (the GME Program). The evaluation approach resulted in an evaluation design that was iterative and flexible, aiming to deliver the greatest possible value within a defined timeframe and effort envelope.

The GME Program is designed to ensure that customers only need to tell the NSW Government once when providing their details across a broad range of services, rather than having to repeat the same information over and over. This means that customers can choose to provide information once to the NSW Government when their circumstances change or they need help. The NSW Government wants to make sure that customers receive high-quality services as seamlessly as possible.

The GME Team manages the GME Program and consists of Service NSW delivery Partners (departments and agencies) and the DCS Customer Experience Unit (CXU) Project Team. The GME Team works together with Partners across NSW Government clusters to deliver GME projects that aim to make government easy for their customers. Responsibility for the delivery and governance of individual GME projects sits with the engaged cluster Partner. The GME Program is in effect a collection of disparate works (the GME projects) with overarching program governance to support the successful delivery of these projects.

Scope of the evaluation

This evaluation was focused on assessing the performance of the GME Program to date in order to identify opportunities for the GME Program as it progresses toward delivering its target of 60 "Tell us once" initiatives across NSW Government by 30 June 2023.

This mid-point evaluation of the GME Program used the *Stop, Keep, Start* framework, documented and agreed to within the project Evaluation Plan, to consider each of the following areas:

> **Process evaluation**: To assess and understand how well activities have been implemented, if needs of key stakeholders are being met, and identify how delivery could be improved.

> **Outcome evaluation**: To assess the overall effectiveness of the Program against its objectives / outcomes.

An economic evaluation was identified as an area of interest but acknowledged as not feasible within the resources allocated to this project. This includes time and available data to support a rigorous analysis. However, exploration of this aspect of the Program should be of interest in the recommended final program evaluation in mid 2023.

The evaluation was conducted in accordance with an Evaluation Plan which was developed, approved and followed as part of Grosvenor's project methodology.

Project methodology

Grosvenor delivered the evaluation in accordance with the methodology outlined below:

Key evaluation questions

The *Stop, Keep, Start* framework was adapted into the following three agreed Key Evaluation Questions (KEQs):

1. **What should the GME Program (and its stakeholders) keep doing?**
   This includes things that are good and which should be continued.

2. **What opportunities are there for improvement?**
   This includes things that did not work or which are not working, as expected.

3. **What should the GME Program (and its stakeholders) start doing?**
   This includes things which are not currently being done but would be good to start doing, and identifying opportunities that are not currently being realised.

The *Stop, Keep, Start* framework was considered across all areas of interest of the GME Program including:

> GME Program purpose

> GME Program design and delivery

> GME Program management and administration

> GME Program outcomes.

Attachment A documents all considerations Grosvenor made for this evaluation within the above areas of interest.

Project methodology

Grosvenor used the following methodology to deliver this evaluation:

> Step 1: Designing the evaluation which includes workshops and development of an Evaluation Plan that incorporates the program logic, *Stop, Keep, Start* framework, KEQs, data collection and analysis matrix, and stakeholder engagement plan.

> Steps 2 and 3: Data collection and conduct analysis (Attachment B provides the full list of documentation / data analysed, and Attachment C provides the full list of stakeholders Grosvenor consulted with), including testing of findings with the GME Team.

> Step 4: Draft and finalisation of the report in accordance with an approved writing plan.

Attachment D documents the four-step methodology applied to deliver this evaluation project.

Project limitations

Throughout the course of delivering this evaluation, the following limitations were identified and should be noted when considering the findings, conclusions and recommendations of this evaluation.

Limitations

Limitations to stakeholder engagement

All intended stakeholders for the consultations were not able to be engaged for this evaluation. In particular, the intent engage across most of the NSW Government clusters; however, Grosvenor was only able to engage stakeholders from three out of the nine NSW Government clusters (see Attachment C for more information). This was due to a variety of reasons including availability and timing of the consultation period, primarily due to Covid-19.

Insufficient data

Grosvenor aggregated GME project outcomes data (as at August 2021) when identifying relevant findings and conclusions. This was due to an incomplete data set being provided to Grosvenor, where some GME projects did not have any outcomes data collected, whilst for others, outcomes data was only estimated.

Attribution of project outcomes to the Program

Grosvenor assumed that all collected outcomes data for GME projects can be attributed 100% to the GME Program. From insights collated from the consultations, it is clear that attribution exists along a continuum between Partners and the GME Team. For example, some projects may have been have successfully delivered without GME Team involvement in-house by the Partner organisation, and GME Team engagement was only sought in order to count the project toward achievement of the target.

However, within the context of the GME Program being a whole of government Premier's Priority, there is no expectation that attribution will be delineated or analysed in this way. Successful attainment of Program outcomes are for the benefit of the entire NSW Government, with the GME Team and Partners both playing important roles.
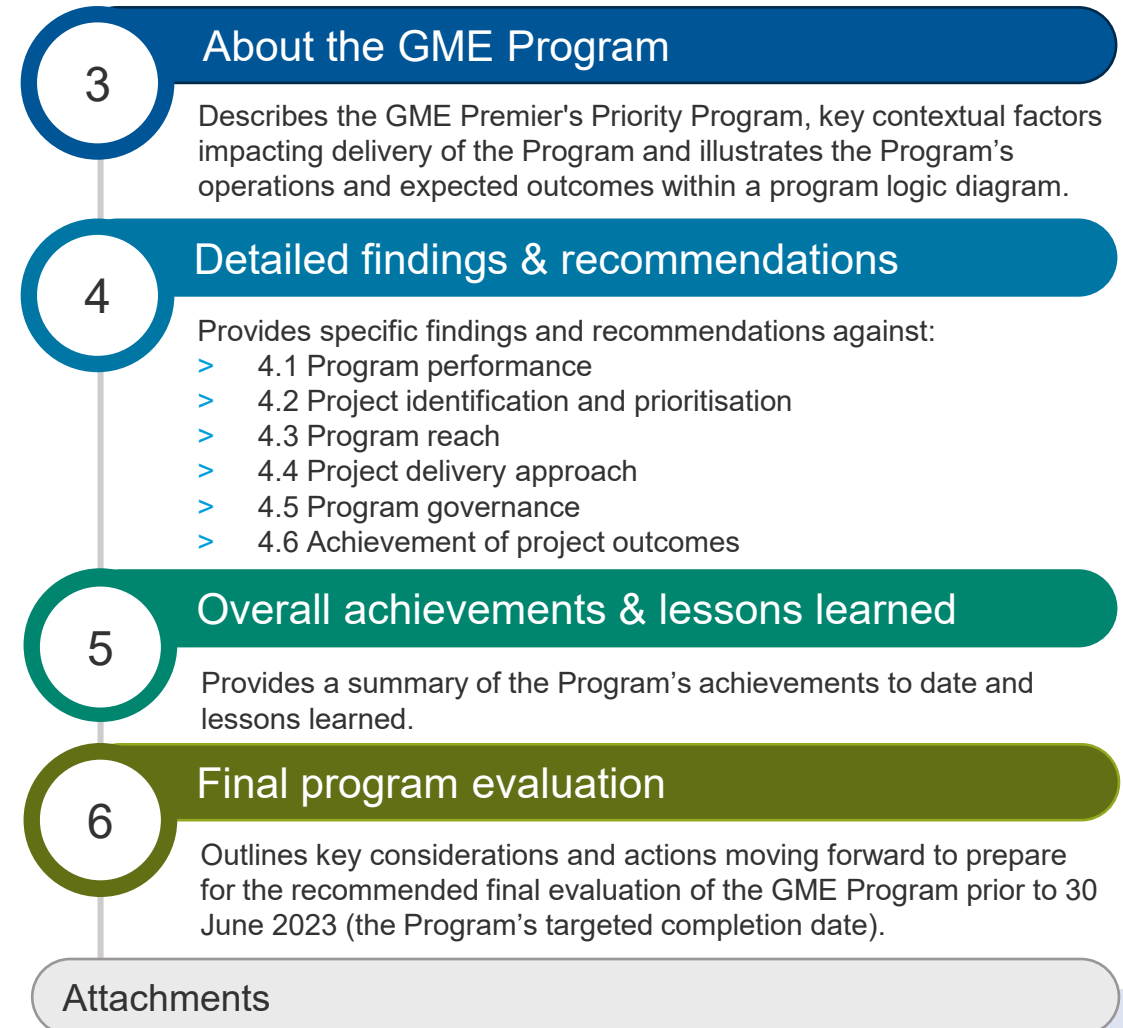
The exhaustive analysis of GME project outcomes, including implications of insufficient data and attribution limitations to the GME Program, is provided at Section 4.6 of this report. Of note is that this data is accurate as at August 2021. Program performance data (see Section 4.1 of this report) is accurate as at September 2021.

Report structure

The report structure was agreed to between Grosvenor and NSW DCS and is as follows:

Overview

This report outlines the findings, conclusions and recommendations of the mid-point evaluation of the GME Program and consists of a number of main sections and sub-sections, depicted on the right.

3 — About the GME Program

Describes the GME Premier's Priority Program, key contextual factors impacting delivery of the Program and illustrates the Program's operations and expected outcomes within a program logic diagram.

4 — Detailed findings & recommendations

Provides specific findings and recommendations against:
> 4.1 Program performance
> 4.2 Project identification and prioritisation
> 4.3 Program reach
> 4.4 Project delivery approach
> 4.5 Program governance
> 4.6 Achievement of project outcomes

5 — Overall achievements & lessons learned

Provides a summary of the Program's achievements to date and lessons learned.

6 — Final program evaluation

Outlines key considerations and actions moving forward to prepare for the recommended final evaluation of the GME Program prior to 30 June 2023 (the Program's targeted completion date).

Attachments

3

About the GME Program

About the GME Program (1/3)

The NSW Government is committed to improving the customer experience for a range of services. The aim of the GME Program is to ensure that customers only tell the NSW Government once when providing their details across a broad range of services, as opposed to repeating information about themselves or their circumstances.

Background

The GME Program aims to improve services by making better use of the information customers agree to share with the NSW Government. The GME Program is about delivering simpler, smarter and more coordinated services to save customers time, effort and improve access to government services.

Specifically, as a Premier's Priority, the GME Program has a target of delivering 60 "Tell us once" initiatives across four years (28 June 2019 - 30 June 2023). The Program is on track to meet and exceed this target.

The emphasis of the Program is on assessing and prioritising opportunities that can positively impact on service delivery and overall improve the customer experience. Work may be a stand-alone initiative, part of a larger project, or simply an idea. Barriers which may need to be overcome to enable successful delivery of a GME project primarily related to technical (which may include the capability of Partners to implement designed solutions), policy and/or legal challenges.

