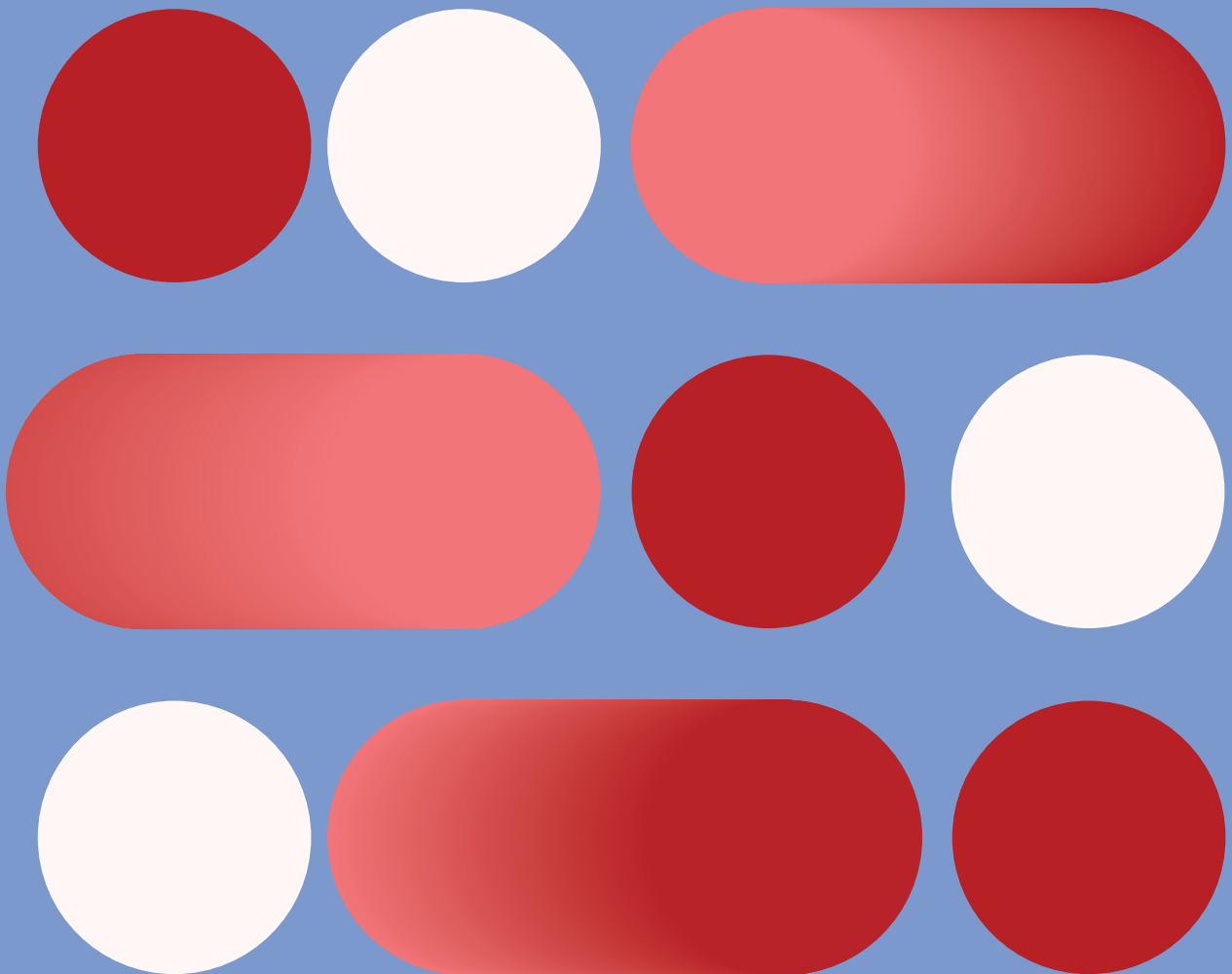


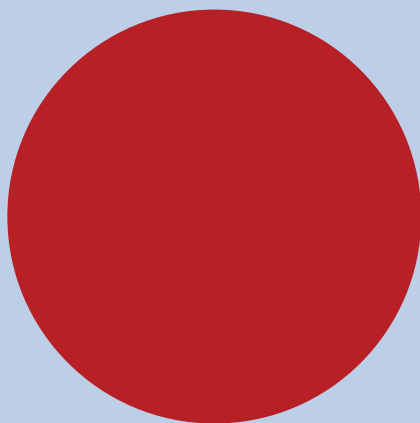
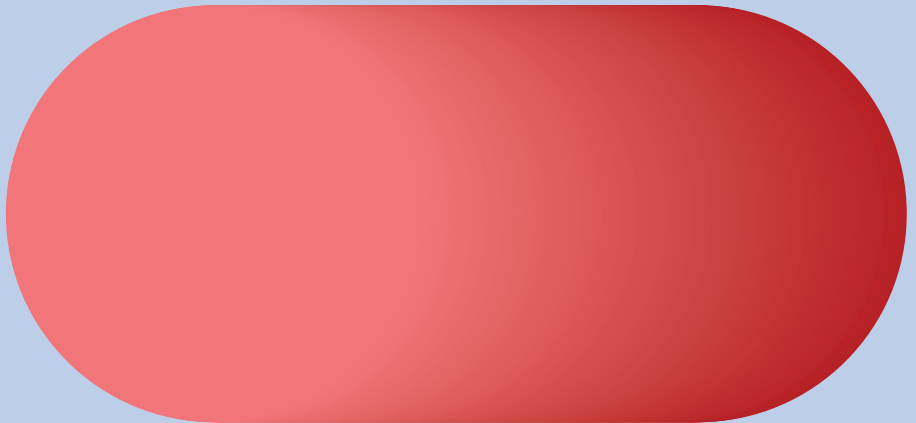
SERVICES. CLOSER TO YOU.

Three-Year Strategy for Servizz.gov, 2026–2028



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Foreword by the Principal Permanent Secretary

The Servizz.gov Strategy 2026–2028 marks a significant step in the ongoing evolution of Malta's public service. It sets out a clear ambition: to deliver public services that are innovative, people-centred, and fit for the future. In a rapidly changing social, economic, and technological landscape, Servizz.gov must continue to anticipate the needs of those it serves and respond with agility, coherence, and purpose.

This strategy is guided by three interconnected pillars that will shape our direction over the coming years. Foremost among these is the continued enhancement of service delivery, driven by innovation, improved customer experience, and more seamless communication and collaboration across Government. Our objective is to ensure that public services are accessible, intuitive, and consistent, reinforcing trust and confidence in the institutions that serve our communities.

Equally central to this strategy is our commitment to empowering people and nurturing a culture that embraces leadership, learning, and change. The success of Servizz.gov depends on its people. This strategy is, therefore, not intended solely for management, but for every employee who contributes daily to the delivery of public services. By strengthening change management capabilities, developing leadership at all levels, and investing in talent and workforce development, we aim to create an environment where individuals feel valued, supported, and empowered to innovate.

Finally, the strategy places strong emphasis on strengthening organisational excellence to ensure sustainability and long-term impact. Through the modernisation of technology and infrastructure, the responsible optimisation of resources, and a continued focus on value and quality, Servizz.gov will reinforce its role as a centre of excellence within the Public Service.

I augur all the best to Servizz.gov's management and employees in the implementation of this strategy. Its success will depend on collective effort, shared ownership, and a common commitment to continuous improvement. Together, we can ensure that Servizz.gov continues to evolve as a trusted, responsive, and forward-looking organisation, delivering meaningful value to the people of Malta.

Tony Sultana

Principal Permanent Secretary



Message by the Chief Executive Officer

I am pleased to present our ambitious three-year strategy for Servizz.gov, a blueprint for the future of public service provision. Developed through collaboration and careful analysis, this strategy reaffirms our commitment to providing accessible, reliable, and user-centred government services for all citizens.

Since its inception in November 2015, Servizz.gov has transformed public service access, bringing hundreds of government services under one roof and eliminating the need for citizens to visit multiple departments. Over the past decade, we have expanded from a single contact point to a nationwide network of service hubs, digital platforms, and multi-channel solutions. Our mission remains to empower users with seamless access to public services while promoting efficiency, transparency, and value across the Public Service.

In the years ahead, our success will depend on our ability to adapt and lead in a rapidly changing landscape. This strategy outlines ten key initiatives across three interconnected areas: Enhanced Service Delivery & Innovation, Empowering People & Culture, and Strengthening Organisational Excellence. Each area is anchored by ambitious goals including modernising technology, investing in our workforce, and expanding outreach and inclusivity.

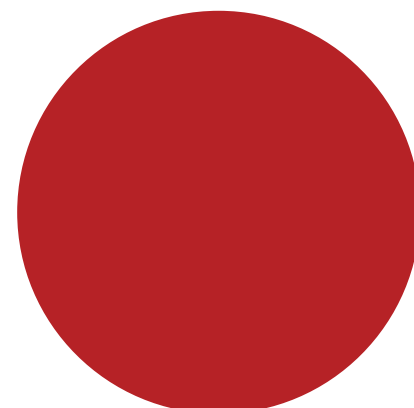
A central theme is the transformative potential of artificial intelligence, which will enable personalisation, proactive support, and seamless digital experiences. We are committed to responsible innovation, continuous improvement, and upholding the highest standards of accessibility and trust.

Reflecting on our journey and future direction, I am reminded of the importance of collaboration and strategic vision. Real transformation in public service comes from prioritising people, embracing technology, and striving for excellence.

I thank everyone who contributed to this strategy. Together, we will build a future-ready Servizz.gov, one that puts people first, embraces the best technology available, and sets new standards for public service excellence.

Massimo Vella

Chief Executive Officer, Servizz.gov



Executive Summary

Servizz.gov's Strategy 2026–2028 sets a clear direction for transforming access to public services in Malta. Centred on Enhanced Service Delivery & Innovation, Empowering People & Culture, and Strengthening Organisational Excellence, the strategy aims to make government services more accessible, efficient, and user-focused.

Artificial intelligence is a key enabler, powering personalisation, proactive support, and seamless digital experiences. By integrating AI-driven analytics, predictive routing, and real-time feedback, Servizz.gov will continuously improve both customer and customer service agent experiences across all channels. While accelerating digital transformation, the strategy also reinforces the Agency's ongoing commitment to maintaining strong face-to-face and traditional contact channels, ensuring inclusive access for all members of the public.

Strategic Domains Overview

The 3-year strategy is composed of 3 interlinked strategic domains, namely:

- 01** Enhanced Service Delivery & Innovation
- 02** Empowering People & Culture
- 03** Strengthening Organisational Excellence

The domains focus on the following aspects:

- 01** Modernising Systems for Accessible, User-Centric Services
- 02** Empowering Staff Through Development and Collaboration
- 03** Strengthening Governance for Agile & Sustainable Growth

Seven strategic goals, each with 3 related objectives, underpin the strategy, as follows:

01 Improved Customer Experience

- Standardise service delivery processes and implement best practices for quality and consistency.
- Expand and enhance access channels, service time, and convenience for users.
- Establish a continuous improvement framework focused on customer satisfaction, user experience, and service excellence.

02 Streamlined Communication & Collaboration

- Establish clear, consistent internal communication channels and protocols.
- Foster a culture of collaboration and knowledge sharing.
- Increase visibility and recognition of agency achievements.

03 Develop Change Management Leadership

- Design and implement a comprehensive master plan.
- Strengthen organisational resilience.
- Embed robust change management practices.

04 Modernise Technology & Infrastructure

- Modernise Information & Communications Technology (ICT) systems and infrastructure.
- Promote digital transformation through automation and emerging technologies.
- Ensure consistent use and optimisation of CRM and knowledge management systems.

05 Enhance Talent & Workforce Development

- Attract, develop, and retain skilled staff.
- Strengthen leadership capacity and team cohesion.
- Foster a positive work culture.

06 Overcome Regulatory, Policy & Governance Barriers

- Streamline regulatory and policy processes.
- Clarify roles, responsibilities, and authority.
- Enhance accountability and monitoring mechanisms.

