



## INDEPENDENT REVIEW OF THE TASMANIAN STATE SERVICE

JULY 2021

# FACT SHEET 5 SERVICE DELIVERY

The Tasmanian State Service Review (TSSR) Final Report made 77 recommendations across 5 domains:

- principles and values
- leadership
- capability
- workforce
- service delivery.

This fact sheet provides summary information regarding the directions and recommendations for service delivery in the Tasmanian State Service.

### **What should we strive for?**

The State Service delivers services to Tasmanians in a way that is integrated and best meets the needs of individuals, families and communities.

Service delivery is coordinated across agencies, and delivered out of common facilities wherever possible. Increasingly, agencies are case managing services, linking people with a broad suite of interventions that meet their sometimes complex needs. Service delivery is adapted in each community to reflect local circumstances and local priorities.

Service Tasmania is leading the proactive engagement of the individuals through a complementary array of digital, phone and face-to-face services. Digital services are seamless, with access to all State Government services available through a single integrated digital experience. Payments to and from Government are all managed through a single stream.

Local governments and the Commonwealth Government partner with Service Tasmania to provide a one-stop shop for all services.

There is truly one number for government (other than emergency services), and each state's call centre capability is scalable to respond to changes in demand, including during emergencies.

### **Where are we now?**

Despite the growing understanding of the importance of service integration, the State Service is finding it challenging to systematically share information and integrate services around common clients. It still works predominantly within the boundaries of individual services, and collaboration is largely personality based.

The approach to place-based service delivery is not well progressed within the State Service. There is no whole-of-government guidance or standards for place-based activities, and place-based initiatives are predominantly project-based rather than built into program design across the State Service.

There are positive examples of services sharing infrastructure but the review has heard that there remain unrealised opportunities for consolidation and co-location in regional areas. There is no whole-of-government policy or drive towards the common use of infrastructure.

Service Tasmania is battling to maintain any momentum in its change program. It has a relatively clear plan, but has no clear mandate to achieve it. With no mandate, it is finding it difficult to secure the resources and support that it needs to keep pace with similar services interstate and in the Australian Government. It needs to significantly improve both its funding and costing model if it

is to maintain its position as the single transactional service delivery agent for the State Government.

### **What do we need to do?**

The Review makes a number of recommendations to:

- use life events as an organising principle for services
- renew Service Tasmania's mandate and enhance services across shopfronts, and phone and digital services
- develop standards for person-centred service delivery in government and a framework for place-based and co-designed initiatives in Tasmania

- audit existing TSS premises and identify options for improved integration of services and programs and the co-location of TSS employees
- develop a shared community population outcomes framework and invest in system management capability.

## **The recommendations**

### **Recommendation 64**

That the government adopt a life events framework as the basis for the integration of services across agencies.

### **Recommendation 65**

Designate and fund Service Tasmania as the agent for the delivery of a specified range of transactional services for the TSS, including a renewed and extended clear mandate to:

- partner with others to improve the customer experience and enhance sustainability of the service network
- be the single digital service delivery agent for the TSS, requiring all digital services to be either developed on, or integrated with, a single platform to be built and maintained by Service Tasmania.

### **Recommendation 66**

That Service Tasmania accelerate the current actions under its Strategic Plan 2020-25 to enhance service delivery partnerships with the Commonwealth, local government and, where appropriate, the private sector.

### **Recommendation 67**

Formally capture the lessons learnt from establishing and expanding call centre capabilities in response to COVID-19 and develop a business case for the possible consolidation of call centres into a unified capability for the State.

### **Recommendation 68**

That Service Tasmania develop a robust costing model apportioning all costs to an internal or external service delivery function and the Department of Treasury and Finance regularly review and assess the reasonableness of the model's assumptions and results.

### **Recommendation 69**

Establish Service Tasmania as a state agency supported by an advisory board, following the development of a new costing model and governance.

### **Recommendation 70**

Develop standards for person-centred service delivery for use in the TSS.

### **Recommendation 71**

That the TSS capture the learnings from successful place-based initiatives and develop a framework for place-based and co- designed initiatives in Tasmania.

### **Recommendation 72**

That the Department of Treasury and Finance undertake an audit to map the premises that are owned or leased by the TSS and identify options for improved integration of services and programs and the co-location of TSS employees over time.

### **Recommendation 73**

That the TSS work with TasCOSS to develop a shared community sector population outcomes framework.

### **Recommendation 74**

That the government designate a functional leader for system management of externally provided services and establish an expert panel to support the development and delivery of contemporary outcomes-based purchasing models.