Three project categories

The GME Program has defined three project categories and has assigned each a sub-target:

> **About you (30 projects target)**: reuse personal information to save time and effort.

> **When you need help (25 projects target)**: move seamlessly between more complex services to get help quicker.

> **When things change (5 projects target)**: update details across multiple agencies in one step.

The "when you need help" and "when things change" projects are more multifaceted than the "about you" category and have the potential to provide higher value outcomes to the NSW Government and its customers. This is primarily due to the services being accessed by vulnerable groups with complex needs and expectations across multiple integrated Government services in different clusters.

Grosvenor notes that this is part of the NSW Government's service design for protecting the personal data and privacy of these individuals. This results in not only legal and policy challenges, where the authorising environment for change is not certain or well defined, but also complexities with data collection, storage, transfer and compatibility issues between organisations. This is also interrelated with the overall capability and maturity of Partners to implement designed solutions. As a result, the GME Team must act as the conduit for designing a solution that protects the customer's data and manages risk accordingly within GME projects.

Strategic alignment

The GME Program supports the delivery of the NSW Government's and DCS's vision to become the world's most customer-centric government by 2030. It is one of six signature whole of government NSW DCS projects (lighthouse projects), and likely the largest of the six projects, designed to deliver significant customer value.

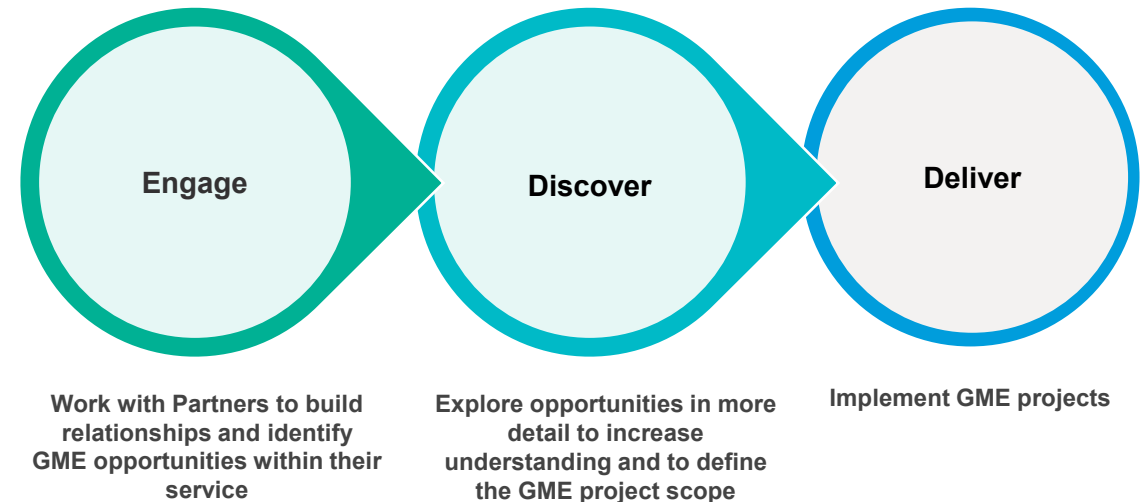*Context and approach to project delivery for the Program:*

Program outcomes

Investment in the GME Program is supported by the Customer Experience Unit's research, highlighting that satisfaction and trust in government is higher when customer effort is lower. The GME Program aims to deliver on the following documented program outcomes through the deliver of successful projects:

1. Ensure that 60 or more 'Tell Us Once' solutions are operational by 2023, with coverage and impact across all NSW Government customers, and in doing so support customer experience and capability uplift across partner agencies.

2. A better connected and seamless experience for all customers when interacting with NSW Government.

3. Proactively meet the needs of all customers with relevant and effective services to provide them with the access to the right thing at the right time, reducing the effort and saving significant time.

Project delivery

The GME Team (specifically CXU Project Team) works with Partners across clusters to identify potential projects, assess their suitability and priority, and then deliver in-scope prioritised projects, which is shown in Figure 1 to the right. The British Design Council's double diamond model[1] is used to guide project delivery though the discover and deliver phases, noting different approaches can and have been used. Projects may enter the GME Program at any stage of the delivery process and may be set aside or put on hold at any stage (engage, discover or deliver). This can be for a number of reasons including lack of customer benefit, no authorising environment and difficulties in engaging with the Partner.

Figure 1 – High level project delivery process

Engage — Work with Partners to build relationships and identify GME opportunities within their service

Discover — Explore opportunities in more detail to increase understanding and to define the GME project scope

Deliver — Implement GME projects

Using influence

The GME Team does not own the business activities or outcomes for GME projects which are delivered with Partner organisations. Instead, the GME Team is focused on enabling others through a support and coordination role. This is facilitated by highlighting, to NSW Government organisations, the range of benefits that improving the customer experience has, both internally for the organisation (including process efficiencies for example) and externally for its stakeholders (customers). The goal is then for organisations to pursue and prioritise activities that will improve the customer experience (through GME projects).

[1] https://www.designcouncil.org.uk/news-opinion/what-framework-innovation-design-councils-evolved-double-diamond

It is important to understand key contextual factors in order to interpret the evaluation findings and recommendations.
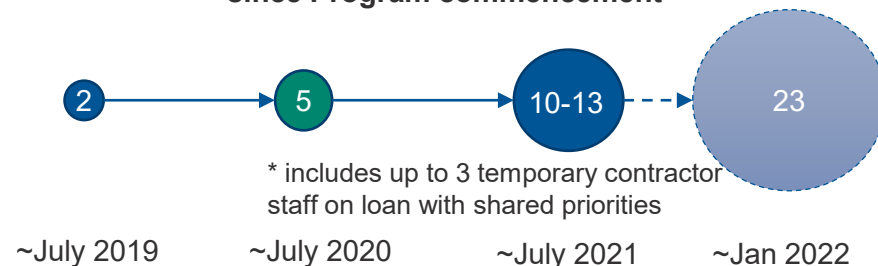
Funding

The GME Team provides resource capability and capacity to support the delivery of GME projects. It does not provide direct funding to deliver the identified initiatives. Where funding is required, it must be sourced or supplied by the Partner organisation. The GME Program has been able to use limited funding from the Digital Restart Fund (DRF) to support suitably identified projects. This arrangement will continue for future suitable projects (i.e. applying for DRF support).

Resourcing and capacity

The DCS CXU Project Team initially only had two FTE. The team's resourcing has increased slowly since the Program's commencement but is now intended to grow substantially. In July 2021, the team had approximately 13 FTE and recently agreed to a dedicated resourcing of 23 FTE for which the team is currently recruiting. Figure 2 below shows the team's growth since Program commencement, illustrating the NSW Government's ongoing commitment to the team from a resourcing and capacity point of view.

Figure 2 – Indicative DCS CXU Project Team resourcing since Program commencement

2 → 5 → 10-13 ⤍ 23

* includes up to 3 temporary contractor staff on loan with shared priorities

~July 2019   ~July 2020   ~July 2021   ~Jan 2022

Team structure

The current DCS CXU Project Team structure includes four teams as shown in Attachment E:

> Strategy and Portfolio management team

> Customer experience team

> GME delivery team

> Policy advisory team (shared with Life Journeys team).

Impact of Covid-19

Covid-19 has and will continue to impact the ways in which customers interact with government services. It has accelerated the need and demand for contactless service delivery as well as influenced customer expectations. Whilst digital delivery channels can meet the needs of many customers, Covid-19 highlighted that this may not be feasible for some of the most vulnerable customer groups. This is a challenge that the entire NSW Government will continue to face. This includes the GME Team specifically in regard to effectively engaging Partners to deliver GME projects as the primary advocates of the Program.

Program lo...

Grosvenor has developed, in close collaboration with the GME Team, the program logic of the GME Program depicted on the right. The program logic outlines on a page the Program's need, activities, outputs and short-, medium- and long-term outcomes.

GOVERNMENT MADE EASY
PREMIER'S PRIORITY

Customer centric service delivery
There are opportunities to improve service design by increasing the instances when customers only need to "tell us once"

01

About you

When you need help

When things change

02

Engage with NSW Government Partners
Identify services which can be improved through enhanced use of customer data and information

Key considerations
- Who is the NSW Government Partner and what is the service?
- What are the opportunities for improving customer experience within the service? Has any work already been done by the Partner in this space? Is there a potential GME opportunity?
- Apply the assessment and prioritisation criteria

ENGAGE / DISCOVER / DELIVER 03

GME projects
Establish the working relationship between the GME Team and NSW Government Partners, and progress GME projects through the engage, discover and deliver phases

Key considerations
Engage: Work with Government Partners to build relationships and identify GME opportunities within their service
Discover: Explore opportunities in more detail to increase understanding and define the GME project scope (including project roles)
Deliver: Implement GME projects

- A GME project can start within any phase – engage, discover or delivery. This depends on the context of the specific service, and the work the NSW Government Partner has done to date within the customer experience space that a GME project could leverage off of
- The delivery of a GME project may be non-linear. It may be necessary to go back and forth between phases as new information is captured
- Roles and responsibilities between GME team and NSW Government Partner vary from project to project. It is critically important however to define the roles in each project

04

Outcomes
Successful delivery of a GME project will result in a number of short, medium and long-term outcomes for stakeholders

Medium-term outcomes
- The NSW Government provides high-quality advice with their services, improving customer outcomes specifically for disadvantaged / vulnerable community members
- Increased customer satisfaction with the NSW Government
- Improved customer data quality captured
- Process efficiencies between NSW Government Partners within and across clusters for customer reporting and data capture
- Partners are empowered to continue to improve customer experience outcomes within their service into the future. There is a cultural shift as capability in the organisation grows and GME-enabled work is prioritised

Long-term outcomes
- Customer reporting burden and trauma is reduced, especially for disadvantaged / vulnerable community members
- Increased trust in the NSW Government
- The NSW Government provides more appropriate and effective services for all of the community
- Silos across and within clusters are reduced
- Improvements in customer experience are irreversible and embedded within the NSW Government culture, negating the need for a future GME Premier's Priority
- Development of new service delivery models across NSW Government

Short-term outcomes
A GME project may have one or more of the following benefits for customers:
- Save customers time
- Reduce customer effort
- Keep customers informed
- Increased accessibility
- Increased transaction speed

NSW Government Partners may have one or more of the following benefits:
- Reduced administrative effort
- Cost savings
- Increased service effectiveness

Benefits for the GME team include:
- Working with Partners to solve GME problems within their service
- Promote GME amongst highly capable and enthusiastic Partners in NSW Government
- Deliver on high profile Premier's Priority mandate

Evaluation of

4

Detailed findings & recommendations

4.1 Program performance (1/6)

FINDINGS:

Delivered projects

The GME Program has a target of delivering 60 "Tell us once" projects across NSW Government services by 30 June 2023. The status of projects are categorised as, concept, active or delivered. Effectively, ideas / concepts are transformed into initiatives / active projects, before being successfully delivered (or set-aside prior to successful delivery).