07 Optimise Budget, Funding & Resource Allocation

- Secure sustainable funding and optimise resource allocation.
- Improve procurement, supply chain, and inventory management.
- Monitor and evaluate resource utilisation.

The initiatives are mapped to the Objectives as follows:

01 Expand Public Service Outreach & Inclusivity Initiative

- Addresses customer experience (access channels, inclusivity), continuous improvement, and resource allocation.

02 User-Centred Web Portal Initiative

- Covers service delivery, digital transformation, accessibility, CRM, and personalised user experience.

03 Data-Driven Research and Operations Initiative

- Focuses on continuous improvement, CRM, analytics, resource optimisation, and feedback.

04 Omnichannel Approach Initiative

- Integrates communication channels, digital transformation, inclusivity, and service quality.

05 Stakeholders Strategic Fora Initiative

- Supports collaboration, change management, governance, and stakeholder engagement.

06 Focus Groups to Turn Insights into Smarter Solutions Initiative

- Enhances feedback, collaboration, continuous improvement, and training.

07 Effective Communication Channels Initiative

- Modernisation of regional centres, digital tools, marketing, and internal communication.

08 Strategic Master Planning Initiative

- Directly addresses change management, resource alignment, planning, and risk management.

09 Governance & Total Quality Management Initiative

- Strengthens governance, compliance, quality management, and accountability.

10 People Empowerment and Improved Communication Initiative

- Focuses on talent development, leadership, communication, and employee engagement.

All objectives are therefore addressed across the 10 initiatives, as follows:

- Customer Experience, Access, and Quality: Addressed by Initiatives 1, 2, 4, and 7.
- Communication & Collaboration: Covered by Initiatives 4, 5, 6, 7, and 10.
- Change Management & Resilience: Directly tackled by Initiatives 5, 8, and 9.
- Technology & Infrastructure: Central to Initiatives 2, 3, 4, and 7.
- Talent & Workforce: Focused on in Initiatives 6 and 10.
- Governance & Policy: Addressed by Initiatives 5, 8, and 9.
- Resource Allocation & Budget: Covered by Initiatives 1, 3, and 8.

Each initiative is multi-dimensional and often supports several objectives with clear cross-referencing between goals and initiatives, ensuring that no objective is left unaddressed. In summary, the goals and associated objectives are addressed by the Initiatives as follows:

Goal/Objective Area	Addressed By Initiatives
Customer Experience	1, 2, 4, 7
Communication & Collaboration	4, 5, 6, 7, 10
Change Management Leadership	5, 8, 9
Technology & Infrastructure	2, 3, 4, 7
Talent & Workforce Development	6, 10
Regulatory, Policy & Governance	5, 8, 9
Budget, Funding & Resource	1, 3, 8

Table 1: Goals and Objectives

Strategic Framework

The strategy framework is composed of discrete modules. The approach enables the strategy to be adaptable to:

- (a) targeted follow-ups during the strategy,
- (b) allow for specific modular modifications should the need arise,
- (c) fit within the broader Malta 2050 Strategic Vision and European Union (EU) Digital Strategies as they progress,
- (d) enable shifting of focus of the domains, goals, and objectives to subsequent strategies.



Figure 1: Strategic Framework

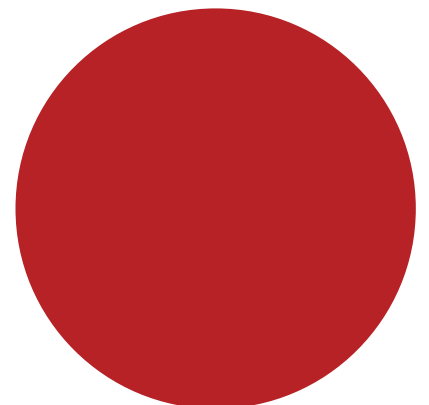
Strategic Context

Servizz.gov is an entity established under Maltese Subsidiary Legislation 595.19 to deliver functions related to providing access to as many government services as possible for service users, in partnership with the responsible departments and government entities, through the Servizz.gov regional-based hubs, a multi-channel, one-stop service. The Agency's primary functions are:

- (a)** to provide access to and facilitate delivery of government services to service users in a reliable and timely manner in partnership with the responsible departments and government entities.
- (b)** to liaise with and ensure the necessary coordination between departments and government entities in the implementation of service delivery measures or initiatives proposed by the Government or the Agency from time to time.
- (c)** to incrementally expand the reach of government services through additional or improved services, convenient access times, channels, and increase usage of relevant services that provide value to their users.
- (d)** to contribute inputs to related initiatives, amongst others, simplification of administrative processes, one-stop shops, service delivery, eGovernment, call centre improvement, case management systems, and quality management within the wider public administration.
- (e)** to provide the necessary management and administrative support to the above functions, ensuring best value for money spent; and
- (f)** to assist the Government in any other related activity as directed by the Minister from time to time.

Servizz.gov is the organisation that consolidates government services offered by the Malta Public Service. It serves as an intermediary with the general public, thereby increasing the accessibility of government services.

Servizz.gov was established with the intent to simplify daily tasks and reduce the time frames to access governmental services. It is intended to eliminate the necessity for citizens to travel to offices in Valletta and other locations. Throughout the years, Servizz.gov has expanded its operations and now operates 25 centres throughout Malta because of the ongoing expansion of the services it provides. Servizz.gov is currently also accessible through the website www.servizz.gov.mt, social media, email at servizz@gov.mt, and Freephone 153.



The Agency currently provides assistance to users in the following manner:

- Request information regarding government services
- Submit an application or request a service
- Arrange appointments with Servizz.gov experts
- File complaints and report issues
- Provide recommendations regarding government services

Everyone is eligible to use the services provided by Servizz.gov. It is beneficial for individuals who require assistance, regardless of whether it is delivered through Maltapps, the internet, the phone, or in-person communication.

This strategy coincides with Servizz.gov's 10th anniversary since its launch. It is the first of its kind for the Agency and is intended to provide strategic direction to the Agency for the next three years (2026–2028).

During 2024, the Agency experienced a significant increase in service interactions (2.6 million, +400,000 vs the previous year) across all platforms: Freephone Servizz.gov 153 (+31%), website (+11%), chatbot (+23%), email (+24%), and in-person at regional centres (+15%). The Agency will allocate its resources to meet the expected increase in demand through a mix of digital and physical channels, enabling interaction with the public. This will be complemented by an increase in the first point of contact resolution of cases to minimise caseload interactions, waiting times, and expenses.

The integration of new government services and entities into the Servizz.gov platforms is expected to increase. A multitude of entities are choosing Servizz.gov to serve as the interface between their core operations delivered at the back offices and the public. There has been exponential growth during the past year. This trend is expected to continue during the next three years.

The Agency's Mission

To build a future where public services anticipate needs and deliver high-quality support to every individual, anytime and anywhere. Guided by excellence, innovation, and a strong commitment to our community.

The Agency's Strategic Vision

Our vision is to ensure that high-quality public services are brought directly to every individual, seamlessly and reliably, through continuous innovation and a culture of excellence.



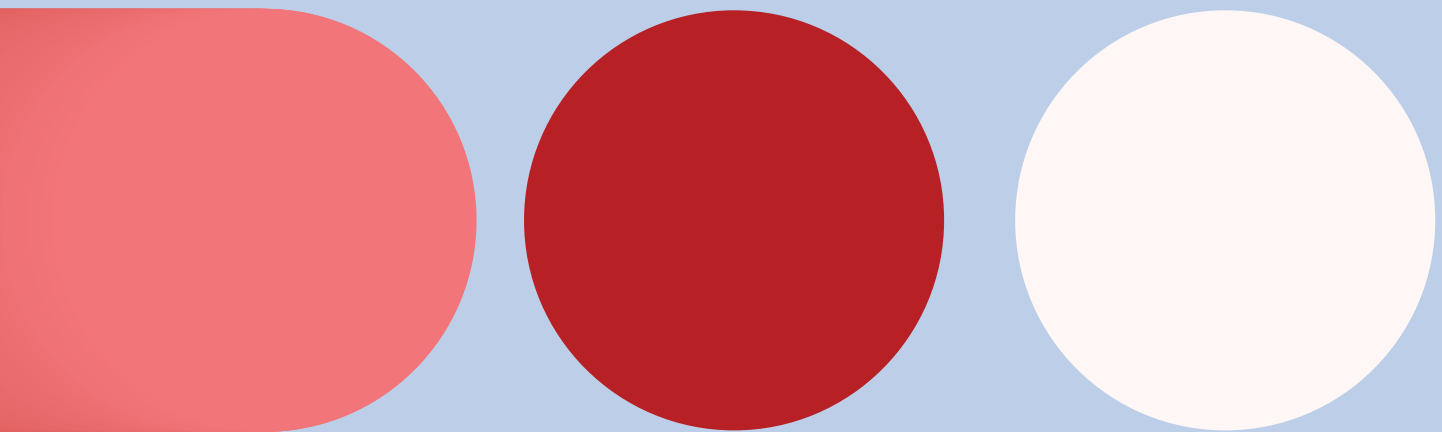
// Support **every individual**, anytime & anywhere

Primary Strategic Domains

Servizz.gov's strategy revolves around three key interlinked domains. These will be built around Organisational Excellence, the Development of People and Culture, and Service Innovation and Delivery Improvements.

Comprehensibly, these action domains will serve to innovate technologies and infrastructure, leading to improved service delivery and customer experience, as well as enhanced talent and workforce development, communication, and collaboration. The domains are also intended to facilitate improved planning, direction, and change management, addressing budgetary, funding, and resource allocation exigencies, and to address regulatory, policy, and governance frameworks.

The focus within these domains will be on modernised systems, empowered people, and strong governance to deliver an agile service and sustainable growth. Attention will be given to modernising systems and processes to provide high-quality, accessible, and user-centric government services. Empowering staff through targeted development, clear communication, strategic planning, and a collaborative, motivating work environment is key to improving service delivery.



01

Enhanced Service Delivery & Innovation

The Agency will strive to modernise systems and processes for seamless, high-quality services by:

- Standardising service delivery and expanding access channels for users
- Implementing continuous improvement practices focused on customer satisfaction
- Upgrading technology infrastructure and automating key workflows

Focus on Modernising Systems for Accessible, User-Centric Services

Servizz.gov, in close collaboration with the various business owners responsible for backend systems, will enhance the primary domain of Service Innovation and Delivery by jointly modernising systems and processes across the service delivery chain. This collaborative approach will focus on delivering seamless, high-quality, accessible, and user-centric government services. Both Servizz.gov and the business owners will work together to upgrade technology infrastructure, automate key workflows, and adopt emerging digital solutions, ensuring integration and interoperability between front-end and back-end systems to increase efficiency and effectiveness. Service delivery processes will be standardised and continuously improved to ensure consistency across all channels, while access points will be expanded and diversified to make services more convenient and accessible for all users. Robust quality management frameworks will be implemented, focusing on customer satisfaction and service excellence. By leveraging data analysis and feedback, Servizz.gov will drive ongoing innovation and proactively address the evolving needs of users.

02

Empowering People & Culture

The Agency will empower and engage staff through Development and Collaboration by:

- Fostering open communication and knowledge sharing across all levels
- Building a positive, motivating work environment with clear roles and recognition
- Investing in recruitment, training, and leadership development

Focus on Empowering Staff Through Development and Collaboration

The Agency will address the primary domain of empowering people and the Agency's culture by cultivating a motivated, skilled, and collaborative workforce that drives its mission forward. This will be achieved by attracting, developing, and retaining talent through targeted recruitment, comprehensive training, and clear career pathways. Open and transparent communication will be fostered across all levels and departments, promoting knowledge sharing and organisational learning. Leadership development and team cohesion will be prioritised to build a resilient and high-performing organisation, while achievements will be recognised and celebrated to boost morale and reinforce a culture of excellence. Servizz.gov is committed to creating a positive, inclusive work environment where staff feel valued, supported, and empowered to innovate.

