

# Strategic Service Planning

## Developing Transformational Service Advice

**Guide for directorates**  
**October 2013**



**ACT**  
Government

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Chief Minister and Treasury

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# Guidance for developing Transformational Service Advice – Year 1

## Service planning: planning for excellent services

The development of Transformational Service Advice (TSA) is part of the ACT Government's Strategic Service Planning Framework agreed by Cabinet in June 2012. The Framework aims to strengthen service planning across government and to set a clear direction for change, improvement, investment and transformation.

The Chief Minister and Cabinet have given a high priority to continuing this process, so that service planning materially shapes the delivery of government services.

Service planning provides the opportunity for directorates to innovate, think differently, shape transformation and improvement, and plan for best practice services into the future.

## Objectives

The purpose of developing TSA is to set the direction for reform and transformation of government services.

Directorates are asked to consider what their services should look like in 5-10 years time, and the transformations required to reach this state.

## Key considerations

When developing TSA and reform directions, consideration should be given to:

- supporting existing government priorities
- 'red tape' reduction
- leveraging technical change, including digital opportunities
- furthering the core ACTPS value of innovation
- the government's medium-term fiscal strategy
- alignment with objectives and direction of Service ACT (to ensure citizen-centric, accessible, integrated services).

## Process

Developing TSA is essentially a process of strategic planning - understanding where we are now, where we want to be, and how we get there. Existing strategic and corporate planning, and analysis from prior phases of service planning, should be leveraged.

The following steps are proposed for developing TSAs.

1. Scan the environment and horizon. Identify issues (both opportunities and challenges) to be addressed in relation to delivery of services.
2. Develop the rationale, the evidence base for transformation.
3. Articulate desired future 'state' of services.
4. Set a reform direction.
5. Develop options for achieving this reform.
6. Assess the benefits and costs for these option(s), including against the *status quo*.
7. Rank and prioritise the options on the basis of the assessment at step 6.
8. Present options and analysis to Cabinet.

## Key dates

The following key dates have been identified for the TSA process:

Key step	Date
Preliminary workshops	3 - 4 October
Feedback on draft materials	To CMTD by 8 October
Individual directorate workshops	10 - 24 October
Directorate TSAs to CMTD	12 November
Director-General presentations to Cabinet	20 - 22 November
CMTD to work with directorates on reform agendas and options	December 2013 – January 2014
CMTD and directorates to present reform options to Cabinet	February/March 2014
Workshop of CMTD and directorates on year two Strategic Service Planning processes	March 2014

## **Roles and responsibilities**

**Policy and Cabinet Division, Chief Minister and Treasury Directorate (CMTD)** sponsor the process and considers the transformational service advice outputs for further development and implementation. CMTD oversees and coordinates the service planning process, including the reporting to Cabinet.

**Directorates** prepare TSA, supported by the consultants. Key contact points will ensure information about the process is disseminated within their directorates. Senior executives provide leadership and oversight of the process, while service areas provide detail on the specifics of their areas, including identification of strengths, weaknesses and opportunities.

**ACIL Allen consultants** will work with directorates to develop TSA through October and November 2013. They will also collect feedback on the process, including from directorates, to provide to CMTD to improve future service planning. Please note that only feedback which is relevant to the progression of TSA, and its ongoing integration into ACT Government planning processes, will be shared with CMTD by consultants.

## **Directorate and across-government transformation**

Directorates, in the first instance, are requested to consider and propose reform directions for their own organisations and services. Across-directorate and across-government linkages and opportunities for reform may also be identified and highlighted in TSAs.

CMTD will work with all directorates through this process to develop a coordinated picture of transformation, including across-government opportunities, for Cabinet consideration and comment.

## **Existing reforms**

It is vital to leverage existing reforms effectively when preparing TSA. Current and planned reform programs should be incorporated into this process, to highlight reform efforts, affirm direction, support implementation and alignment, and ensure coordination of reform across government.

## **TSA content**

CMTD proposes that the TSA outputs should be succinct and clear: at most four to six critical directions for transforming the services that a directorate provides.

The TSA should articulate the rationale and drivers of transformation, the desired future 'state' for services, and the the critical reform directions, including the implementation steps, required to achieve this state.

The table at **Attachment A** sets out a template for presenting the TSA.

TSAs should be provided to CMTD, [brook.dixon@act.gov.au](mailto:brook.dixon@act.gov.au) , by 12 November 2013

## Directors'-General presentations to Cabinet in November 2013

Directors-General will present an initial overview of their TSA to Cabinet in November 2013. This presentation will inform further development of long-term reform directions, and will provide broader strategic context for the current budget process.

Presentations will be held on 20 - 22 November 2013 – dates and times will be confirmed.

Directors-General are asked to present, at a minimum, the key drivers for change and transformation, and an overview of critical reform directions (as illustrated in the tables below).

Policy and Cabinet Division, CMTD will be available to assist directorates to develop Cabinet presentations.

### *Indicative content for Cabinet presentations*

<b>Drivers of change and transformation</b>	
<b>Opportunities/Benefits</b>	<b>Challenges/risks</b>

<b>Reform direction</b>	<b>Rationale</b>	<b>Benefits/costs</b>	<b>Implementation</b>

## Attachment A: Template for presentation of Transformational Service Advice to CMTD

For each critical reform direction, please fill out the following table. The focus should be on providing succinct information that clearly and accurately outlines the TSA.

*Proposed Service Reform Direction X: [Insert Title]*

<b>Desired future state</b>	Describe how the service would look after the transformation in five to ten years time. What services will change?
<b>Proposed reform direction</b>	What is the essence of the change that will be undertaken to achieve the desired future state?
<b>Rationale for reform</b>	What are the key elements, and evidence that warrant the proposed reform direction? What are the key issues, opportunities and challenges to be addressed?
<b>Alignment</b>	How does the proposed reform align with key elements of the Government's approaches, including its key priorities?
<b>Enablers and issues to address</b>	What factors will be critical in supporting the proposed changes, and what issues will need to be addressed to realise the proposed changes?
<b>Linkages</b>	How does the proposed change link to other key services (or reform directions) both within the directorates and across the ACT Government (as well as other governments and the private sector)?
<b>Implementation</b>	Outline the key steps that will be required to realise the proposed changes, both within the directorate and across government (as appropriate)
<b>Options</b>	What are options for achieving the proposed reform direction? These may be stand-alone, discrete options for taking forward the proposed reform direction, or key decision points (strategic and policy) in progressing this reform.
<b>Benefits and costs of the options</b>	Assess the key benefits of the proposed options in improving services. Also identify any countervailing drawbacks (or 'costs') to the proposed approaches.
<b>Ranking options</b>	Based on analysis of benefits and costs, what is the preferred option?
<b>Next steps</b>	What are the immediate next steps needed to further develop, assess or refine the proposed service transformation?