As at September 2021, the Program has delivered 46 (76.7%) projects (Table 1 to the right and Figure 3 overleaf). The majority of project were delivered in 2020. Projected achievement against the total target is 150% (90 projects), as per Table 1.

The project conversion rates as at September 2021 are as follows, noting that a minimum number of projects have been set aside completely (under five) by the GME Team from either the concepts (pipeline) or active categories:

> 39.5% of projects are currently concepts (pipeline) (58 out of 147)

> 29.3% of projects are currently active (43 out of 147)

> 31.3% of projects have been delivered (46 out of 147).

> **KEY FINDING 4.1.1** *The GME Program has successfully delivered 46 GME projects to date. The Program has already achieved its sub-target for the "about you" category and is tracking well to exceed the other category sub-targets, as well as the overall target. Projections, as at September 2021, estimate a total of 90 projects being delivered, resulting in a 150% achievement of the overall target of 60 projects.*

**Table 1 – Performance against targets: Delivered, active and projected ***

Category	Target	Delivered (% of Delivered)	Active (% of Active)	Projected (% of Target)
About you	30	37 (80.4%)	21 (48.8%)	56 (186.7%)
When you need help	25	7 (15.2%)	18 (41.9%)	26 (104%)
When things change	5	2 (4.3%)	4 (9.3%)	8 (160%)
Total (% of Overall Target)	**60 (100%)**	**46 (76.7%)**	**43 (71.7%)**	**90 (150%)**

* Projections are based on 80% of currently active projects being completed and 20% of concept projects being delivered (noting a significant proportion of concept projects do not have a lead Partner identified / assigned yet).

4.1 Program performance (2/6)

FINDINGS:

Figure 3 – Delivered projects by category and cluster
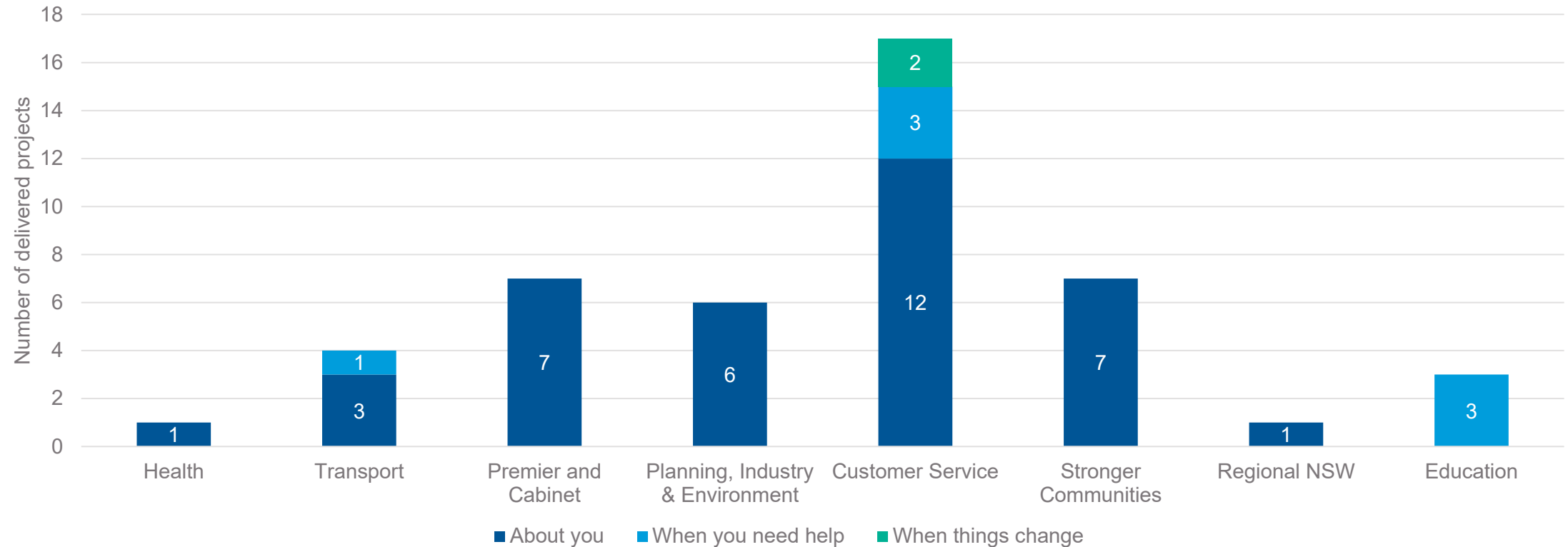
4.1 Program performance (3/6)

FINDINGS:

Concept projects

There are currently 58 concept GME projects in the pipeline. Figure 4 overleaf shows the categorisation of the projects by cluster. The analysis illustrates that:

> there are concept projects with seven out of the nine clusters (77.8%). Anecdotally, it is anticipated that all nine clusters will be represented, given the number of projects which do not have a lead Partner identified / assigned yet. It is not clear at what stage Partners will be assigned

> there is currently only one "when things change" project (1.7%) with the Education cluster

> only a small number of projects (less than 10%) have not yet commenced (i.e. are within the initiation or in progress phases). Currently, there are five projects (8.6%) which are scheduled be transferred to the active projects list.

> **KEY FINDING 4.1.2** *Overall, the GME pipeline is healthy and diverse, supporting the notion that the overall project delivery target (and associated category sub-targets), will be met.*

4.1 Program performance (4/6)

FINDINGS:

Figure 4 – Concept projects by category and cluster *
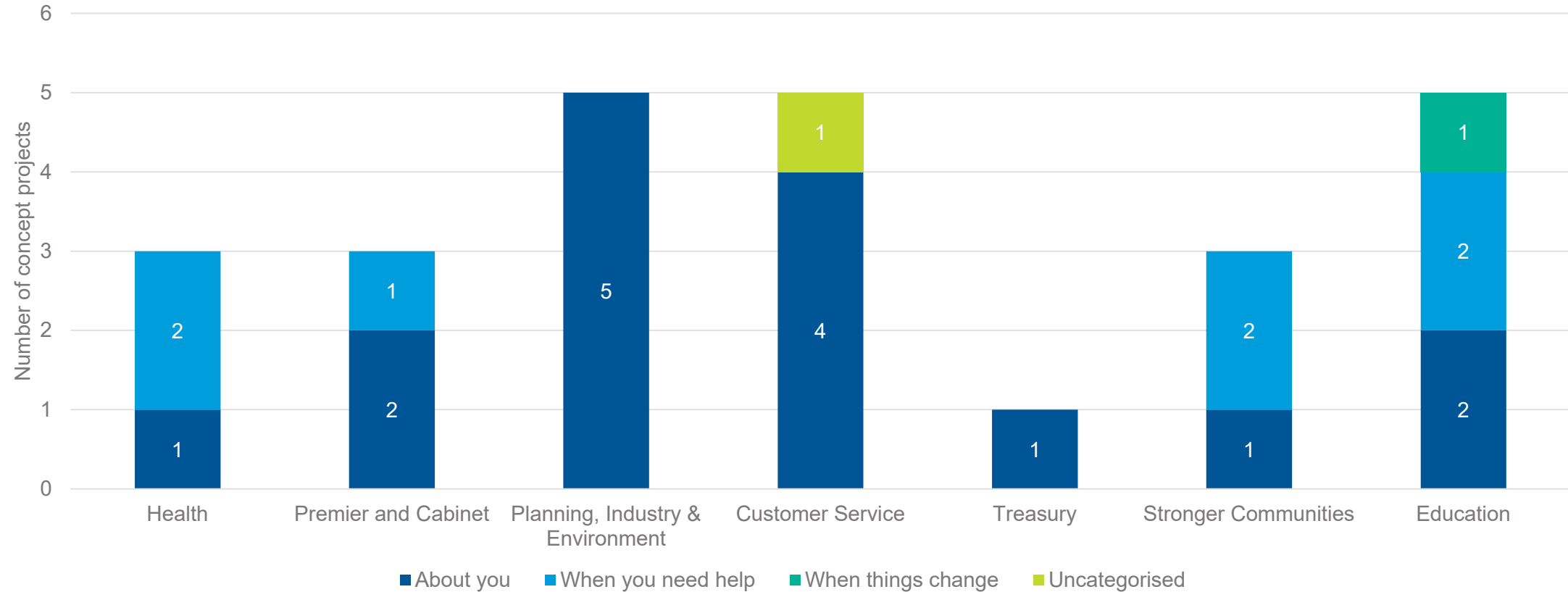
* *Figure does not include 33 projects which do not have a lead Partner identified / assigned yet.*

4.1 Program performance (5/6)

FINDINGS:

Active projects

There are currently 43 active GME projects which are being managed. Figures 5a to 5c overleaf show the categorisation of the projects by phase and cluster. The analysis illustrates that:

> across the three phases, all nine (100%) cluster are represented

> the majority of active projects are with the Customer Service cluster (44.2%), and of those project, 13 (68.4%) are in the Deliver phase

> only four projects (9.3%) are within the "when things change" category.

__KEY FINDING 4.1.3__ The overwhelming majority of delivered, active and concept GME projects have been completed within the Customer Service cluster. This is not an unexpected outcome of the Program's operations, given it was part of the Program's initial design. In addition, the GME Team resides within the Customer Service cluster and therefore, could leverage existing relationships to promote the GME Program through IP reuse. The GME Team is currently refocusing efforts in order to achieve the broader goal of engaging widely across all clusters, as has been observed with all clusters currently being represented in the active projects list. Additional context is provided in Section 4.2. Recommendations to address this issue are provided in Section 4.3 of this report.

