



ACT
Government

Service planning: development of transformational service advice

Communications strategy

Government priority: Liveability and Opportunity

1. Background and purpose

- The ACT Government is undertaking strategic service planning to provide better, more efficient services to the ACT community.
- So far, directorates have provided baseline information about the services they provide, and the costs of those services. There has also been an initial assessment of alignment of those services with government priorities, and the efficiency of those services.
- Directorates are now developing transformational service advice to inform the medium to long term direction of reform of the ACT Government services.
- This communications strategy will support development of transformational service advice by directorates, and presentation of the outcomes to Cabinet.

2. Communication objectives

The communication objectives are to:

- inform directorate staff about the service planning process
- support directorate staff to prepare transformational service advice
- inform Cabinet of the service planning process and its outcomes.

3. Target audiences

- The target audiences for messages about the development of transformational service advice include:
 - ACT Government directors-general
 - senior staff across directorates
 - key directorate staff involved in service planning.
- Cabinet ministers will be the he initial target audience for the transformational service advice developed by directorates.

4. Link to Government priorities

- Service planning across the ACT Public Service was initiated in 2012-13 following Cabinet agreement. Service planning will support the improved delivery of services across the spectrum of Government Priorities adopted by Cabinet in August 2013.

5. Key messages

- The key messages to directorates will be:
 - the context and purpose for developing transformational service advice
 - how directorates can develop transformational service advice.
- These key messages are spelt out in more detail at **Attachment A**.

6. Issues and risk management

- The major risk is that the tight timelines will not be met. The consequences of this are lessened, now that the transformational service advice will first be used to inform the 2015 Budget, rather than the 2014 Budget.
- The other key risk is that directorate staff do not adequately understand the service planning process and requirements, and come inadequately prepared to the consultant-led workshops.

7. Communication approach

Key elements of the communications approach are:

- CMTD staff and the consultants working with directorate contacts before the workshops to ensure that directorate staff are adequately briefed and prepared for the workshops
- holding workshops with directorate staff
- consultants working with directorates to mentor
- keeping Cabinet informed of the approach, progress and outcomes.

8. Communication methods

The communication methods include:

- discussions and emails between CMTD staff and directorate contacts during the process
- workshops
- emails
- Cabinet submissions and presentations

- prepared materials, including:
 - service planning background documents on the CMTD website
<http://www.cmd.act.gov.au/policystrategic/accountability/deliver:>
 - *Achieving Results for the Community: An ACT Government Strategic Service Planning Framework*
 - *Strategic Service Planning: ACT Government Directorate Guidelines*
 - Developing Transformational Service Advice: Guide for directorates
 - CMTD Powerpoint presentation on the TSA process

9. Project management and spokesperson

- Economic, Regional and Planning in Chief Minister and Treasury Directorate are overseeing the service planning process.
- CMTD is being supported in this task by ACIL Allen consultants, Stephen Bartos and Alex Gash, who are facilitating workshops with directorates and assisting directorates in the development of their transformational service advices.
- At this stage, the process is within government and therefore does not require a spokesperson.

10. Budget

- A budget of \$50,000 has been allocated to Service Planning Phase 2. This is being used to engage ACIL Allen consultants. While there is no specific allocation for communications activities, the consultants' role is mainly to support directorates to develop transformational service planning.

11. Monitoring and evaluation

CMTD will work closely with the consultants to monitor whether the communications approach is adequately supporting directorate staff to develop transformational service advice. The communications approach will be varied in response to any identified problems.

12. Action plan

Date/ timing	Audience	Channel/ Activity	Responsibility	Cost
4 September 2013	Directors-General	Briefing to Strategic Board	CMTD	Nil
Late September 2013	Directorate staff involved in developing transformational service advice	Development of transformational guidelines for directorates	ACIL Allen/ CMTD	Nil (part of existing contract)
3-4 October	Directorate contacts and senior executives	Preliminary workshops on the service planning	ACIL Allen/ CMTD	Nil (part of existing contract)
Early October	Directorate contacts and senior executives	CMTD works with directorate contacts to schedule workshops and ensure directorate staff are briefed and prepared to participate in the development of transformational service advice.	CMTD/ACIL Allen	Nil
Mid-late October	Directorates	Hold TSA directorate workshops	ACIL Allen	Nil (part of existing contract)
Mid-October to 12 November	Directorates	Work with directorates to refine TSA	ACIL Allen/CMTD	Nil (part of existing contract)
Early November	Cabinet	Cabinet Submission to brief Cabinet	CMTD	Nil

12 November		Directorates provide final TSA to CMTD	Directorates	
Late November	Cabinet	Directorate transformational service advice presented to Cabinet	CMTD	Nil

Attachment A: Key messages for directorates

Context for service planning

- In 2012, Cabinet agreed the ACT Government Strategic Service Planning Framework (at <http://www.cmd.act.gov.au/policystrategic/accountability/deliver>).
- Service planning provides the opportunity for directorates to innovate and plan for best practice services into the future.

How does service planning relate to other ACT Government processes?

- Service planning provides a broad framework for integration of a range of processes:
 - existing reforms by directorates, including to align with national reform agendas
 - *Service ACT*, which is developing a service access strategy for more effective delivery of services on-line
 - *Digital Canberra*, an action plan for the ACT Government to support business and the community to better harness digital technologies, and to enhance ACT Government engagement with business and the broader community.

What is transformational service advice?

- Transformational service advice will comprise proposals to transform the way we deliver services in ways that address pressures and realise opportunities over the medium to long-term.
- Each directorate will provide five to six key ideas for transforming services.

How do we develop transformational service advice?

- Developing transformational service advice entails
 - fundamentally redesigning services
 - reassessing customer needs
 - harnessing new technologies and innovative design
 - addressing cost pressures.
- While developing transformational service advice, consideration should be given to:
 - supporting existing government priorities
 - reducing 'red tape'
 - leveraging technical change, including digital opportunities
 - furthering the core ACTPS value of innovation

- addressing the government's medium-term fiscal strategy
- aligning with the objectives and direction of Service ACT (to ensure citizen-centric, accessible and integrated services).

What do I need to do before attending the consultant-led directorate workshop on transformational service advice?

- We recommend you:
 - read the *Developing Transformational Service Advice: Guide for Directorates*
 - reflect on possible significant changes for your service area that can be considered at the workshop.

How will cross-directorate ideas be addressed?

- CMTD and the consultants will facilitate preliminary consideration across directorates of proposals that require across government development. This work will be progressed in greater detail after Cabinet considers transformational service advice in late November 2013.

What is the process after the workshop?

- Consultants will work with directorates to finalise transformational service advice, which is to be provided to CMTD by 12 November 2013.
- Directors-General will present their transformational service advice to Cabinet in late November 2013.
- CMTD will then work with directorates, individually and collectively, to refine the transformational service advice so that it can form the basis for medium to long-term strategic planning from mid-2014.