03

Strengthening Organisational Excellence

The Agency will Build Robust Governance, Planning and Resource Management by:

- Streamlining regulatory processes and clarifying roles for agile decision-making
- Developing and implementing a master plan with clear priorities and timelines
- Optimising budget allocation and procurement to ensure sustainable operations

Focus on Strengthening Governance for Agile & Sustainable Growth

- Servizz.gov will reinforce its foundations by establishing agile, transparent and sustainable operational frameworks. The Agency will develop and implement a comprehensive master plan that sets clear priorities, timelines and measurable outcomes for the next three years. Governance and regulatory processes will be streamlined to reduce bureaucracy, clarify roles, and enable faster and more effective decision-making. Resource allocation, budgeting and procurement will be optimised to ensure the Agency can meet both current and future demands, while enhanced accountability and monitoring systems will track progress and drive continuous improvement. Investment in both physical and organisational infrastructure will support growth and adaptability, ensuring Servizz.gov remains resilient and responsive to change. These initiatives are intended to strengthen the organisational excellence of the Agency.

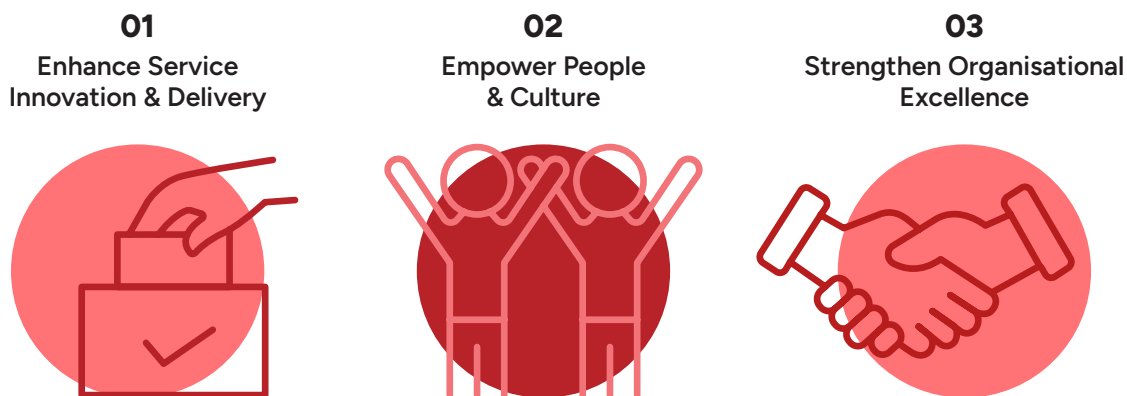
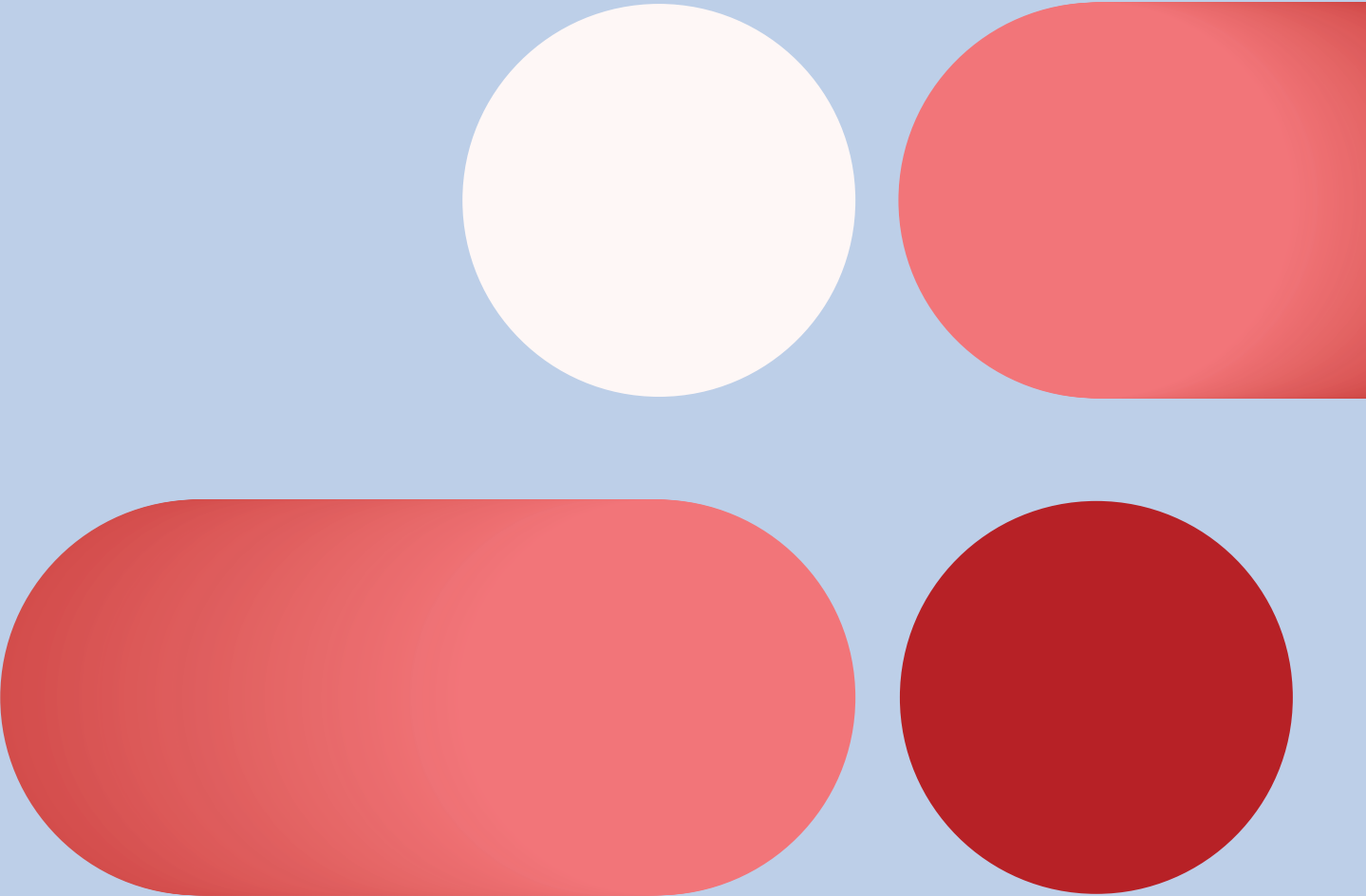


Figure 2: The Three Primary Strategic Domains

The Agency's Strategic Goals and Objectives

To be prepared for the identified challenges and potential opportunities over the next three years, the three domains are underpinned by seven primary goals, each of which encapsulates three major objectives that lie within the Agency's primary fields of operations. These areas of improvement are addressed in turn below:



01

Improved Customer Experience

- Objective 1: Standardise service delivery processes and implement best practices for quality and consistency, leveraging AI to enable personalisation and proactive support.
- Objective 2: Expand and enhance access channels, service times and convenience for users, with AI-driven solutions ensuring seamless digital experiences tailored to individual needs.
- Objective 3: Establish a continuous improvement framework focused on customer satisfaction, user experience and service excellence, using AI analytics to anticipate and address user requirements.

02

Streamlined Communication & Collaboration

- Objective 1: Establish clear, consistent internal communication channels and protocols across all departments, hubs and business owners.
- Objective 2: Foster a culture of collaboration and knowledge sharing, both internally and with external partners.
- Objective 3: Increase visibility and recognition of Agency achievements to boost staff morale and public awareness.

03

Develop Change Management Leadership

- Objective 1: Design and implement a comprehensive master plan with clear priorities, timelines and resource allocation to give improved direction.
- Objective 2: Strengthen organisational resilience by reinforcing digital and physical infrastructure to support sustainable growth.
- Objective 3: Embed robust change management practices to adapt proactively to evolving service demands and customer expectations.

04

Modernise Technology & Infrastructure

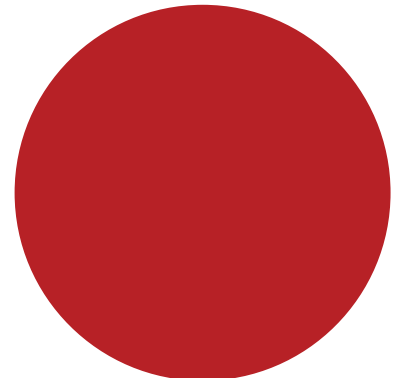
- Objective 1: Upgrade Information & Communications Technology (ICT) systems for efficient, secure, and scalable services by using AI to automate processes, boost system intelligence, and better meet user needs.
- Objective 2: Drive digital transformation by automating processes, integrating data, and adopting emerging technologies, especially AI-driven analytics and predictive tools for smarter decision-making and proactive service enhancement.
- Objective 3: Standardise CRM and knowledge management use, integrating AI to personalise interactions, simplify workflows, and deliver actionable insights for ongoing improvement.

05**Enhance Talent & Workforce Development**

- Objective 1: Attract, develop and retain skilled staff through targeted recruitment, training and career development programmes.
- Objective 2: Strengthen leadership capacity and team cohesion at all levels.
- Objective 3: Foster a positive work culture with clear roles, recognition and opportunities for advancement.

**06****Overcome Regulatory, Policy & Governance Barriers**

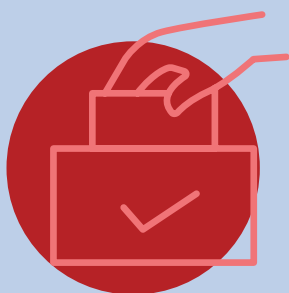
- Objective 1: Streamline regulatory and policy processes to reduce bureaucracy and enable agile service delivery.
- Objective 2: Clarify roles, responsibilities and authority within the Agency and with external partners.
- Objective 3: Enhance accountability and monitoring mechanisms for service standards and outcomes.

**07****Optimise Budget, Funding & Resource Allocation**

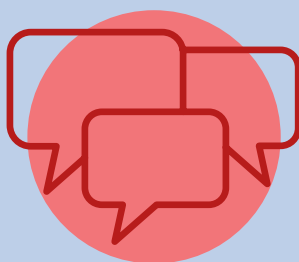
- Objective 1: Secure sustainable funding and optimise resource allocation to meet operational and strategic needs.
- Objective 2: Improve procurement, supply chain and inventory management processes.
- Objective 3: Monitor and evaluate resource utilisation to ensure value for money.



01
Service Delivery &
Customer Experience



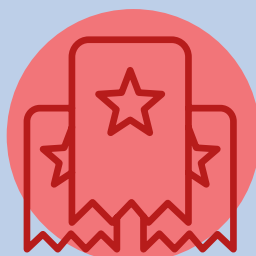
02
Communication &
Collaboration



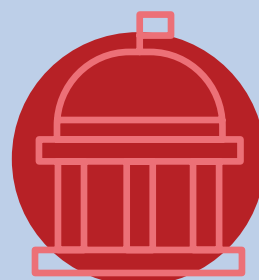
03
Planning, Direction &
Change Management