4.1 Program performance (6/6)

FINDINGS:

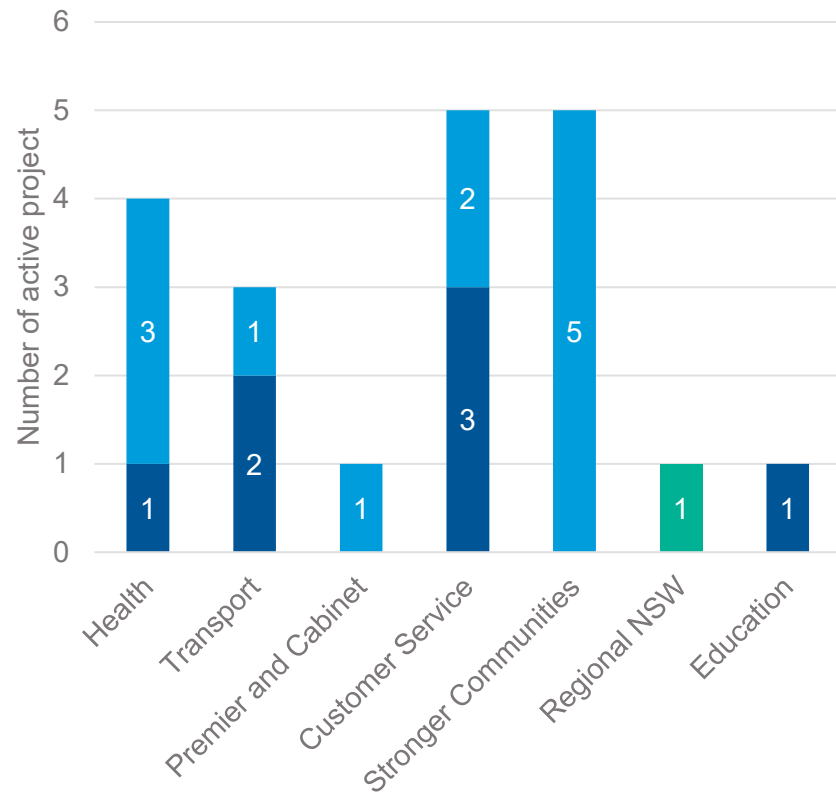**Figure 5a – Active projects by category and cluster in the Engage phase**

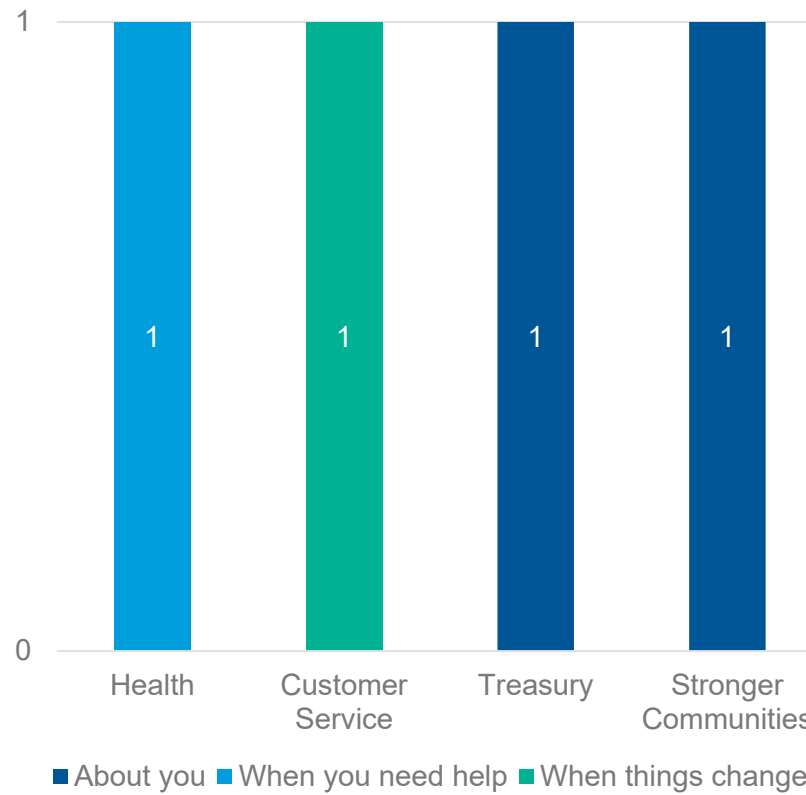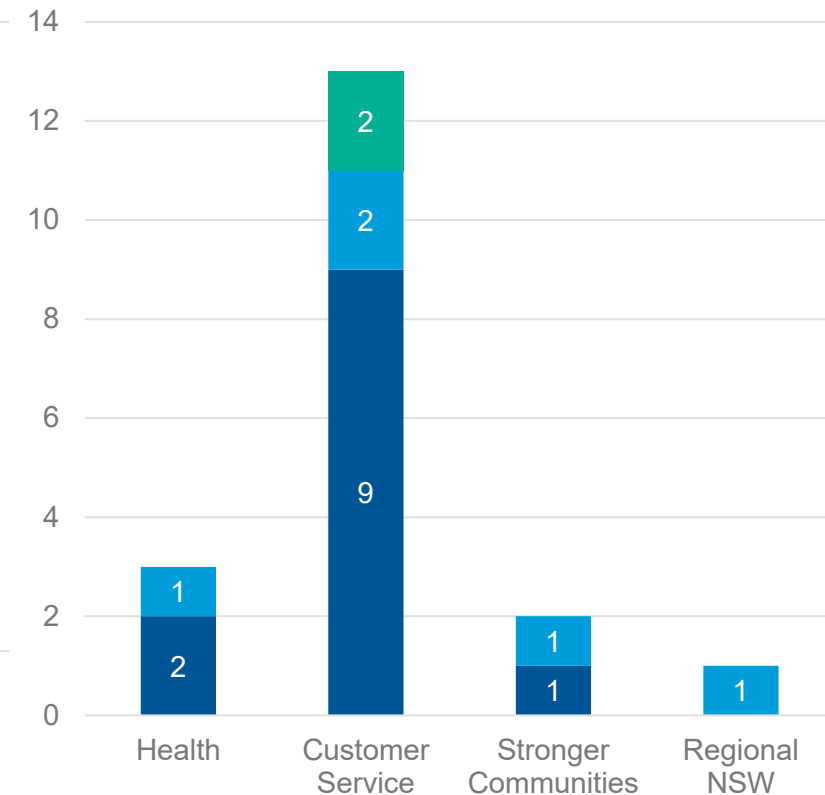**Figure 5b – Active projects by category and cluster in the Discover phase**

Figure 5c – Active projects by category and cluster in the Deliver phase

■ About you   ■ When you need help   ■ When things change

4.2 Project identification and prioritisation (1/3)

FINDINGS:

Project identification

The identification of project opportunities has been supported by letters to Department heads at the Program's outset, and through opportunistically leveraging existing relationships. Additional formalised project identification mechanisms have not been developed yet. This has been done in order to avoid overwhelming the GME Team, given its limited capacity.

> **KEY FINDING 4.2.1** *Evidence suggests that the identification process to date has been effective, as the GME Team focused on the delivery of quick wins in the less complex "about you" category in order deliver customer value quickly and build momentum through investing in reusable components for projects in the Customer Service.*

Project assessment and prioritisation

The Program uses the following scored assessment (see Table 2 on the top right) and prioritisation criteria to screen potential opportunities and assist in the delivery prioritisation.

Table 2 – Assessment and prioritisation criteria

Assessment criteria (Gate 1)	Prioritisation criteria (Gate 2)
> Tell us Once About you: Reuse personal information to save time, effort and recognising eligibility > Tell us Once When things change: Update details across multiple agencies in one step > Tell us Once When you need help: Move seamlessly between more complex services to get help quicker	> Customer volume / reach > Customer benefits (e.g. time saved & effort reduced) > Different customer cohorts (e.g. impacts on vulnerable, youth, elderly, business, Aboriginal communities) > Funding > Cluster / agency availability and/or buy-in > Alignment to other strategic priorities > Complexity of implementation (technology, likelihood of delivery timeframes)

There is often difficulty strictly prioritising projects using the criteria due to the inability to obtain data (primarily on the customer or expected impact / benefits / outcomes), either because it does not exist or it is difficult to obtain.

> **KEY FINDING 4.2.2** *The evaluation made it clear that the assessment and prioritisation criteria are appropriate, given that the criteria ensure that the customer is front of mind when evaluating project opportunities.*

4.2 Project identification and prioritisation (2/3)

Changing project circumstances

Furthermore, more accurate or changed circumstances may impact project delivery, as a project proceeds. This can potentially result in a high number of projects that are set side (which for the GME Program, has been kept to a minimum thus far). For more multifaceted projects with multiple stakeholder Partners and complex needs, project progress can be slow. For these projects, the evaluation found that making a decision to whether to set aside a project or to continue to invest time and effort is challenging based on the anticipated benefits resulting from its delivery.

> **KEY FINDING 4.2.3** *A highly successful project is more likely to be one to which the Partner organisation was committed throughout its duration in terms of engagement, involvement, and provision of resourcing / funding. Remaining flexible whilst in the process of assessing and prioritising projects is key to account for changing circumstances, particularly in the case of an uncommitted Partner organisation. This is regardless of time and effort expended to date by the GME Team.*

Reaching the category sub-targets

As stated earlier, an acceptable outcome of the Program to date has been the delivery of predominately quick wins within the "about you" category which are typically less complex to deliver compared to the other two categories. There remains 21 active projects in this category, and based on the currently active and concept projects list, this category is on track to substantially exceed its sub-target (186.7% projected of the sub-target).

Stakeholders generally agreed the focus of GME should now shift to the delivery of more challenging projects within the "when things change" and "when you need help" categories. It is noted that this is shift is already underway within the GME Team, however, translating efforts into delivery will take time. Noting the expanded team's capacity, this should be achievable.

> **KEY FINDING 4.2.4** *In order to assist in solidifying the Program's legacy beyond the 60 target projects on 30 June 2023, the GME Program should shift focus to delivering more complex projects within the "when things change" and "when you need help" categories, where anecdotally, higher positive outcomes can be delivered to more vulnerable customer group. This shift in focus is already happening and these outcomes are explored further in Section 4.3 of this report.*

4.2 Project identification and prioritisation (3/3)

RECOMMENDATIONS:

Based on the findings of this evaluation, the following recommendations have been made to ensure the appropriateness and effectiveness of project identification and prioritisation.