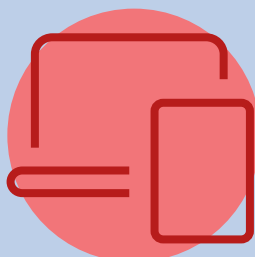
04
Talent & Workforce
Development



05
Regulatory, Policy &
Governance Barriers



06
Technology &
Infrastructure



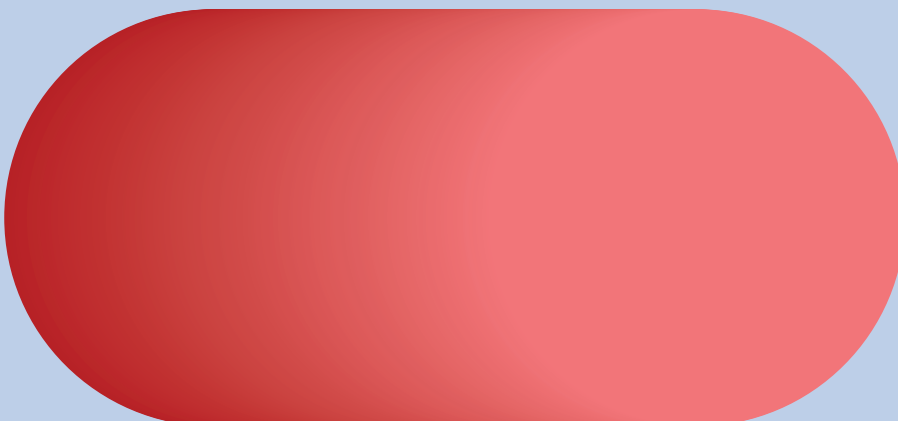
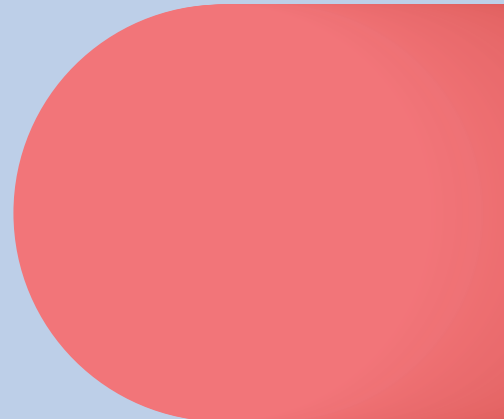
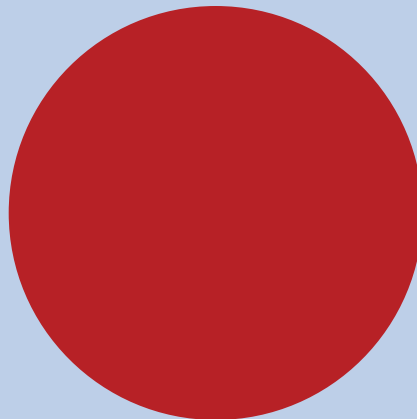
07
Budget, Funding &
Resource Allocation



Figure 3: The Seven Strategic Goals

Key Initiatives to Deliver the Strategic Goals & Objectives

The Agency will embark on the implementation of multiple initiatives intended to deliver the Agency's strategic objectives under the three primary domains, and the seven goals and associated objectives. These comprise the reinforcement of recently launched measures related to the three-year strategy and new initiatives that require longer-term planning, piloting, budgeting, training and transformational aspects.



01**Expand Public Service Outreach & Inclusivity Initiative**

Servizz.gov already delivers its services through multiple digital and physical channels. The Agency conducted research on the feasibility, benefits, and challenges of expanding the existing service delivery via mobile units, focusing on improving accessibility, inclusivity and efficiency for underserved and persons with disabilities. Drawing on international best practices, the research highlights the potential of mobile units to bridge service gaps, especially for the elderly, disabled persons and those with limited mobility. The Agency will embark on a gradual introduction of specialised services for such cohorts. These present an opportunity for increased accessibility, flexibility, positive public perception, multifunctionality, sustainability, advanced technology, real-time feedback, cost-saving potential, an empowered workforce and cross-sector collaboration. The initiative also aims to bridge the digital divide, deliver responses during emergencies when physical hubs may be temporarily unavailable, tailor services and information sessions for specific user cohorts, enhance trust, and strategic collaborations with business owners, training, feedback integration, and scalability.

To be effective, the initiative needs to be scaled due to resource intensity, infrastructure limitations, backend complexity, compliance requirements and marketing gaps. Rising costs, high expectations, technology dependency, operational risks, privacy and safety concerns and environmental impact assessments will be considered to ascertain long-term sustainability.

1.1 Main Requirements for the Service Outreach Initiative

A. Target Cohorts & Service Design

- Identify and prioritise target groups: Elderly, disabled, patients, students and any other cohort with limited digital access.
- Stakeholder engagement: Involve relatives, community care and local councils for holistic service delivery.
- Business process mapping: Tailor backend processes for each cohort, ensuring consent and support frameworks are in place.

B. Operational Planning

- Service delivery models: Mix of large-scale mobile units for outreach/marketing and smaller vehicles for door-to-door or specialised services.
- Booking and appointment systems: Implement robust scheduling to manage demand and resource allocation.
- Integration with existing fleets: Leverage Servizz.gov vehicles for flexible, scalable deployment.

C. Technology & Infrastructure

- Advanced hardware/software: Equip units with electronic identification (e-ID), biometrics, satellite internet and secure data handling.
- Accessibility: Ensure vehicles are accessible to all, including those with disabilities.
- Sustainability: Explore paperless systems and environmentally friendly vehicles.

D. Marketing & Community Engagement

- Branding and outreach: Use digital screens, mascots and interactive totems for visibility.
- Feedback mechanisms: On-site surveys and focus groups to refine services.
- Collaboration: Partner with NGOs, schools, business owners and local councils.

E. Governance & Compliance

- Legal and regulatory alignment: Ensure General Data Protection Regulation (GDPR), licensing and operational compliance.
- Continuous training: Staff development in service delivery, technology and customer care.
- Cost-benefit analysis: Regularly assess financial and social impact to guide scaling and investment.

1.2 Strategic Roadmap for the Service Outreach Initiative

Phase 1: Pilot & Foundation

- Launch pilot in select communities (e.g., university, hospitals, parks, Gozo).
- Establish a booking system, stakeholder framework and initial feedback loops.
- Conduct cost-benefit and demand/supply assessments.

Phase 2: Expansion & Optimisation

- Scale to additional cohorts and localities based on pilot results.
- Integrate advanced tech (eID, biometrics), expand fleet and refine operational processes.
- Strengthen marketing, community engagement, and cross-sector partnerships.

Phase 3: Consolidation & Innovation

- Evaluate outcomes, optimise service mix (large vs small units).
- Institutionalise continuous improvement via feedback and data analytics.
- Explore new outreach channels (interactive totems, extended hours, synergy with other complementary services).

1.3 Actionable Recommendations for the Service Outreach Initiative

- Start with a focused pilot targeting high-need groups and locations.
- Develop a multi-channel outreach mix (large trailers, small vans, door-to-door agents).
- Invest in technology and training for secure, efficient, and accessible service delivery.
- Embed feedback and continuous improvement into all processes.
- Align with sustainability and compliance goals from the outset.

1.4 Implementation Steps for the Service Outreach Initiative

- User Needs Assessment: Map underserved regions and service gaps using data analytics.
- Standard Operating Procedures (SOPs): Develop SOPs for fleet operations, scheduling and service delivery, referencing ISO 9001(International Organization for Standardization) (Quality Management Systems) for consistency and continual improvement.
- Staff Training: Train mobile staff in customer service, accessibility and safety, using standardised modules.
- Monitoring & Evaluation: Track outreach effectiveness and inclusivity metrics, reporting against defined KPIs.

1.5 Key Performance Indicators for the Service Outreach Initiative

Accessibility & Outreach

- Number of outreach locations served annually
- Number of specialised cohorts reached
- Percentage of mobile unit visits completed as scheduled

Service Quality

- Customer satisfaction score for mobile services
- Percentage of first contact resolution during mobile visits

02**User Centred Web Portal Initiative**

Servizz.gov conducted research and awarded a contract for the design, development and implementation of a user-centred web portal for the Agency, including ongoing maintenance and support. The project is positioned as a flagship digital transformation initiative for Malta's public service, aiming to deliver a scalable, accessible and AI-driven platform that centralises all government services for citizens and businesses.

The integration of AI will be guided by ethical principles and full compliance with the EU AI Act, ensuring transparency, accountability, and trust in all citizen-facing services. This approach will help public services remain modern, future-ready, and inclusive. All AI development and deployment will prioritise transparency, user trust, and adherence to relevant regulations.

Servizz.gov will play a central role in supporting the respective governmental entities throughout the national rollout of the EU Digital Identity Wallet, ensuring that citizens can access guidance and assistance seamlessly across online and in-person channels. By enabling the integration of secure digital identity credentials, comparable to the current e-ID, Servizz.gov will help streamline authentication, strengthen trust, and facilitate electronic signatures for a broad range of government services. Over the next three years, the strategy will also explore synergies between citizen and business digital wallets to enhance interoperability, reduce administrative friction, and unlock more efficient, user-centric service delivery across the public sector.



2.1 Main Requirements for the Web Portal Initiative

A. User-Centred Design & Accessibility

- **Adopt a user-centred approach:** All design and development will prioritise citizen needs, with a focus on usability, accessibility (Web Content Accessibility Guidelines (WCAG), Web Accessibility Directive (WAD), Foundation for Information Technology Accessibility (FITA) standards) and inclusivity for all demographics, including older adults and people with disabilities.
- **Open Data and Reusability:** All publicly accessible data provided through the Servizz.gov web portal and customer service channels will be made reusable by publishing it in open, machine-readable formats under fair, transparent, and non-discriminatory conditions, fully complying with the Re-Use of Public Sector Information Act and EU data regulations. The Agency is dedicated to releasing valuable datasets to its register on the Malta Data Portal (portal.data.gov.mt), strengthening the availability and accessibility of public information.
- **Bilingual and Multilingual Support:** The portal must fully support both Maltese and English, reflecting Malta's official languages and ensuring inclusivity.
- **Continuous User Involvement:** Regular focus groups, A/B testing, and stakeholder engagement are required throughout the design and implementation phases.

B. Personalisation & AI Integration

- **Personalised Service Delivery:** The portal will recommend services based on user profiles (authenticated via e-ID [Identification] or anonymous wizard), life events, digital personas and AI-driven suggestions to tailor experiences for each user.
- **Explainable AI:** All AI recommendations must be transparent and explainable to users, complying with the EU AI Act and Malta Digital Innovation Authority (MDIA) guidelines, to build trust and ensure accountability.
- **Accessibility:** Design and development will prioritise usability and inclusivity for all demographics, including older adults and people with disabilities, ensuring digital and AI features are accessible and understandable to everyone.
- **Responsible AI:** The development and deployment of AI will adhere to ethical guidelines, prioritising transparency, user trust, and compliance with all relevant regulations.
- **Data Collection & Analytics:** The system must collect user interaction data and feedback, leverage robust AI-driven analytics and report features to enable continuous improvements in usability, accessibility, and overall service quality.

C. Technical Architecture & Integration

- **Headless Content Management System (CMS):** Integrate a headless Content Management System connected to Microsoft Dynamics 365, hosted on Malta Information Technology Agency (MITA) Azure, supporting multi-channel content delivery and advanced reporting.
- **Modular, Scalable Design:** The portal must be modular, responsive, and scalable, supporting future enhancements and high-traffic scenarios.
- **Application Programming Interface (API)-First & Interoperability:** Ensure seamless integration with existing government systems (CRM, Service Catalogue, chatbot, MITA microservices) using modern API standards and open-source technologies where possible.

D. Security, Privacy & Compliance

- **GDPR & Data Protection:** Full compliance with GDPR and local data protection laws, including secure processing of personal data, audit trails, and data minimisation.
- **Cybersecurity:** Adherence to MITA security standards, regular vulnerability testing, and disaster recovery planning.
- **Transparency & Trust:** Clear communication of data usage, privacy policies, and user rights.

E. Maintenance, Support & Sustainability

- **Long-Term Support:** Maintenance and support post-launch, with strict SLAs for issue resolution and uptime.
- **Sustainability & DNSH (Do No Significant Harm) Principles:** Emphasise digital documentation, modular upgrades and environmental sustainability.
- **Continuous Training:** Ongoing training and documentation for the Agency staff to ensure independent management and futureproofing.

F. Project Management & Governance

- **Dedicated Key Experts:** Appoint a Lead Software Engineer, Project Manager, and UX Design Lead, each with specific qualifications and full-time commitment.
- **Agile, Milestone-Based Delivery:** The project will be structured in phases (research, CMS development, AI integration, training, go-live), with clear deliverables and progress reporting.
- **Stakeholder Engagement:** Regular meetings, progress reports, and a Project Review Board to oversee execution and resolve issues.

2.2 Strategic Roadmap for the Web Portal Initiative

As an integral part of the 3-year digital strategy for Servizz.gov and the broader public service, the project will be geared towards:

Phase 1: Foundation & User-Centric Transformation

- Conduct comprehensive user research and benchmark against leading international portals.
- Design and prototype the new portal, focusing on accessibility, multilingual support, and user journeys.
- Develop the core platform (CMS, integration with Dynamics 365, initial AI features).
- Engage stakeholders through workshops, focus groups, and iterative testing.
- Integrate foundational AI features such as basic personalisation and user journey mapping, ensuring early adoption of explainable AI principles.

Phase 2: Expand AI-driven Personalisation and Predictive Analytics

- Roll out advanced personalisation. Expand AI-driven personalisation, including advanced service recommendations, life-event mapping and predictive analytics to anticipate user needs.
- Expand integration with additional government systems and third-party APIs, ensuring AI features remain explainable and accessible.
- Enhance analytics and reporting for continuous improvement.
- Strengthen cybersecurity and ensure ongoing GDPR compliance.

Phase 3: Optimisation, Sustainability & Futureproofing

- Optimise performance for scalability and resilience (e.g., during peak demand) by continuously enhancing AI capabilities, ensuring ongoing compliance with responsible AI standards and accessibility, and preparing for emerging technologies.
- Implement sustainability measures (modular upgrades, digital-first processes).
- Institutionalise continuous training and knowledge transfer to the Agency staff, supporting the sustainable management and evolution of AI features.
- Prepare for future enhancements (e.g., new AI capabilities, emerging technologies) and maintain alignment with EU digital and AI regulations.

2.3 Actionable Recommendations for the Web Portal Initiative

- Prioritise citizen experience at every stage, making digital government accessible, inclusive and trustworthy.
- Leverage AI and data responsibly to personalise services and drive efficiency, while maintaining transparency and compliance.
- Build for adaptability: Modular, scalable architecture and continuous staff upskilling will ensure the platform remains relevant and sustainable.
- Embed Continuous Improvement: Use AI-driven analytics and user feedback to iteratively refine and enhance portal features, maintaining a cycle of ongoing improvement.
- Ensure Accessibility and Inclusion: Regularly assess and update AI-driven features to guarantee they remain accessible and inclusive for all user groups.
- Build for Adaptability: Adopt a modular, scalable architecture and provide continuous staff upskilling to ensure the platform remains relevant and sustainable as AI capabilities evolve.
- Embed robust governance: Maintaining regular monitoring, stakeholder engagement, and clear accountability are essential for long-term success.
- Responsible AI: Ensure all AI features are developed and deployed in line with ethical guidelines, transparency, and user trust, including compliance with the EU AI Act and local regulations.
- Testing & Validation: Use standardised user acceptance testing (UAT) protocols.
- Continuous Enhancement: Use AI-driven analytics and user feedback to iteratively refine and enhance portal features, maintaining a cycle of ongoing improvement.
- Accessibility and Inclusion: Regularly assess and update AI-driven features to ensure they remain accessible and inclusive for all user groups.
- Feedback mechanisms: These will be introduced to monitor, gauge and take corrective improvement measures on the Agency's portal.

2.4 Implementation Steps for the Web Portal Initiative

- User Research: Conduct persona development using data and focus groups.
- Design Standards: Apply ISO/International Electrotechnical Commission (IEC) 25010 (Systems and Software Quality Requirements and Evaluation) for usability, accessibility and security.

2.5 Key Performance Indicators for the Web Portal Initiative

Platform Performance & Adoption

- Percentage of services accessible through the new portal
- Portal user satisfaction score
- Annual increase in digital usage

Accessibility & AI Integration

- WCAG accessibility compliance score
- Percentage of user journeys personalised via AI features

03

Data-Driven Research and Operations Initiative

The Agency will continue to invest in qualitative and quantitative data analysis. Qualitative data sets will be used to delve deeper into the requirements of specific services delivered to users or requested by the Agency. The analysis of anonymised large datasets of cases will be utilised to identify areas of potential service improvements within the Agency and also to make recommendations to key stakeholders to consider improvements within their respective entities. Data governance will be consistent with GDPR, ethical and pertinent legislative requirements. The findings will be integrated to inform decision-making, process improvements and strategic adjustments.

The Agency's data-driven approach, led by a dedicated Research & Development (R&D) Department, in conjunction with the other departments, is central to ongoing improvements across the Agency. Real-time data analysis helps optimise resource allocation, staffing and service delivery. Feedback from users and staff is used to refine services, with targeted training and marketing campaigns to address identified needs. In 2024, the Agency introduced a data-driven approach to better understand customer needs and optimise service provision. The analysis of data collected through customer satisfaction surveys, mystery shopping, employee attitude surveys and focus groups is intended to lead to measurable improvements in service usage, user satisfaction and operational efficiency. The Agency's commitment to continuous improvement, technological innovation and stakeholder collaboration will be utilised and shared with its partners to set a strong foundation for the future of public service delivery in Malta.

The recent use of data has enabled Servizz.gov to make informed decisions that support and enhance public policy, analyse the degree of customer satisfaction and identify areas for improvement. During the course of this strategy, this aspect will be reinforced considerably by tapping into large datasets available in the CRM. The analysed information will not only be used to celebrate successes but also to identify and address areas for improvement and improved forecasting requirements. Initiatives, such as the enhanced e-ticketing system, a unified web portal and comprehensive feedback mechanisms, will be implemented to further improve user experience. The Agency's forward-looking strategy emphasises continuous improvement of these aspects through stakeholder engagement, analytics and innovation, focus groups, as well as exit and entry polls. This positions data analysis as a cornerstone of effective public service delivery.

3.1 Main Requirements for the Data-Driven Initiative

A. Omnichannel Integration

Consolidate Freephone 153, email, chatbot, live chat and physical hubs into a unified CRM system for case visibility and closure tracking.

B. CRM Enhancement

Mandatory use of CRM for all agents, with real-time dashboards for call metrics, email response times and case resolution.

C. AI & Automation

Deploy AI-driven tools for sentiment analysis, trend identification and predictive case routing.

D. Data Governance & Analytics

Implement live dashboards segmented by service type (tax, social security, etc.) for performance monitoring.

E. Capacity Building

Training programmes for agents on CRM, queue management systems and AI-assisted tools.

3.2 Strategic Roadmap for the Data-Driven Initiative

Phase 1: Foundation

- Upgrade CRM to integrate all channels.
- Launch a queue management system across hubs.
- Begin AI pilot for chatbot and call sentiment analysis.

Phase 2: Expansion

- Scale AI tools for predictive analytics and case prioritisation.
- Introduce PIN-based authentication for secure interactions.
- Expand onboarding framework for new government entities.

Phase 3: Optimisation

- Full automation of routine queries via chatbot and voice AI.
- Advanced analytics for resource allocation and demand forecasting.
- Continuous improvement cycle based on customer satisfaction surveys.

3.3 Actionable Recommendations for the Data-Driven Initiative

- **CRM Mandate:** Draft guidelines requiring CRM use for all case handling.
- **AI Integration:** Partner with MITA for generative AI and Copilot tools, deploying advanced AI-powered analytics to extract actionable insights from large datasets for real-time performance monitoring, trend identification, and data-driven decision-making.
- **Predictive Routing:** Implement AI-driven predictive routing within the CRM and contact centre systems to automatically direct cases and inquiries to the most appropriate agents or channels, improving efficiency and customer satisfaction.
- **Channel Strategy:** Prioritise Freephone and email while enhancing digital channels for younger demographics.
- **Data-Driven Decisions:** Use AI tools to continuously analyse customer and staff feedback from multiple channels (surveys, chat, email, and calls), identifying emerging issues and opportunities for service improvement, and leveraging survey insights to further refine service delivery and accessibility.

3.4 Implementation Steps for the Data-Driven Initiative

- **Governance Setup:** Participate in cross-functional steering committee.
- **Technology Deployment:** Upgrade CRM, integrate AI modules, and deploy dashboards.
- **Training & Change Management:** Conduct workshops and provide user manuals.
- **Monitoring & Evaluation:** Establish KPIs for call handling, email resolution and customer satisfaction, using real-time dashboards and feedback analytics to track outreach effectiveness and inclusivity metrics.
- **Continuous Improvement:** Use insights from AI-driven analytics and feedback analysis to refine processes, inform training, and guide strategic adjustments on an ongoing basis.

3.5 Key Performance Indicators for the Data-Driven Initiative

Data Quality & Use

- Percentage of cases fully logged and closed through CRM
- Number of actionable insights produced per quarter

Performance Management

- Accuracy of demand forecasting
- Percentage of decisions supported by data dashboards

04

Omnichannel Approach Initiative

Servizz.gov conducted research and prepared a comprehensive tender for the outsourcing of omnichannel contact centre operations for the Agency, covering a 3-year period broadly coinciding with the launch of this strategy. The contract aims to deliver a unified, high-quality and accessible customer service experience across all government service channels in Malta and Gozo. The omnichannel approach integrates phone, email, live chat, social media, chatbot and face-to-face hubs, with a strong focus on digital transformation and AI. It incorporates improved key performance indicators (KPIs) to assess performance in real-time, thereby improving the customer experience.

4.1 Main Requirements for the Omnichannel Initiative

A. Service Model & Scope

- One-Stop Shop: Deliver seamless, consolidated access to public services.
- Omnichannel Delivery: Integrate all communication channels (calls, emails, live chat, social media, chatbot, walk-ins).
- 24/7 Availability: Some channels/projects may require round-the-clock support.
- Regional & Technical Hubs: Maintain and staff physical hubs for face-to-face service.

B. Performance & Quality

- Service Levels: Strict SLAs for call handling, response times, and customer satisfaction (e.g., a high percentage of calls answered within an established timeframe, and monthly call handling benchmarks).
- AI-Driven Performance Monitoring: Utilise AI analytics to monitor KPIs such as response times, case resolution rates, average handling time and customer satisfaction across all channels.
- Continuous Improvement: Use analytics, customer feedback, regular audits (including mystery shopping) and insights from AI analytics and sentiment analysis to drive continuous enhancements in service delivery and customer experience.
- Quality Assurance: Mandatory ISO (or equivalent) certification and robust QA processes by leveraging AI-powered sentiment analysis and feedback tools to assess service quality, identify trends and inform targeted training and process improvements.

C. Technology & Innovation

- **AI for Unified Case Management:** Use AI for real-time guidance, predictive analytics, sentiment analysis, automated email/chat support, and feedback analysis, while deploying AI-powered systems to unify case management across all service channels so customer interactions are seamlessly tracked and managed from initial contact to resolution.
- **Sentiment Analysis:** Integrate AI-based sentiment analysis tools to monitor and assess customer interactions in real-time, enabling proactive support and continuous improvement of service quality.
- **Scalable Infrastructure:** Ensure systems can handle fluctuating demand and new channels.
- **Data Security:** Full GDPR compliance, regular security audits and ISO/IEC (or equivalent) for information security.

D. Human Resources

- **Key Experts:** Appoint dedicated specialists (Quality Control, ICT, Operations, Training, Resource, Project Management).
- **Staffing & Retention:** Implement robust recruitment, training and retention programmes; maintain attrition below 35% per annum.
- **Cross-Training:** Ensure customer relationship officers are multi-skilled across channels and projects.

E. Reporting & Governance

- **Comprehensive Reporting:** Real-time dashboards, monthly/quarterly/annual reports on all KPIs and transparent data sharing.
- **Governance Structure:** Three-tier management (Executive Board, Service Committee, Operations Managers) with regular meetings and strategic reviews.

- **Change Management:** Formal procedures for contract modifications, minor operational amendments and continuous alignment with evolving needs.

F. Risk & Continuity

- **Business Continuity:** Disaster recovery, redundancy and contingency planning for all critical systems and processes.
- **Risk Management:** Proactive identification and mitigation of risks (technology, data, staffing, public perception, demand fluctuations).

G. Customer-Centricity & Accessibility

- **Inclusivity:** Special focus on vulnerable groups and bridging the digital divide.
- **Bilingual Service:** All channels must support Maltese and English.
- **Feedback Loops:** Systematic collection and action on customer and employee feedback.

4.2 Strategic Roadmap for the Omnichannel Initiative

Phase 1: Foundation & Stabilisation

Objective: Establish core infrastructure, governance and compliance.

- **Governance & Structure**
 - Set up Executive Board, Service Committee and Operations Managers.
 - Define KPIs and reporting templates (monthly, quarterly, annual).
- **Technology Deployment**
 - Implement omnichannel platform (calls, email, chat, social media).
 - Ensure GDPR compliance and ISO certifications.