Recommendations – Project identification and prioritisation
> With the increase in the GME Team's capacity, there is an opportunity to formalise the process of obtaining the required data from Partners in order to effectively evaluate projects.
> Develop a process for the continual assessment of projects to account for changes impacting their value or management and thus, ensuring only projects providing high value to the customer (within the GME Team's fixed resourcing constraints) are being undertaken by the GME Program, and those which aren't are being set aside.
> Continue to identify instances where existing GME Program Intellectual Property (IP) can be reused by Partners to allow for the efficient and effective delivery of projects.
> Establish portal that can be accessed by NSW Government Partners that provides an organised collection of valuable information and guidelines, such as project management artefacts and project methodologies, that have been collated and refined through past projects and engagements, to assist Partner organisations in participating in the GME Program and in their delivery of their own projects internally. This will provide transparency to the Partner organisation prior to engaging with the GME to deliver a project, informing them of the process and high standards for effective delivery and can start an informed engagement discussion.

4.3 Program reach (1/3)

FINDINGS:

Program reach analysis

> **KEY FINDING 4.3.1** *The Program's successes to date have largely been because of its direct engagement with project Partners within the Customer Service cluster, enabling the GME Team to harness Service NSW's digital capability to reuse scalable components across multiple service improvements.*

The majority of completed GME projects have been delivered with the Customer Service cluster (40%). A majority of these projects utilised the MyServiceNSW Account platform (which is maintained by Service NSW). According to stakeholders, Life Journeys team has been crucial to enabling this level of reach in the cluster.

> **KEY FINDING 4.3.2** *Noting the previously discussed limited capacity of the team prior to this evaluation, Program reach has been acceptable. The results are reflective of the GME Team's focussed efforts to date to successfully deliver quick wins.*

Analysis has shown that GME has delivered projects across eight out of the nine NSW clusters (88.9%). As stated, it is anticipated that all nine clusters (100%) will have been engaged prior to completion of the GME Program.

The GME Team has not been capturing reach data across the department and agency level consistently. There is an opportunity to start doing this to identify further additional GME opportunities through recommendations by departments or agencies within the same cluster.

Explore additional GME opportunities outside the Customer Service cluster

It is clearly more difficult for the GME Team to deliver projects outside the Customer Service cluster. Complexities include, for example:

> the customer-base being not well defined or understood by the Partner

> lack of data

> technological compatibility challenges

> an unclear path forward for approval to progress the project within the Partner's existing governance and funding arrangements.

However, anecdotally, it is within services that branch across multiple clusters where the highest value or return on investment can be derived. This is largely due to the fact that it is vulnerable groups that typically engage with these types of services. In addition, making government easier for this segment is a highly desirable outcome.

4.3 Program reach (2/3)

FINDINGS:

Figure 5 – Cluster engagement: Delivered projects up to September 2021

Figure 5 (to the right) illustrates program reach at the cluster level, with the size of the cluster bubble (not to scale) representative of the number of projects delivered with that cluster via the lead Partner (i.e. the larger the bubble, the more projects delivered). The diagram also shows the number of projects delivered for each cluster. The figure highlights that the majority of delivered projects to date are within the Customer Service cluster.
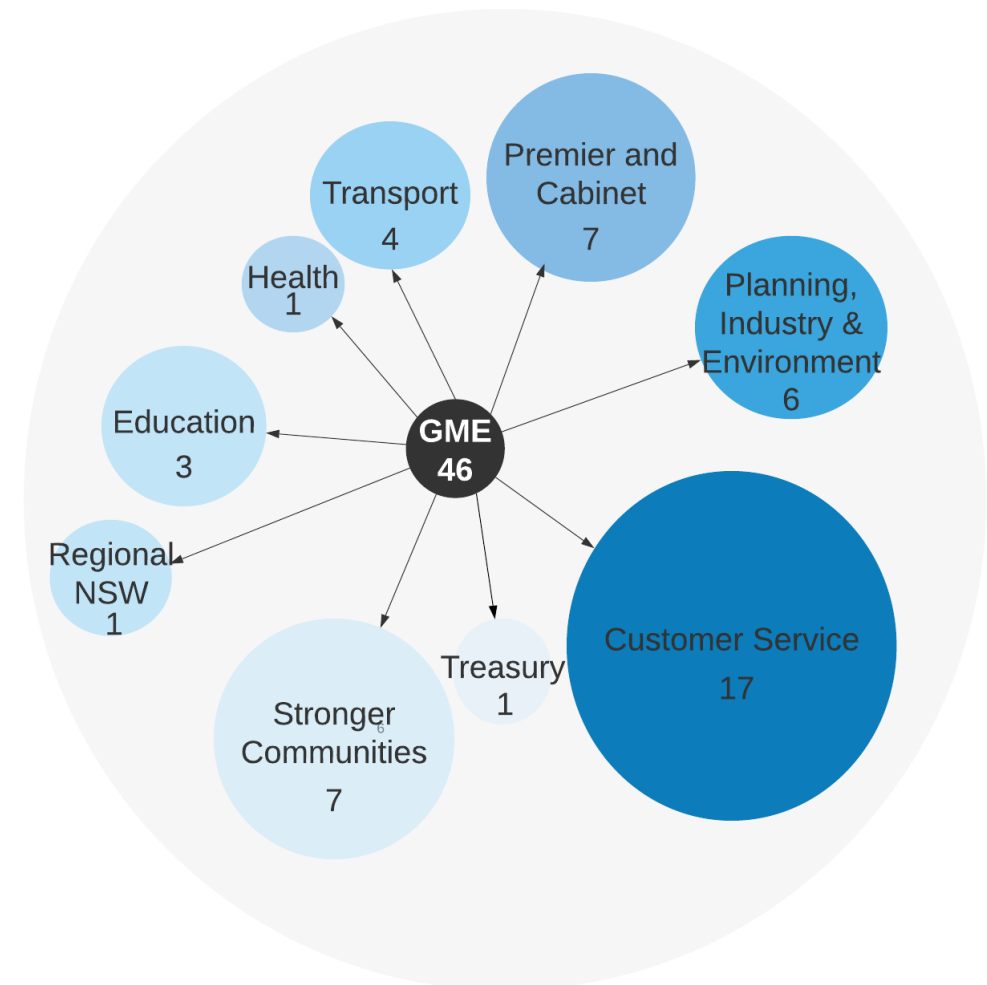
The SteerCo and senior management engagement

Strong relationships within the GME Team have been crucial to the achievements to date, particularly at the SteerCo and senior management levels. Knowledge of the GME Program however amongst middle management across the NSW Government in other clusters is low.

Stakeholder engagement is key to broadening program reach

At the time of writing, the GME Team was developing a Stakeholder Engagement Plan. Whilst the plan was not reviewed a part of this evaluation, it will arguably assist with further increasing the Program's reach across all the clusters.

4.3 Program reach (3/3)

RECOMMENDATIONS:

Based on the findings of this evaluation, the following recommendations have been made to ensure sufficient program reach.

Recommendations – Program reach
> Establish stakeholder engagement mechanisms (including surveys, working groups, newsletters and GME-led panels) to maximise the Program's reach across NSW Government with the aim to surface potential initiatives within particularly less engaged clusters. This can include working with vulnerable communities which have to potential to deliver the greater benefits to customers and outcomes to the program.
> Investigate the potential of establishing a quarterly stakeholder forum with existing Partners, chaired by the GME Team, as well as Partners from successfully delivered projects in the past, to share lessons learned, support capability uplift and celebrate successes.
> Share the program logic created as part of this evaluation to clearly articulate and promote the intended outcomes of the GME Program with all stakeholders, including existing and potential Partners, and the GME Team.
> Conduct a project stocktake across all existing active and concept projects, with the aim to review and reprioritise the delivery schedule in order to shift the focus on more complex projects and providing a broader reach across less engaged cluster clusters, within the team's projected increased capacity.
> Capture, within GME's Stakeholder Engagement Plan, the education and promotion of the GME Program to the Partner's middle management, which will assist with obtaining sufficient buy-in and required support (resources), and which can be utilised as a key source for identifying viable GME project opportunities.

4.4 Project delivery approach (1/2)

FINDINGS:

Flexibility is key when supporting delivery of GME projects

It is clear that the GME Team understands the critical role it can play in making government easier for the NSW Government. It proved this in the early instances of the Program by focusing on successfully delivering as many quick wins as it could. The GME Team is agile, highly skilled and passionate about what they do.

A common theme amongst successful projects identified by stakeholders was the GME Team continuing to push the project forward through consistent engagement with the Partner's project team. The team was passionate and proactively kept the Partner organisation accountable to the agreed timelines.

> **KEY FINDING 4.4.1** *The highly engaged and flexible approach by the GME Team has been successful to date and should be applied into the future wherever possible. This means being highly involved and dedicated time and effort to progressing the project by keeping the Partner organisation accountable for achieving customer outcomes.*

Regardless of the approach taken, what is clear is that in order for this agile delivery approach to work, clear lines of responsibility and expectation on both sides (between GME and the Partner) need to be established and agreed to from the outset. This level of transparency and accountability is key to delivering projects particularly in instances where the engagement level of the Partner organisation is at risk of diminishing as the project progresses. This translates to the GME Team required to dedicate more time and effort to the project than was initially agreed to. In these instances, it is important to revisit the original agreement made between the GME Team and the Partner organisation.

Clear lines of communication with the Partner organisation

Once a project progresses beyond a conceptual idea, the GME Team must establish clear lines of communication with the Partner so that separation of roles and responsibilities for project delivery are clear. Successful GME projects often involved an engaged Partner organisation, from the start, that provide the requisite resources and capabilities to the project team.

> **KEY FINDING 4.4.2** *By having dedicated GME Delivery Managers, the Partner can have a single point of entry into the GME Team, after which their concerns can be responded to by the correct person promptly. Currently, this is done on an ad hoc basis, and stakeholder identified that it was sometimes difficult to resolve issues when engaging the GME Team.*

4.4 Project delivery approach (2/2)

RECOMMENDATIONS:

Based on the findings and conclusions of this evaluation, the following recommendations have been made to ensure the appropriateness of the project delivery approach.

Recommendations – Project delivery approach
> Integrate the messaging in relation to the roles and expectations of the Partner in the Stakeholder Engagement Plan, emphasising that the Partner agency is accountable for achieving customer outcomes, and thus requiring a performance monitoring framework.
> Establish and clearly communicate the roles and responsibilities of the GME project team and the Partner at the earliest opportunity once a project is formally established to ensure effective and efficient project delivery. This includes: — Understanding the approval requirements and project decision-makers from the Partner's side in order to foresee delays such that rework can be avoided — Setting clear boundaries and expectations for projects, and not overpromising, especially in cases where there are limited opportunities to create the authorising environment.
> Establish a dedicated GME Delivery Manager for each project, representing a single point of contact for the Partner, and who is responsible for the day-to-day operations and engagements of the project. This will support effective and efficient risk management and issue resolution.
> Establish a GME Program Capability Framework, aligned with NSW Government's broader organisational capability framework, that clearly outlines the required administrative and technical capabilities, knowledge and aptitudes for each position within the team, which would assist with, amongst other things: — Recruiting appropriate personnel — Team member retention (particularly if career pathways exist) — Improved performance in relation to productivity and project delivery (e.g. Performance Plan and GME objectives) — Greater employee satisfaction and confidence, for example in dealing with technical, policy and legal challenges (e.g. GME Award submission).
> In instances where the project is insufficiently supported through dedicated resources and/or buy-in from senior management of the Partner organisation, re-assess the delivery of the project, given the risk of project failure and other associated challenges. Instead, offer support in the form of advice and relevant program guidelines and tools to upskill the Partner organisation's staff to enable deliver of the projects in-house.