- Human Resources
 - Service Providers are to invest in further key expert specialisations (Quality Control, ICT, Operations, Training).
 - Launch initial CRO (customer relationship officer) training and cross-skilling programmes.
- Customer-Centricity
 - Roll out bilingual support (Maltese & English).
 - Launch accessibility initiatives for vulnerable groups.
- Risk & Continuity
 - Develop disaster recovery and business continuity plans.

Phase 2: Optimisation & Integration

Objective: Enhance performance, integrate AI and improve service quality.

- Performance Management
 - Implement real-time dashboards and analytics for SLA monitoring.
 - Conduct quarterly audits and mystery shopping.
- Technology & Innovation
 - Deploy AI for predictive analytics, sentiment analysis and chatbot automation.
 - Integrate CRM and knowledge base for a unified customer view.
- Human Resources
 - Expand training for advanced digital tools and AI-assisted workflows.
 - Introduce retention programmes to maintain attrition within the established parameters.
- Customer Experience
 - Launch proactive feedback loops and service improvement campaigns.
 - Expand omnichannel reach (social media, mobile apps).
- Governance
 - Review and refine SLAs based on performance data.

Phase 3: Transformation & Growth

Objective: Scale operations, embed continuous improvement and future-proof.

- Technology Evolution
 - Introduce advanced AI features (voice analytics, predictive routing).
 - Explore emerging channels (video support, virtual assistants).
- Continuous Improvement
 - Institutionalise qualitative improvement frameworks.
 - Benchmark against international best practices.
- Human Capital
 - Develop leadership pipeline and succession planning.
 - Implement advanced workforce analytics for resource optimisation.
- Customer-Centric Innovation
 - Launch personalised service models and loyalty programmes.
 - Expand inclusivity measures for underserved communities.

4.3 Actionable Recommendations for the Omnichannel Initiative

To adopt these requirements as part of a 3-year strategy, Servizz.gov and its partners will:

- **Prioritise Digital Transformation:** Invest in AI, automation and omnichannel integration to streamline service delivery and improve accessibility.
- **Embed Quality & Compliance:** Make ISO and GDPR compliance foundational, with regular audits and transparent reporting.
- **Develop Talent & Leadership:** Build a resilient, skilled workforce with clear career paths, continuous training and strong retention incentives.
- **Foster a Culture of Continuous Improvement:** Use analytics, customer feedback and benchmarking to drive ongoing enhancements.
- **Ensure Robust Governance:** Maintain clear roles, responsibilities and escalation paths for operational and strategic decision-making.
- **Plan for Flexibility & Growth:** Design systems and processes that can scale with demand, adapt to new channels and incorporate emerging technologies.
- **Champion Customer Experience:** Keep the citizen at the centre—ensure services are inclusive, responsive and easy to access, regardless of channel.

4.4 Implementation Steps for the Omnichannel Initiative

- **Gap Analysis:** Assess current operations against these requirements.
- **Roadmap Development:** Define phased initiatives for technology, people and process transformation.
- **Stakeholder Engagement:** Align ministries, departments and external partners on shared goals and standards.
- **Performance Monitoring:** Set up dashboards and regular reviews to track progress and adapt as needed.

4.5 Key Performance Indicators for the Omnichannel Initiative

Service Efficiency

- Average call waiting time
- Email/Chat response time

Customer Experience

- Overall omnichannel customer satisfaction
- Percentage of cases resolved within SLA

AI & Automation

- Percentage of routine queries automated via chatbot/voice AI

Budget Compliance

- Procurement Compliance rates
- Budget Projections and Utilisation Accuracy

05

Stakeholders Strategic Fora Initiative

Intelligence and insights into this strategy led to a recently established strategic forum, leveraging insights from the Business Review Reports drawn up by the R&D and ICT Departments, as well as Operational findings. This initiative is intended to provide a cross-cutting collaborative platform for key stakeholders to review data-driven insights, align on priorities and adopt actionable measures for service innovation and operational excellence within the partnering governmental entities owning the respective back-end processes of the services delivered. The objectives of the fora will include the alignment of service design with user-centric principles, monitoring compliance with quality standards, driving integration between the front-end delivered by Servizz.gov and back-end processes, and overseeing implementation of the strategic roadmap and actionable recommendations set by the committee.

5.1 Main requirements for the Strategic Fora Initiative

A. Standardise Business Review Processes

Ensure all e-Forms and workflows comply with Servizz.gov guidelines and branding.

B. Close Service Loopholes

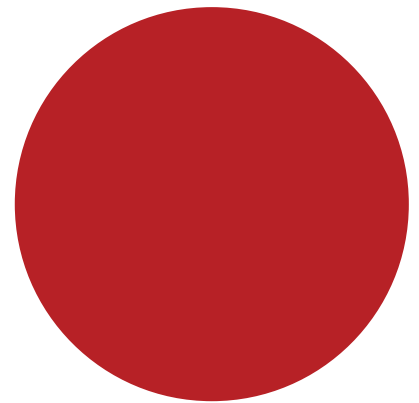
Introduce streamlined onboarding and reduce overlapping responsibilities.

C. Enhance Customer Experience

Implement automation and proactive communication strategies.

D. Foster Change Management

Address resistance through mentoring and top-to-bottom engagement.



5.2 Strategic Roadmap for the Strategic Fora Initiative

Phase 1:

- Consolidate the established Strategic Forum and governance structure
- Refine e-Form guidelines to further improve cross-government standardization of forms
- Utilise big-data analytics and feedback mechanism loops from the web portal initiatives
- Draw up a log of Recommendations and a rollout plan for the implementation of the findings

Phase 2:

- Implement a knowledge-sharing platform and cross-departmental collaboration sessions
- Hold general information sessions with stakeholders and specific fora with the business owners implementing the recommendations

Phase 3:

- Establish formal reporting metrics and follow-up mechanisms
- Conduct impact assessments and refine processes based on implemented recommendations
- Institutionalise a continuous improvement culture across all entities

5.3 Actionable Recommendations for the Strategic Fora Initiative

- Formalise Forum Charter: Define the forum's mandate, objectives and governance structure. Schedule quarterly review meetings.
- Standardise Business Review Processes: Ensure all e-Forms and workflows comply with Servizz.gov guidelines and branding.
- Close Service Loopholes: Streamline onboarding of e-Forms and clarify responsibilities to reduce overlaps.

- Enhance Customer Experience: Implement automation, proactive communication and feedback mechanisms.
- Foster Change Management: Address resistance through mentoring and engagement at all organisational levels.
- Promote Citizen Engagement: Ensure accessibility, usability and co-creation of services with stakeholders.
- Establish Knowledge-Sharing Platforms: Facilitate cross-departmental collaboration and information sessions.

5.4 Implementation Steps for the Strategic Fora Initiative

- Step 1: Formalise the forum charter and schedule quarterly review meetings.
- Step 2: Assign departmental leads for business reviews, CRM, AI and operational knowledge-sharing initiatives.
- Step 3: Develop SOPs for integration between Servizz.gov and business owners.
- Step 4: Monitor progress via KPIs and publish annual performance reports.
- Step 5: Conduct stakeholder workshops to ensure alignment and compliance

5.5 Key Performance Indicators for the Strategic Fora Initiative

Governance & Collaboration

- Number of Business Owner review sessions per year
- Percentage of recommendations adopted by Business Owners

Process Improvement

- Reduction in service loopholes identified
- Number of cross entity process standardizations implemented annually

06

Focus Groups to Turn Insights into Smarter Solutions Initiative

Whilst big data is indispensable for leveraging quantitative intelligence on large volume cases, there is still a need for qualitative deep insights that leverage intelligence from business owners of back-end processes and insights from users of the services and of affected specialists. The establishment of focus groups will also consider internal insights derived from service delivery innovation, governance and data-driven operations; related workshop materials, emphasising citizen personas; integration of internal and external processes; and barriers such as resistance to change. The fora are intended to consider external best practices for government transformation and stakeholder engagement, including frameworks for digital transformation and participatory planning. The findings will be converted into improved training material for agents and smarter solutions.

6.1 Main Requirements for the Focus Groups Initiative

A. Data Integration & Intelligence Sharing

- Consolidate demographic insights from the departments within Servizz.gov with operational data from business owners.
- Establish a secure, centralised repository for citizen personas and process maps.

B. Stakeholder Engagement

- Formalise collaboration between Servizz.gov, business owners and users.
- Create dynamic feedback loops via focus groups and digital surveys.

C. Governance & Compliance

- Align with GDPR, ISO standards and the Public Service Quality Charter.
- Define clear accountability for implementing recommendations across entities through the Strategic Fora Initiative where appropriate.

6.2 Strategic Roadmap for the Focus Groups Initiative

Phase 1: Foundation

- Establish governance structure for focus group operations.
- Conduct baseline demographic and process mapping.
- Launch pilot focus groups targeting high-impact user segments.

Phase 2: Integration

- Scale focus groups across all major service domains.
- Develop and deliver up-to-date training modules which reflect the findings from the focus groups.
- Begin cross-departmental training on service design and change management.

Phase 3: Optimisation

- Embed continuous improvement cycles using feedback from focus groups.
- Expand outreach to underserved demographics.
- Publish annual performance and citizen satisfaction reports.

6.3 Actionable Recommendations for the Focus Groups Initiative

- Adopt a Mentorship Model to overcome resistance and foster compliance.
- Implement Knowledge-Sharing Mechanisms (e.g., documentation repositories, CRM-based workflows).
- Leverage Mobile Service Units for niche demographics (elderly, rural communities, etc).
- Introduce Automated Reminders & AI Tools for compliance and predictive analytics.

6.4 Implementation Steps for the Focus Groups Initiative

01 Governance Setup

- Form a strategic forum including R&D, Operations, ICT, Finance, strategic stakeholders and business owners.
- Define KPIs for citizen and user engagement and process efficiency.

02 Pilot Execution

- Select niche demographic groups for initial focus groups.
- Use mixed-method research (quantitative surveys and qualitative discussions).

03 Monitoring & Evaluation

- Quarterly reviews with dashboards tracking user satisfaction and operational metrics.
- Annual strategy refresh based on focus group insights.

6.5 Key Performance Indicators for the Focus Groups Initiative

User Insight Generation

- Number of focus groups conducted annually
- Implementation rate of focus group recommendations

Service Improvement

- Improvement in UX satisfaction for redesigned services
- Physical channels satisfaction

07

Effective Communication Channels Initiative

Servizz.gov completed several office refurbishments during the past years in a drive to modernise its service centres. This will be supplemented with further modernisation and standardization of its existing hubs across Malta, as well as the introduction of additional hubs to tailor to increased demands in other localities, including Gozo. These will result in a more consistent and pleasant UX. The introduction of additional physical hubs also helps reduce commuting time, supporting our drive toward environmental sustainability.

Following a successful rebranding exercise, which provided the Agency with a new identity aligned to the demands of modern times, ongoing innovation within this area remains a priority. This renewed identity positions the Agency to remain relevant and responsive to the evolving needs of the public.

To ensure that the public is well-informed about the Agency's role and the services it offers, Servizz.gov is committed to conducting regular, targeted communication campaigns. These campaigns are essential in raising awareness and keeping stakeholders engaged.

In pursuit of this, particular emphasis will be placed on further specialisation of resources and the enhancement of in-house capacity, enabling more data-driven, targeted, and measurable communication activities.

The Agency is dedicated to communicating its achievements and initiatives through both traditional and social media platforms. By utilising a variety of channels, the Agency aims to improve its outreach and ensure that its messaging is accessible and relevant to all demographic cohorts.

Investment in digital tools such as AI serves to improve service delivery and responsiveness. These are paramount to staying abreast of the fast-paced developments in this area. Servizz.gov is investing in an innovative computer programme

that simulates human conversation with users to aid customers, reduce waiting times and recurring expenses of live agents. This system, commonly referred to as a Chatbot, will be supplemented with more innovative features to empower staff and agents to better address the exigencies of the Agency as well as those of the general public. These measures will include further deployment of AI tools at the disposal of its staff and service agents and the drawing up of service catalogues to serve as a dynamic repository of up-to-date knowledge bases for agents and citizens. This will be developed and maintained up-to-date with the latest knowledge bases in partnership with the respective departmental entities of the specific back-end processes. The system will serve to provide coherent and up-to-date information for an improved and consistent customer experience (UX). AI-powered chatbots will be regularly evaluated for accuracy, accessibility, and user satisfaction, ensuring that these tools remain effective, inclusive, and responsive to evolving needs.