4.5 Program governance (1/2)

FINDINGS:

Program management and governance mechanisms

With increased resourcing and two years of experience to draw upon, the team is currently enhancing program management and governance, including the assurance framework. This is deemed necessary to support the effective management and delivery of projects with a much larger team. It is also required to support the team in its endeavours to deliver more complex projects.

It is important to acknowledge that the GME Program's ultimate stakeholder is the Premier of NSW. At the timing of writing this report, there are a total of 14 Premier's Priorities which collectively aim to enhance the quality of life of the people of NSW through ambitious targets. There was limited evidence during the evaluation that indicated the GME Team is working in collaboration with the other Premier's Priorities. This may be a missed opportunities for strategic alignment.

> **KEY FINDING 4.5.1** *The evaluation found that there is a need to implement more efficient and effective formal program management and governance mechanisms to strategically support the team's exponential growth and aim to deliver more complex projects.*

Using the Premier's Priority status and mandate

Stakeholders supported the wide promotion of the status and mandate of the GME Program being a Premier's Priority in order to influence across all levels of NSW Government, not just at the senior management level.

> **KEY FINDING 4.5.2** *There is an opportunity to leverage the Premier's Implementation Unit (PIU) further for efficiencies across the other Premier's Priorities for successful Program delivery and reporting of outcomes more broadly.*

SteerCo

There was mixed feedback provided by the stakeholders on the effectiveness of the SteerCo. Some indicated that the level of reporting, influence and overall objective of the SteerCo were appropriate. Other stakeholder felt that the SteerCo was not involved enough earlier in the process of delivering GME projects, and hence could not strategically direct the Program toward better outcomes until it was too late. In effect, it had simply become a part of the process of counting achievement of GME projects as the Program progressed towards its 60 projects target, instead of providing strategic decision-making, oversight and direction.

There is lack of formal governance mechanisms supporting the GME Program include risk registers, project management artefacts and reporting to the SteerCo and others on the Program more broadly, as opposed to simply status of project delivery.

> **KEY FINDING 4.5.3** *The performance of the SteerCo to date has identified that it does not effectively oversee and set the strategic direction of the Program in a manner that contributes to the longer-term outcomes of the Program.*

4.5 Program governance (2/2)

RECOMMENDATIONS:

Based on the findings of this evaluation, the following recommendations have been made to ensure the appropriateness of program governance.

Recommendations – Program governance

> Review and update the role and membership of the SteerCo to improve its operations and impact, including:
   — Develop a revised Terms of Reference (ToR) that supports the delivery of clear strategic directions and clearly outlines the SteerCo's purpose, scope, activities, meeting arrangements, reporting, authority and powers over the GME Program
   — Ensure appropriate personnel representation is achieved at every meeting where possible across the Customer Service cluster, including from the Life Journeys team, as well as the PIU and Digital NSW representatives
   — Select key cluster Partner advocates at the senior management level to become members, ensuring cross-cluster representation based on prior successful project delivery
   — Develop a mandate that ensures the effective oversight of progression towards the delivery of program outcomes and intervention to amend program design and delivery, where necessary.
> Better leverage the Premier's Priority mandate and relationship with the PIU in the Program's communication to ensure Partner organisations effectively prioritise and appropriately resource GME projects.
> Undertake appropriate knowledge management and establish processes, procedures and templates that will assist with efficient staff onboarding and staff absenteeism.
> Provide consistent quarterly reporting to the PIU, containing:
   — Status updates on the progress towards achieving GME Program targets and in accordance with the parameters set by Premier's Priority mandate
   — An overview of the types of projects that should be targeted, given their potential to produce high quality outcomes for NSW Government customers.

4.6 Achievement of project outcomes (1/4)

FINDINGS:

Analysis of project outcomes

The short-, medium- and long-term outcomes are articulated in the program logic diagram of this report. It is expected that the GME Program will measure benefits in accordance with the framework in the future. To date, the GME Team has been evaluating project success by collecting data consisting of:

> customer time saved since GME project implemented

> customer service uptake

> number of interactions by customers since go live.

Where customer data is unavailable to the GME Team, forward estimations are required to be justified. Where customer data is available, the analysis method varies depending on the type of GME project. This may include GME category, stakeholders involved and scope of activities undertaken during the project.

Establishing context is therefore paramount to understanding project outcomes. This is because low customer time savings for one project may be equally valuable as higher customer time savings for another project, where that customer for this project is part of a vulnerable group. Some services may also have higher customer reach than others, which leads to the raw data in aggregation not providing the full picture about the overall benefit resulting from the GME Program.

Overall, from the 46 delivered projects, it is clear that the Program is delivering benefits to its customers where that data is being collected and analysed. Note that where there is no outcomes data for projects, this may be due to a variety of reasons:

> the customer data did not exist, was unavailable for use or did not align to GME's analysis methodology for expressing project / program outcomes

> the outcomes (and associated data collection methodology) being measured were not yet defined or defined differently at the time (the GME Team has only recently settled on the three outcome areas as articulated in this report at the About the GME Program Section).

> **KEY FINDING 4.6.1** *Project success is highly contextualised and nuanced to the project. Understanding the performance of the Program is not as simple as aggregating the project outcomes data.*

In the analysis overleaf, data is at August 2021. 43 GME project were delivered during this time.

4.6 Achievement of project outcomes (2/4)

FINDINGS:

Project Outcome 1: Customer time saved since GME project implemented

Table 3 shows that a total of 34,333 days of customer time have been saved since each GME project has been implemented. Within the "about you" category, this equates to an average of 1,601 days per project. For the "when you need help" category, this equates to an average of 352 days per project.

Table 3 – Project Outcome 1: Total and average customer time saved since GME project implemented by category

Category	Project count	Total (days)	Average (days)
About you	21	33,629	1,601
When you need help	2	704	352
When things change	0	-	-
No outcomes data available	20	-	-
Total (where data is available)	**23**	**34,333**	**1,493**

Note: Data was available for 23 out of 43 delivered projects (53.5%). There was no data available for the two "when things change" delivered projects. Where data has been expressed in hours saved per customer per annum for projects, this has been converted to days, with a forward estimation for total time saved since the project was implemented.

KEY FINDING 4.6.2 *Where data is available, there appears to be significant time saved for project respective customers in the "about you" category.*

Project Outcome 2: Customer service uptake

Table 4 highlights that a total of 32,865,581 customers have taken up services following GME project implementation. Within the "about you" category, this equates to an average of 1,304,611 customers per project. For the "when you need help" category, this equates to an average of 75,947 customers per project. For the "when things change" category, this equates to an average of 49,202 customers per project.

Table 4 – Project Outcome 2: Total and average customer service uptake by category

Category	Project count	Total (customers)	Average (customers)
About you	25	32,615,284	1,304,611
When you need help	2	151,893	75,947
When things change	2	98,404	49,202
No outcomes data available	14	-	-
Total (where data is available)	**29**	**32,865,581**	**1,133,296**

Note: Data was available for 29 out of 43 delivered projects (67.4%).

KEY FINDING 4.6.3 *Where data is available, there appears to be significant customer service uptake for the "about you" category.*

FINDINGS:

Project Outcome 3: Number of interactions by customers since go live

Table 5 shows that there has been a total of 5,522,831 interactions by customers since the go live of GME projects. Within the "about you" category, this equates to an average of 500,765 interactions by customers per project. For the "when things change" category, this equates to an average of 14,416 interactions by customers per project.

KEY FINDING 4.6.4 *Where data is available, there appears to be an increase in customer interactions for the "about you" category.*

Table 5 – Project Outcome 3: Total and average number of interactions by customers since go live by category

Category	Project count	Total (interactions)	Average (interactions)
About you	11	5,508,415	500,765
When you need help	0	-	-
When things change	1	14,416	14,416
No outcomes data available	31	-	-
Total (where data is available)	**12**	**5,522,831**	**460,236**

Note: Data is available for 12 out of 43 delivered projects (27.9%). There is no data available for the seven "when you need help" delivered projects.

4.6 Achievement of project outcomes (4/4)

RECOMMENDATIONS:

Based on the findings of this evaluation, the following recommendations have been made to ensure the achievement of project outcomes.

Recommendations – Achievement of project outcomes
> Shift focus from assessing activities and outputs of the Program (and its projects) to the short- to long-term outcomes (as per the <u>program logic</u>) through developing and applying an appropriate Monitoring and Evaluation Framework (refer to <u>Section 6</u> of this report for further details).   > Define the Program's customer base and establish a fit-for-purpose database that: — Captures customer (refer to <u>Section 6</u> 'Performance monitoring' of this report for further details)   — Is accessible the GME Team and broader NSW Government organisations within relevant clusters   — Serves as a baseline for the final evaluation.   > Develop a project-specific Monitoring and Evaluation Plan in close collaboration with the relevant Partner organisation against the Program's outcomes that will assist the Partner in assessing the project's performance following GME project delivery.

5

Overall achievements & lessons
learned

Overall achievements & lessons learned (1/3)

Concluding remarks:

The legacy of the GME Program

The GME Program set out to meet an ambitious target of delivering 60 GME projects by 2023 as a key outcome. The Program looks set to meet and exceed that target based on current performance projections.

The concept of making government easy (or easier) for its customers is not a new concept globally or even within the NSW Government, as has been discussed in this report (refer to the About the GME Program Section of this report). The fact that government's globally continue to see a need to deliver such programs means that these programs either do not achieve their long-term goals of embedding GME-enabled principles throughout their government services, such that change is irreversible, or this was never a goal to begin with (i.e. the program was designed with a short-term delivery focus).

Regardless, the NSW Government's GME Program, as outlined in the program logic of this report, should strive to achieve its longer-term goals, where a legacy of embedding GME-enabled principles throughout government services can be delivered following the 60 GME project target. In effect, this will mean that the NSW Government, and organisations within it, shift culturally toward improving their services in the future by delivering better customer outcomes as part of Business As Usual. Once this is achieved, there would be no need for another targeted GME Program, following its successful completion.

The evaluation found that the Program to date has not been run like a typical program. As stated, it is in effect a portfolio of disparate works (GME projects), where overarching program governance is provided by the DCS CXU Project Team to support the successful delivery of these projects by Partners (who in turn employ their own governance mechanisms). This has been acceptable so far, given the Program's commendable performance and reach, as well as the team's limited resources.

As the resourcing and capacity of the GME Team grows (as planned), there is an opportunity for the Program to become involved in a greater number of projects at one time. This will make managing the Program increasingly more complex. To support the team, it is recommended that improvements are made to allow for a more holistic strategic management and governance approach to enable the successful delivery of the final GME Program projects, so that the GME Team leaves behind a legacy for NSW Government beyond 2023.

This section concludes with a summary of the achievements and lessons learned against each GME component, based on the key findings and recommendations of the mid-point evaluation conducted.

Overall achievements & lessons learned (2/3)

Implications for the future:

GME Program component	Achievements and lessons learned
Program performance	> The GME Program provides an opportunity for government agencies to deliver customer-centred services, with 46 GME projects delivered to date. > The Program has an opportunity drive behavioural changes within NSW Government agencies and departments. This means that programs and services are delivered in-house with the customer front of mind, and where their information is shared and utilised to make interactions easier, quicker and more appropriate in order to meet their needs.
Project identification and prioritisation	> The Project assessment criteria is appropriate and has led to the identification and prioritisation of a considerable number of suitable projects. > Continuous reviews of projects throughout their duration against the assessment criteria is important, as circumstances change, and thus to ensure only projects providing high value to the customer (relative to all other considerations) continue to part of the GME Program.
Program reach	> The Program's successes to date have largely been due to the direct engagement with project Partners within the Customer Service cluster, highlighting the importance of effective and efficient stakeholder engagement. > The GME Program has the potential to provide a platform for broader NSW Government collaboration, including the exchange of experiences and lessons learned in relation to customer-centred service delivery. > Monitoring and assessment of reach amongst stakeholders may provide useful insights for the GME Team regarding the ability of the Program to contribute to medium- and long-term outcomes. It will also assist in targeted communication and engagement activities.
Program delivery approach	> Establishing strong relationships to support cross-agency collaboration is recognised as critical for each project's success. > The GME Program has developed valuable IP over the years that can be converted into practical resources (e.g. factsheet and guidelines). Similar projects and/or programs should seek to make these resources available as early as possible, ideally from the onset.

Overall achievements & lessons learned (3/3)

Implications for the future:

GME Program component	Achievements and lessons learned
Program governance	> Sufficient resources, particular staff with the appropriate technical and administrative capabilities, knowledge and aptitudes, is needed across all levels of the governance hierarchy. > Utilising the mandate of Premier's Priority status is key, not only in influencing Partner organisations to prioritise GME projects, but also to initiate a focus on the customer in the delivery of projects throughout.
Achievement of project outcomes	> Quality and consistency of data collection is important to inform whether the Program's outcomes have been achieved. > Development and implementation (at the commencement of the Program) of a Monitoring and Evaluation Framework, including a program logic, would have further assisted with the establishment of a credible data baseline and in measuring achievement or progress towards accomplishing the Program's short-, medium- and long-term outcomes. > Appropriate evaluation support activities by Partner organisations would have further supported the evaluation efforts and should be encouraged moving forward, given their knowledge and access to data regarding the customer.

6

Final program evaluation

Recommendation to conduct a final program evaluation

Conducing a final program evaluation:

Overview and purpose

Undertaking a final evaluation of the GME Program will be critical in contributing to accountable governance and performance management, as well as providing indispensable information and lessons learned to inform similar programs and policy development in the future. Early and effective planning through a series of methodical steps and decisions will ensure that the evaluation produces valuable and useful information. This section:

> Provides a tailored guide for the GME Team to prepare for the recommended final evaluation of the Program.

> Outlines proposed monitoring activities, including data to be collected from this point forward to help develop a more detailed understanding of how the Program is performing and what it has accomplished.

The following checklist can assist the GME Team in undertaking adequate planning activities and serve as a quality assurance tool for senior management. It serves as a practical tool that summarises and organises the various aspects the GME Team should consider when structuring a sound program evaluation. The actions and considerations suggested in the checklist are structured around four basic questions, depicted in Figure 6 to the right.

Figure 6 – Four basic questions of program evaluation checklist
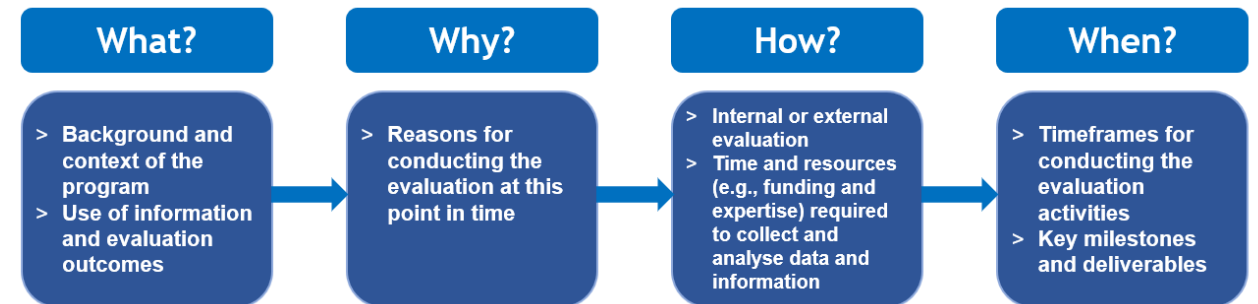
The following sequence of tasks outline in the checklist will ensure that, amongst other things:

> key decisions have been identified and are being made

> appropriate resources are allocated

> the evaluation is proportional to the program and the evaluation's purpose

> sufficient support for the evaluation is provided by management and stakeholders

> information generated by the evaluation is effectively used

> an evaluation culture is fostered and encouraged.

Program evaluation planning checklist (1/5)

The what, why, how and when of program evaluations:

	Task	Specifics
WHAT?	Confirm program stakeholders	Confirm existing stakeholders consisting of: > Partner organisations > GME Team > SteerCo and Customer Service cluster > Customers > NSW Premier.
	Determine related programs, policies and/or projects, which may impact the program evaluation	14 Premier's Priorities and NSW Digital Government Strategy.
	Determine the external political, economic and social context within which the program operates	This includes identifying budget, time and data constraints as well as political influences.
	Utilise the mid-point program evaluation	The results of the mid-point evaluation can serve as a baseline and key data source. Identifying previous lessons learned from the evaluation can increase the effectiveness of the final evaluation.
	Determine linkages to current DCS and government priorities	This will influence the data and information required for the final evaluation.
	Clarify internal evaluation policies	This will ensure the evaluation is designed to meet identified requirements.
	Confirm the established program logic	The program logic, from this mid-point evaluation, will serve as a formative evaluation tool. Circumstances or the program itself may have changed and therefore, requires a review of the program logic to determine its appropriateness.

Program evaluation planning checklist (2/5)

The what, why, how and when of program evaluations:

	Task	Specifics
WHAT?	Determine the types of decisions that will be informed by the evaluation	Answering how the findings of the evaluation will be used will inform the scope and evaluation approach. For example, the evaluation may inform: > Improvements to the program design > Budget and/or resource allocation > Extension of the program.
	Determine the audience for the evaluation results	Establishing who wants to know what will help to clarify the purpose and approach of the evaluation. For example, Senior Management, program officers, the Minister, industry, general public and government / non-government Partners.
	Determine and prioritise the elements subject to evaluation	There may not be sufficient time or budget to answer all questions in relation to the program. Prioritising the most important elements will help to focus the evaluation and clarify the scope.
	Confirm that the strategy and intended outcomes of the evaluation are clearly defined, realistic and explained	All stakeholders should have a shared understanding of what can realistically be achieved through the evaluation.
	Establish funding available for the evaluation	Be realistic in estimating the budget to conduct the evaluation.

	Task	Specifics
WHY?	Determine rationale of the final evaluation of the GME Program	Reasons to conduct the final evaluation may include the establishment of lessons learned and the achievements of the program to inform program and policy development.

Program evaluation planning checklist (3/5)

The what, why, how and when of program evaluations:

	Task	Specifics
HOW?	Document the agreed evaluation scope	This may include elements such as: > Objectives > Research design requirements > Deliverables > Resources required > Evaluation framework requirements > Questions to be answered by the evaluation > Existing data sources.
	Confirm that the evaluation has the backing of senior management and other stakeholders, who have an interest in the results of the evaluation	Demonstrating effective and structured planning can assist in obtaining necessary buy-in.

Program evaluation planning checklist (4/5)

The what, why, how and when of program evaluations:

	Task	Specifics
HOW?	Consider lessons learned in relation to how to conduct the evaluation from the mid-point evaluation	A good evaluation is tailored to your program and builds on existing evaluation knowledge and resources.
	Determine whether the evaluation should be outsourced or conducted internally	Considerations for determining whether to conduct the evaluation in-house or externally include: > Personnel available with the skills and experience required > IT systems and software required for the collection and analysis of data > Available budget > A timeframe on how to deliver results > Need for independent/objective outcomes > Subject matter expertise required.
	Establish a realistic and achievable program evaluation schedule	This includes a variety of considerations that may influence the evaluation requirements. For example, if the evaluation is to be conducted externally, lead times and processes associated with the recruitment or procurement of an evaluator need to be considered.
	Determine if the decisions to be made influence the timing of evaluation activities	This may include particular departmental deadlines and ensuring alignment with reporting and decision-making cycles.

Program evaluation planning checklist (5/5)

The what, why, how and when of program evaluations:

<table>
<tr><th></th><th>Task</th><th>Specifics</th></tr>
<tr>
<td rowspan="2">WHEN?</td>
<td>Consider conducting the final summative evaluation for the GME Program in August 2023</td>
<td>Depending on scope and resourcing, at a minimum three months should be allowed for undertaking the final evaluation. The duration of the evaluation will be influenced by:
>   The availability of data
>   The purpose and scope of the final evaluation
>   Extent of stakeholder engagement
>   Resources to undertake the evaluation, including whether the evaluation is undertaken in-house or through external evaluators.