The Agency already delivers very thorough business reviews of digital interactive forms to test the user experience prior to being onboarded and published in the public domain. The workflow and guidelines of these forms will be fine-tuned to tailor to emerging technologies, platforms and technological exigencies. Quality benchmarks and scorecards will be introduced to render the utility of the forms as seamless as possible to the public and to improve user experience.

Since the onboarding of the OHSA (Occupational Health and Safety Authority) and BCA (Building & Construction Authority) (Freephone 138) over the past year, Servizz.gov developed a robust onboarding framework of engagement with potential new stakeholders. The Agency will further refine its onboarding processes of new entities, products and services offered by the government to make it more robust and further streamline its planning and resource requirements.

These enhancements will strengthen our commitment to modernising communication channels, improving user experience, and leveraging AI for continuous service improvement.

7.1 Main Requirements for the Effective Communication Channels Initiative

A. Modernisation of Service Centres & Hubs

Continue refurbishing and modernising existing hubs, expand to new localities (including Gozo) and prioritise environmental sustainability by reducing commuting times.

B. Branding, Marketing & Outreach

Consistent and effective work that promotes brand awareness, brand recognition, and innovative marketing campaigns that lead to ever-increasing outreach and following across all platforms. Additionally, developing content tailored to a broader and more diverse demographics further strengthens the marketing aspect.

C. Digital Tools & AI Integration

Invest in advanced digital tools, especially AI (e.g., chatbots, dynamic Frequently Asked Questions (FAQs)), to improve service delivery, responsiveness and empower both staff and agents. Supplement these tools with dynamic, up-to-date service catalogues and knowledge bases

D. Quality Assurance

Fine-tune workflows and guidelines for digital forms, introduce quality benchmarks and scorecards to ensure seamless public utility and improved user experience. This features the integration of real-time feedback mechanisms powered by AI to capture user satisfaction, identify issues as they arise and enable rapid, data-driven improvements to service delivery.

7.2 Strategic Roadmap for the Effective Communication Channels Initiative

Phase 1: Foundation & Modernisation

- Complete refurbishment of existing hubs and launch new ones in strategic locations.
- Initiate brand uniformity and awareness campaigns and begin deployment of AI-powered chatbots.
- Develop initial service catalogues and knowledge bases.

Phase 2: Expansion & Integration

- Broaden the Agency's presence across more localities, including Gozo.
- Integrate additional government services/entities into servizz.gov platforms.
- Refine onboarding processes for new stakeholders.
- Enhance digital platforms and marketing outreach to target specific demographic cohorts.

Phase 3: Optimisation & Excellence

- Implement quality benchmarks and scorecards for all digital forms and workflows.
- Continuously update service catalogues and knowledge bases in partnership with departments.
- Optimise AI tools and digital platforms for improved responsiveness and customer experience.
- Conduct regular training and development programmes for staff and agents.

7.3 Actionable Recommendations for the Effective Communication Channels Initiative

- **Physical Expansion:** Identify and prioritise localities for new hubs based on demand and accessibility.
- **Digital Transformation:** Invest in scalable AI solutions and ensure integration with existing systems.
- **Marketing & Outreach:** Design effective and innovative demographically targeted promotional campaigns on a regular basis, ensuring brand visibility and brand recognition
- **Stakeholder Engagement:** Establish a robust framework for onboarding new government entities and services.
- **Continuous Improvement:** Set up feedback loops with users and staff to refine processes and tools.
- **Benchmarking:** Regularly assess digital forms and workflows against established quality standards.

7.4 Implementation Steps for the Effective Communication Channels Initiative

- **Project Startup:** Form a cross-functional task force to oversee the initiative.
- **Needs Assessment:** Conduct a comprehensive review of current channels, user feedback and technological gaps.
- **Resource Allocation:** Secure funding and resources for physical upgrades, digital tools and training.

- **Technology Deployment:** Roll out AI chatbots, service catalogues and digital platforms in phases. Integrate real-time feedback tools powered by AI to continuously capture user satisfaction and service issues as they arise.
- **Staff Training:** Schedule regular training sessions for agents and staff on new tools and processes, including the use of AI chatbots, dynamic FAQ systems and real-time feedback tools, ensuring effective adoption and optimal service delivery.
- **Monitoring & Evaluation:** Track progress using scorecards, benchmarks and user satisfaction surveys. Use AI analytics to identify trends, measure impact, and establish feedback loops with users and staff to refine AI-powered tools and digital processes, ensuring the communication channels evolve in line with user needs and technological advancements.
- **Reporting & Review:** Provide quarterly updates to stakeholders and adjust strategy as needed.

7.5 Key Performance Indicators for the Effective Communication Channels Initiative

Communication Effectiveness

- Increase in public awareness of Servizz.gov services
- Engagement rate across digital channels
- Reach rate across digital channels

Service Centre Modernisation

- Percentage of hubs refurbished or modernised
- Reduction in average customer waiting time

AI & Digital Channels

- Chatbot accuracy rate
- User satisfaction with digital forms

08

Strategic Master Planning Initiative

Servizz.gov evolved into a complex organisation that needs to simultaneously coordinate multiple projects and stakeholders. Exigencies vary and need to be tailored to different needs and expectations that evolve. Programmes need to be properly drawn up, planned, monitored and executed. Increased demands need to be tailored to. Resources need to be managed and upgraded to reflect increased exigencies. The Public Sector offers a multitude of initiatives and services that need to be communicated to the public. Furthermore, external factors may disrupt the normal course of operations. The Agency thus operates within a volatile, uncertain, complex and ambiguous environment (VUCA). To overcome these aspects, it needs to have vision, understanding, courage and be adaptable (VUCA 2.0). A strategic masterplan is thus needed to plan and ensure proper service delivery, whilst at the same time affording sufficient flexibility to tailor to disruptions. Project management and leadership skills are indispensable to delivering the services seamlessly to the public. This needs to be drawn up in conjunction with management, staff, business owners and departmental entities involved.



8.1 Main Requirements for the Strategic Master Planning Initiative

A. Comprehensive Resource Alignment

Map all human, financial and technological resources to long-term objectives.

B. Integrated Service Delivery Model

Ensure all departments follow a unified framework for planning and execution.

C. Risk Management & Compliance

Embed risk assessment and regulatory compliance into planning cycles.

D. Data-Driven Decision-Making

Use analytics and forecasting tools to guide priorities and investments.

E. Stakeholder Engagement

Involve internal teams and external partners in planning for transparency and buy-in.

8.2 Strategic Roadmap for the Strategic Master Planning Initiative

Phase 1: Foundation

- Conduct a full organisational audit of resources and processes.
- Define strategic priorities and KPIs aligned with Servizz.gov's mission.
- Establish governance structures for planning oversight.

Phase 2: Integration

- Develop cross-functional planning committees.
- Implement digital planning tools and dashboards for real-time monitoring.
- Begin phased rollout of integrated service delivery models.

Phase 3: Optimisation

- Institutionalise continuous improvement and scenario planning.
- Conduct impact assessments and refine master plan.
- Publish annual strategic performance reports for accountability.
- Consider the introduction of heat maps visualisation tools to support strategic planning, citizen service analysis and process optimisation.

8.3 Actionable Recommendations for the Strategic Master Planning Initiative

- Create a Strategic Planning Committee to oversee implementation.
- Develop Standard Operating Procedures (SOPs) for planning and resource allocation.
- Introduce Leadership Development Programmes for strategic thinking.
- Launch Data Governance Framework for accurate forecasting.
- Formalise Stakeholder Consultation Mechanisms for inclusive planning.

8.4 Implementation Steps for the Strategic Master Planning Initiative

- Charter & Governance: Approve the initiative charter and set up a steering committee.
- Capacity Building: Train staff on strategic planning methodologies and tools.
- Technology Enablement: Deploy planning software and analytics platforms.
- Monitoring & Reporting: Define KPIs, track progress quarterly, and publish reports.
- Continuous Feedback: Hold periodic review workshops with stakeholders to adjust plans.

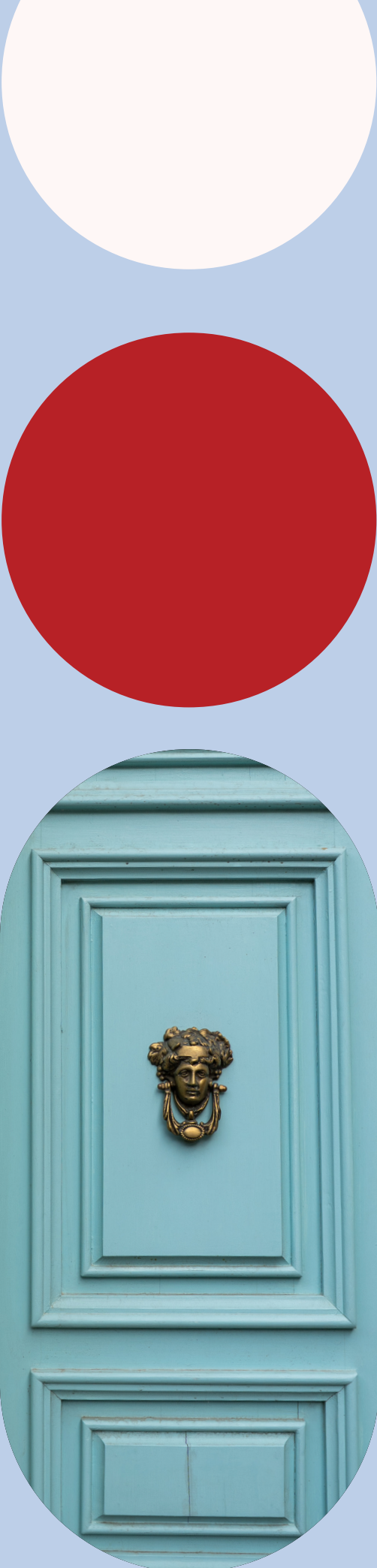
8.5 Key Performance Indicators for the Strategic Master Planning Initiative

Planning Discipline

- Completion of annual strategic plan cycle
- Percentage of initiatives on track

Strategic Resource Alignment

- Resource utilisation accuracy
- Number of cross departmental coordination sessions



09 Governance & Total Quality Management Initiative

The Agency already embraces good governance principles. However, as in any evolving organisation, there is a constant need to stay abreast of legislative developments and to adopt continuous qualitative improvements. The purpose of this initiative is to further strengthen the organisational governance structures in all aspects, including corporate, procurement and financial management. To cater to these requirements systematically, the Organisation will adopt a Total Quality Management (TQM) approach across all service delivery processes to ensure transparency, accountability and continuous improvement. This approach embraces improved continuity without causing major disruptions. The key objectives include the establishment of clear policies, compliance standards and decision-making frameworks to enhance accountability. The implementation of TQM practices serves to drive consistency, efficiency and customer satisfaction. The development and enforcement of SOPs is required for a standardised service delivery. The introduction of KPIs and dashboards for real-time governance and quality tracking is necessary to monitor performance. The integration of risk assessments and regulatory compliance into operational workflows reduces operational disruptions.

The initiative is intended to improve service reliability and efficiency, enhance transparency and trust in governance processes, consider the reduction of over-reliance on a few service providers, instil a culture of continuous improvement supported by data-driven decision-making and instil stronger employee engagement through clear roles and quality-focused training. Ultimately, these aspects are intended to lead the Agency to attain ISO certification.

9.1 Main Requirements for the Governance and TQM Initiative

A. Strengthen Governance Frameworks

Establish clear policies, compliance standards, and accountability structures.

B. Embed Total Quality Management (TQM)

Implement continuous improvement practices across all service delivery processes.

C. ISO Certification Alignment

Adopt ISO standards for credibility and compliance.

D. Standardise Procedures

Develop and enforce SOPs aligned with ISO requirements.

E. Performance Monitoring

Introduce KPIs and dashboards for governance, quality and certification progress.

F. Risk & Compliance Management

Integrate risk assessment and regulatory compliance into operational workflows.

9.2 Strategic Roadmap for the Governance and TQM Initiative

Phase 1 – Foundation

- Conduct gap analysis against ISO standards.
- Define governance principles and quality benchmarks.
- Launch internal awareness campaigns on governance, TQM and ISO requirements.
- Set up governance committees and quality assurance teams.

Phase 2 – Integration

- Implement ISO-aligned processes and documentation.
- Conduct internal audits and staff training on ISO standards.
- Deploy digital tools for compliance tracking and quality audits.
- Begin automation of reporting and performance monitoring.

Phase 3 – Optimisation

- Complete ISO certification audits and attain certification.
- Institutionalise a continuous improvement culture.
- Conduct impact assessments and refine governance and quality processes.
- Publish periodic governance, quality and certification performance reports.

9.3 Actionable Recommendations for the Governance and TQM Initiative

- Develop Governance & Quality Policy Framework aligned with ISO standards.
- Assign departmental leads for Governance, Quality Assurance and ISO Compliance.
- Create a Compliance & Quality Dashboard for real-time monitoring.
- Launch Employee Training & Certification Programmes on governance, TQM and ISO.
- Establish Recognition Programmes for teams achieving quality and compliance excellence.

9.4 Implementation Steps for the Governance and TQM Initiative

- Charter & Governance: Approve the initiative charter and set up an ISO steering committee.
- Capacity Building: Conduct workshops and training on governance, TQM and ISO principles.
- Technology Enablement: Deploy compliance tracking and quality management systems.
- Monitoring & Reporting: Define KPIs for governance, quality and ISO progress.
- Certification Milestones: Schedule internal and external certification audits.
- Continuous Feedback: Hold annual review sessions and stakeholder consultations to refine strategies.

9.5 Key Performance Indicators for the Governance and TQM Initiative

Governance & Compliance

- ISO readiness/compliance score
- Percentage of SOPs updated and aligned with TQM framework

Quality Assurance

- Reduction in recurring service delivery errors
- Governance audit pass rate



10 People Empowerment and Improved Communication Initiative

The purpose of this initiative is to maintain and strengthen a culture of employee empowerment and transparent communication, enabling collaboration, innovation and engagement across all levels of the organisation. The primary objectives are to: provide autonomy, recognition and leadership development opportunities; enhance internal communication by establishing clearer, multi-channel communication systems for transparency and collaboration across the multiple stakeholders involved, offer continuous training and career development aligned with organisational goals and increased demands; promote inclusion, well-being and employee satisfaction; and to implement modern tools for communication, service delivery, feedback and performance optimisation.

The initiative aims to strengthen employee engagement and motivation, improve collaboration and knowledge sharing across departments, instil a culture of trust and accountability supported by clear communication, and increase organisational agility and innovation.



10.1 Main Requirements for the People Empowerment and Improved Communication Initiative

A. Empower Employees

Foster a culture of trust, autonomy and accountability through leadership development and recognition programmes.

B. Enhance Internal Communication

Implement clear, transparent and multi-channel communication systems for collaboration and knowledge sharing.

C. Capacity Building

Conduct regular Training Needs Analyses (TNA) and continue to deliver and reinforce continuous training and upskilling opportunities aligned with organisational goals.

D. Engagement & Well-Being

Upkeep initiatives that promote employee satisfaction, well-being and inclusion, supported by regular Employee Satisfaction Surveys to monitor progress and identify areas for improvement.

E. Digital Enablement

Use modern tools for communication, feedback and performance tracking to convey clear requirements and prevent miscommunication.

10.2 Strategic Roadmap for the People Empowerment and Improved Communication Initiative

Phase 1 – Foundation

- Launch internal communication audit and define standards.
- Introduce empowerment programmes and leadership workshops.
- Set up feedback mechanisms (surveys, digital suggestion boxes).

Phase 2 – Integration

- Deploy enterprise collaboration platforms and knowledge-sharing hubs.
- Implement structured career development paths and mentorship programmes.
- Strengthen recognition and reward systems tied to performance and innovation.

Phase 3 – Optimisation

- Institutionalise a continuous improvement culture for communication and empowerment within the Agency and its stakeholders.
- Conduct impact assessments and refine programmes.
- Publish periodic engagement and communication performance reports.

10.3 Actionable Recommendations for the People Empowerment and Improved Communication Initiative

- Refine Employee Empowerment Framework with clear roles and responsibilities.
- Create an Internal Communication Policy for consistency and transparency.
- Develop Digital Collaboration Platforms for real-time communication and knowledge sharing.

10.4 Implementation Steps for the People Empowerment and Improved Communication Initiative

- Charter & Governance: Approve the initiative charter and set up a steering committee.
- Capacity Building: Conduct training on communication tools and empowerment principles.
- Technology Enablement: Deploy collaboration platforms (e.g., Intranet upgrades and Data Management Systems).
- Monitoring & Reporting: Define KPIs for engagement and communication effectiveness.
- Continuous Feedback: Hold periodic review workshops and employee forums to fine-tune progress.

10.5 Key Performance Indicators for the People Empowerment and Improved Communication Initiative

Employee Engagement

- Employee satisfaction score
- Participation rate in internal initiatives

Training & Capability

- Training hours delivered per employee annually
- percentage of staff who complete leadership/empowerment programmes

Internal Communication

- Internal communication clarity score

Way Forward

As Servizz.gov implements its 2026–2028 Strategy, the Agency is committed to keeping this blueprint agile and remaining responsive to the evolving needs of citizens, stakeholders, and the wider public service. Recognising rapid technological, social, and regulatory changes, the Strategy will be continuously reviewed and updated to incorporate new insights, address emerging challenges, and align with national and European digital agendas. Regular stakeholder consultations, data analysis, and feedback mechanisms will ensure relevance and impact.

Action items within the Strategy will translate into clear projects and activities, each with defined objectives, timelines, and performance indicators. These will form the Agency's annual business plan, providing a structured framework for execution, monitoring, and accountability. This approach ensures strategic ambitions are grounded in measurable outcomes that drive service excellence, workforce development, and organisational improvement.

Servizz.gov will reinforce its culture of innovation by leveraging artificial intelligence and emerging technologies to enhance customer service and accelerate digital transformation. AI-driven analytics, predictive tools, and automation will enable personalised, proactive, and efficient service experiences. This investment will empower staff, streamline operations, and position Servizz.gov at the forefront of public service delivery.

In conclusion, by embedding innovation and continuous improvement across all digital and customer service channels, Servizz.gov will not only meet current expectations but also anticipate future needs, thereby building a future-ready public service that is accessible, reliable, and firmly centred on the user.

Acknowledgements

The development of the Servizz.gov Strategy 2026–2028 was a collaborative effort, reflecting the dedication and expertise of many individuals across the Agency. The drafting of this strategy was spearheaded by Dr George Dimech, Head (Research & Development), under the direction of the Chief Executive Officer, Mr Massimo Vella, with valuable contributions from the Heads of Departments and their respective staff. Their commitment, insights and teamwork were instrumental in shaping a forward-looking vision for customer service excellence.

We extend our sincere appreciation to all stakeholders, Advisory Board members and team members who participated in consultations, provided feedback and supported the Strategy's development. Together, we are building a future-ready Servizz.gov that puts people first and sets new standards for service delivery.

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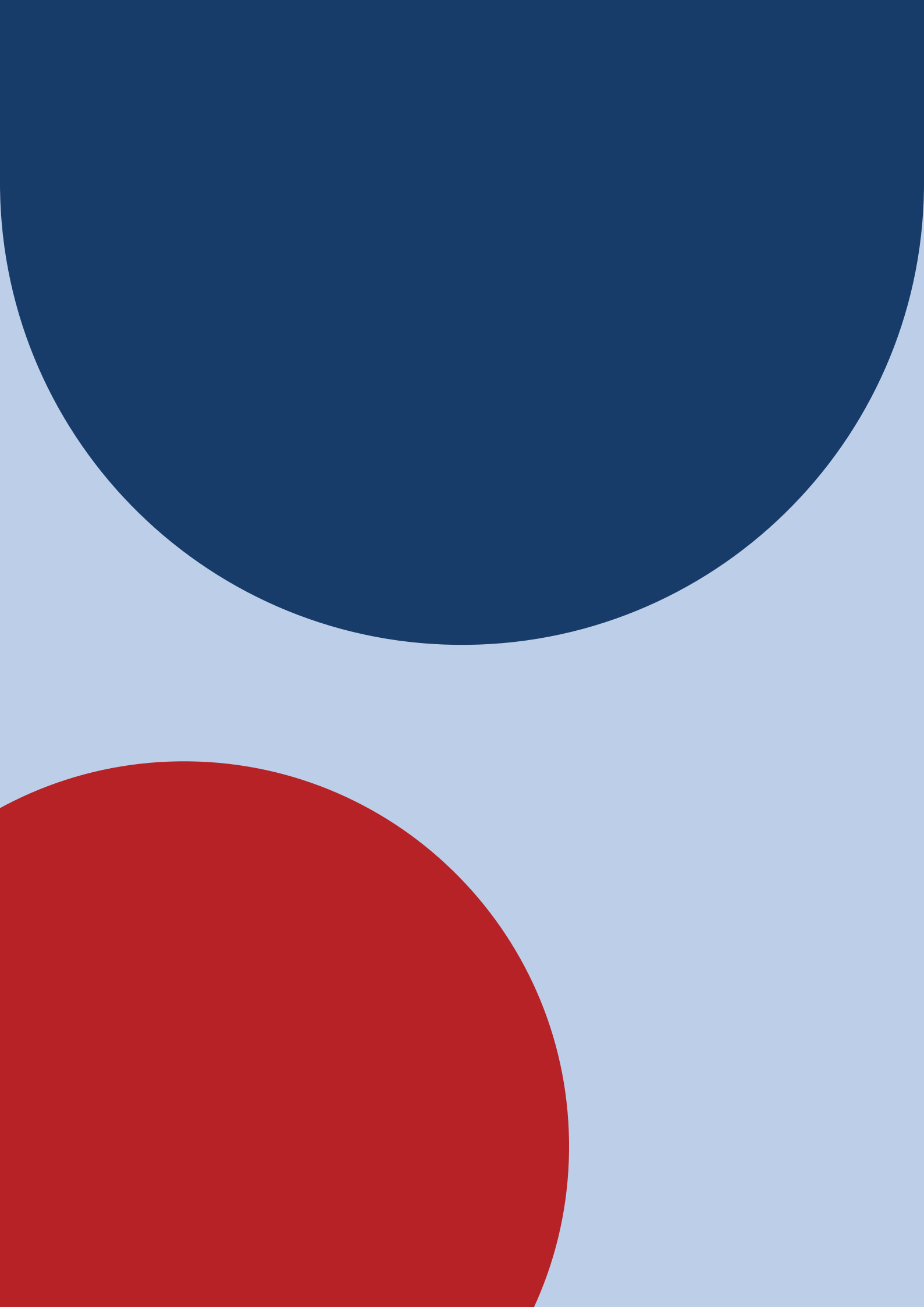
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Acronyms

AI	Artificial Intelligence
API	Application Programming Interface
BCA	Building & Construction Authority (Freephone 138)
CMS	Content Management System
CRM	Customer Relationship Management
CRO	Customer Relationship Officer
DNSH	Do No Significant Harm
EU	European Union
FAQ	Frequently Asked Questions
FITA	Foundation for Information Technology Accessibility
GDPR	General Data Protection Regulation
ICT	Information & Communications Technology
ID	Identification
IEC	International Electrotechnical Commission
ISO	International Organisation for Standardization
KPI	Key Performance Indicators
MDIA	Malta Digital Innovation Authority
MITA	Malta Information Technology Agency
OHSA	Occupational Health & Safety Authority (Freephone 138)
R&D	Research & Development
UX	User Experience
WCAG	Web Content Accessibility Guidelines
WAD	Web Accessibility Directive