This means that planning for the final evaluation should commence early March 2023, with the actual evaluation being undertaken approximately two months after the Program's completion in June 2023.</td>
</tr>
<tr>
<td>Confirm key milestones and deliverables</td>
<td>Establish a detailed timetable with key milestones that can be shared with all relevant stakeholders to prepare stakeholders for their engagement and set expectations for senior management when results from the program evaluation can likely be published.</td>
</tr>
</table>

Performance monitoring

Proposed data collection methodology for performance monitoring:

Performance monitoring is centred around gathering, collating and analysing relevant program data as informed by the program logic. Generally speaking, performance monitoring represents an ongoing process across various levels of program management and delivery. The mid-point evaluation highlighted the need for collection of additional quality data to assist in assessing whether the defined outputs and outcomes of the GME Program have been achieved. The information emerging from the monitoring activities will not only serve as a basis to inform the final evaluation, but can also be utilised more broadly by the NSW Government.

The proposed data collection methodology that has been identified as a result of the mid-point evaluation is detailed in Table 6 on the right.

In preparation for the data collection, the GME Team would have to:

> Establish a data collection matrix, outlining:

— Key Evaluation Questions

— approach to analysis

— data requirements

— data sources

— collection methodologies.

> Share the data collection matrix with relevant Partner organisations to confirm availability of data and agree on frequency and format of the data collection.

Table 6 – Data collection methodology for performance monitoring

Data	Data Requirement Examples	Potential Collection Method
Customer	> Number of customers > Access points to services (e.g. website, in person) > Time spent to perform an action within the service > Time savings achieved > Customer satisfaction with the service	> Customer survey > Customer interaction with website (e.g. clicks to complete task, time spent on web page) > Customer interaction with the service (e.g. time spent with the person)
Partner organisation	> Time savings achieved > Employee satisfaction (based on interaction with customer) > Achievement of Partner's objectives and relevant program outcomes	> One-on-one interviews and/or focus groups with Partner organisation representatives > Partner survey

Attachments

Attachment A – Areas of interest (1/2)

Together, the Stop, Keep, Start framework and areas of interest were used to guide the collection of qualitative feedback from stakeholders during the consultations and the data analysis.

Area of interest	Considerations
GME Program purpose	> What do you understand to be the GME Program objectives / outcomes? > Are the objectives / outcomes understood consistently by stakeholders? > What is different or unique about the GME Program? How does it compare to or overlap with similar work being undertaken in NSW Government? > What's the value of the GME Program? > Is the GME Program appropriate for the problem at hand?
GME Program design and delivery	> How well was the GME project implemented? > How are GME opportunities identified for a project? > How effective is the assessment criteria and prioritisation process? > Are the right GME projects being selected? > What is the GME delivery approach? > How effective and efficient has the engagement been with GME Team? > Has the engagement process been clear? > What have you learnt as a result of finishing the GME project? > How has your involvement in the GME Program translated to business as usual? What's changed?

Attachment A – Areas of interest (2/2)

Together, the Stop, Keep, Start framework and areas of interest were used to guide the collection of qualitative feedback from stakeholders during the consultations and the data analysis.

Area of interest	Considerations
GME Program management and administration	Consider: > scope > governance > risk > resources > budget / funding / cost > communication and engagement > monitoring and reporting > evaluation.
GME Program outcomes	> Who benefits from the GME Program and how? > Is capability (for customer centred design/service delivery) being improved? > Are the short-, medium- and long-term outcomes in evidence? > Can you provide examples? > Are the outcomes being collected and reported? > How can GME by default be achieved? What are the key enablers?

Attachment B – Data analysed for this evaluation

Grosvenor collected and reviewed the following data and information:

GME Program

> Research briefs

> Planning documents

> Budget / funding / financial information

> Policy / legal / regulatory artefacts

> Governance documents

> Program reporting.

Program administration

> Org. structure

> Process and procedures

> Business planning.

Delivery of projects

> Status of projects

> Project progress reporting

> Case studies

> Feedback from NSW Government Partners
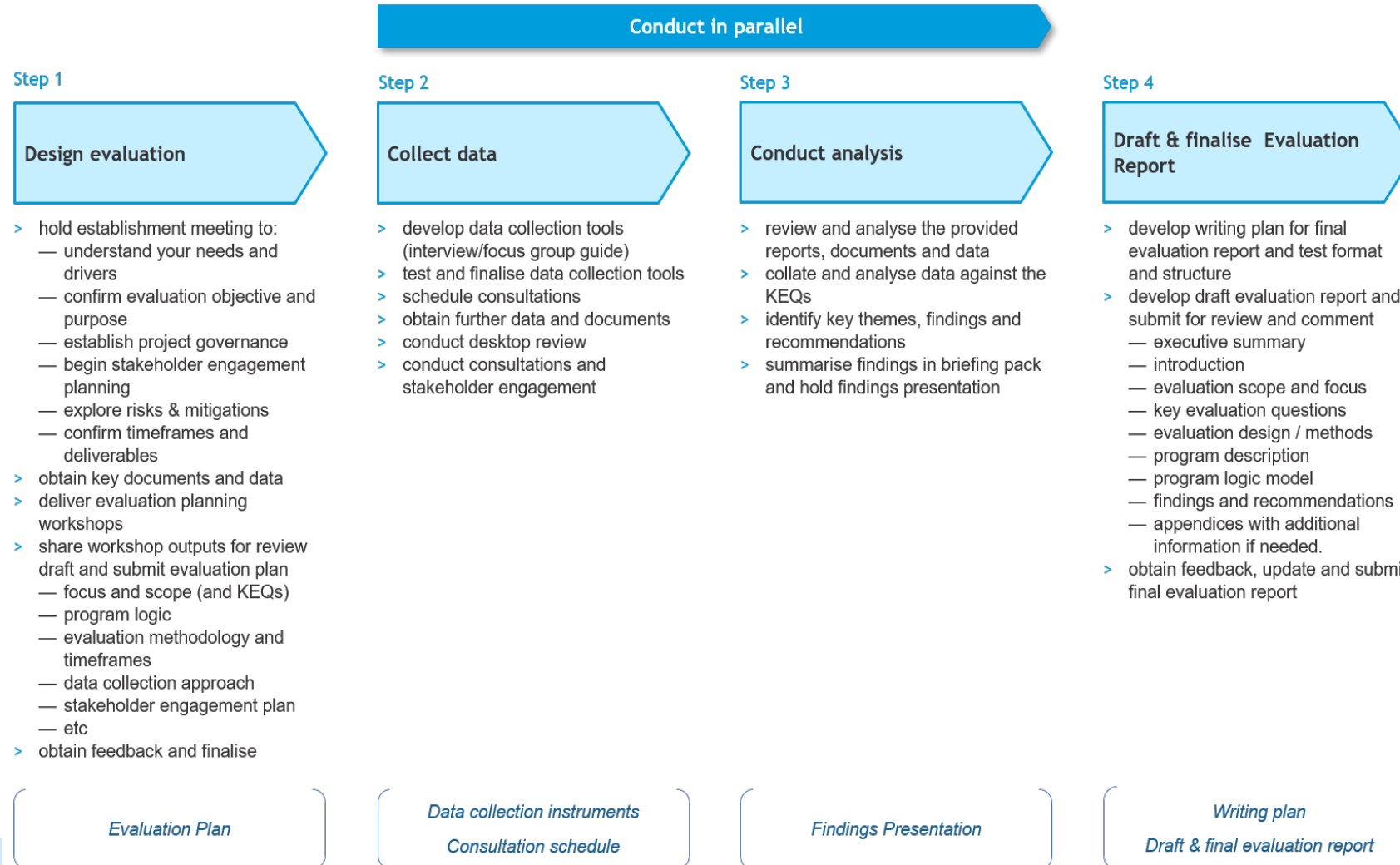
> Project outcomes data

> Project management.

Attachment C – Stakeholder consultation list

Grosvenor consulted with the following stakeholders:

Stakeholder group	Stakeholder name	Stakeholder role
NSW DCS	Felicity Cox	Executive Director, Customer Experience Unit
	Honyea Park	Director, Life Journeys
	Daniel Roelink	Director, Enterprise Architecture
	Daniela Polit	Director, Portfolio Management & Assurance ICT
NSW DCS – GME Team	Kate Epstein	Former Director, GME Team
	Nathan Stromer	Former Program Manager, GME Team
	David James	Senior Service Designer, GME Team
Revenue NSW	Isabella Washington	Principal Advisor
Service NSW	Mandy Young	Executive Director, Partnership, Projects & Insights
	Phil Muehleck	Director, Program Delivery
	Rachel Kitching	Program Manager
	Nathan Stromer	Senior Project Manager, Partnerships, Projects & Insights
DPC – Premier's Implementation Unit	Anna Booth	Director
Department of Communities & Justice	Shae Greenwood	Senior Policy and Program Officer

Attachment D – Evaluation methodology

Grosvenor™
PUBLIC SECTOR ADVISORY

The four-step methodology applied by Grosvenor to deliver this evaluation is documented below:

Conduct in parallel

Step 1

Design evaluation

> hold establishment meeting to:
>   — understand your needs and drivers
>   — confirm evaluation objective and purpose
>   — establish project governance
>   — begin stakeholder engagement planning
>   — explore risks & mitigations
>   — confirm timeframes and deliverables
> obtain key documents and data
> deliver evaluation planning workshops
> share workshop outputs for review draft and submit evaluation plan
>   — focus and scope (and KEQs)
>   — program logic
>   — evaluation methodology and timeframes
>   — data collection approach
>   — stakeholder engagement plan
>   — etc
> obtain feedback and finalise

Step 2

Collect data

> develop data collection tools (interview/focus group guide)
> test and finalise data collection tools
> schedule consultations
> obtain further data and documents
> conduct desktop review
> conduct consultations and stakeholder engagement

Step 3

Conduct analysis

> review and analyse the provided reports, documents and data
> collate and analyse data against the KEQs
> identify key themes, findings and recommendations
> summarise findings in briefing pack and hold findings presentation

Step 4

Draft & finalise Evaluation Report

> develop writing plan for final evaluation report and test format and structure
> develop draft evaluation report and submit for review and comment
>   — executive summary
>   — introduction
>   — evaluation scope and focus
>   — key evaluation questions
>   — evaluation design / methods
>   — program description
>   — program logic model
>   — findings and recommendations
>   — appendices with additional information if needed.
> obtain feedback, update and submit final evaluation report

Evaluation Plan

Data collection instruments

Consultation schedule

Findings Presentation

Writing plan

Draft & final evaluation report

Attachment E – Current DCS CXU Team structure