

ACTPS 2025 CHANGE IMPLEMENTATION PROGRAM

INITIAL PROPOSED STRUCTURE CONSULTATION

BRIEFING GUIDANCE AND RESOURCES

PURPOSE

The purpose of this document is to provide guidance and support for discussion with teams throughout the consultation period on the proposed initial structures of new directorates to implement the machinery of government changes announced by the Chief Minister in December 2024.

It aims to share available information to date, while recognising that further detail will continue to develop over time.

This briefing pack includes:

- ✓ Background and information on machinery of government changes.
- ✓ Discussion guide for leaders
- ✓ Frequently Asked Questions
- ✓ Consultation Papers

OVERVIEW

At the end of 2024, the Chief Minister announced changes to the public service to deliver the best experience and outcomes for Canberrans future including by more closely aligning the ACTPS administration and resourcing with Government priorities.

They key changes to be achieved included:

- ✓ the amalgamation of the Transport Canberra and City Services (TCCS) Directorate; the Environment, Planning and Sustainable Development Directorate (EPSDD); Access Canberra and some related regulatory functions in Chief Minister, Treasury and Economic Development Directorate (CMTEDD), into a new administrative unit, and
- ✓ the amalgamation of the Community Services Directorate (CSD) and the ACT Health Directorate into a new administrative unit.

The full scope of [changes to be actioned](#) has been informed by the ACT Public Service 2025 Taskforce (Taskforce), led by Caroline Edwards which operated from January – April 2025. [The Taskforce Report](#) outlines key principles and recommendations to achieve the outcome intended and is available on the [Implementation Information Hub](#).

It is important that the Report is read in conjunction with the summary of actions that clearly articulates what is to be implemented.

WHAT IS A MACHINERY OF GOVERNMENT (MOG) CHANGE?

A MoG change occurs when the Government decides to alter the way responsibilities are managed. These can occur at any time; however, larger changes are usually made after state/territory elections.

MoG changes can include a variety of adjustments to the structure and functions of government entities including but not limited to:

- **Creation or Abolition of Entities:** Establishing new government directorates or agencies or dissolving existing ones.
- **Reorganisation of Functions:** Transferring responsibilities, functions, and resources between different departments or agencies to improve efficiency and align with current priorities.
- **Mergers or Amalgamations:** Combining directorates or agencies to create larger ones to streamline operations and reduce duplication.
- **Changes in Executive Responsibility:** Reallocating executive responsibilities among Ministers and/or public servants.
- **Name and Title Changes:** Updating the names and titles of directorates or positions to reflect new roles or functions.
- **Delegations of Powers:** Adjusting the delegation of powers and responsibilities to ensure that the right authorities are in place for effective governance.
- **Operational Protocols:** Implementing new or revised operational protocols to support the changes and ensure smooth transitions.
- **Legal and Financial Adjustments:** Assessing and making necessary legal and financial changes to support the new structure, including updating legislation and reallocating budgets.

AUTHORITY & RESPONSIBILITY

Administrative Arrangements

The Chief Minister has the authority to change the Administrative Arrangements at any time, as needed, to reflect changes in government priorities, policies, or organisational structures.

The authority for the Administrative Arrangements in the Australian Capital Territory (ACT) is derived from two key pieces of legislation:

1. **Australian Capital Territory (Self-Government) Act 1988 (Cwlth):** This Act provides the framework for self-government in the ACT, including the powers and functions of the ACT Government.
2. **Public Sector Management Act 1994 (ACT):** This Act governs the management of the ACT public sector, including the establishment and reorganization of government entities and the allocation of responsibilities among Ministers

These legislative instruments provide the Chief Minister with the flexibility to issue new Administrative Arrangements to ensure that the allocation of responsibilities among Ministers and the administration of various matters and legislation by different departments or portfolios are up-to-date and effective.

In the ACT, MoG changes involve responsibilities that are shared between the Government and the Head of Service.

Government Responsibilities:

- **Policy Decisions:** The government, led by the Chief Minister, makes high-level policy decisions regarding the structure and functions of government departments and agencies.
- **Administrative Arrangements:** These are issued by the government to formalise changes.
- **Legislative Changes:** Any necessary legislative amendments to support MoG changes are initiated and approved by the government.

Head of Service Responsibilities:

- **Implementation:** The HoS oversees the practical implementation of MoG changes within the ACTPS.
- **Staff Management:** This includes managing staff transitions, redeployments, and ensuring that employees are informed and supported throughout the process
- **Operational Continuity:** Ensuring that the day-to-day operations of the public service continue smoothly during the transition

This approach supports MoG changes to be effectively planned and executed, balancing strategic direction and priorities from the government with operational management by the HoS. Further roles and responsibilities information has been developed for implementation planning to guide the implementation teams.

SUPPORT OPTIONS

Change is a personal experience for everyone. Our reaction and responses will be different depending on the type of change, our previous life experience, and the impact it may have on us personally.

It may also be your first time leading a team through change and you will need to wear many hats to support, empower, and lead your team. It is also completely normal for you to feel unsure or uneasy about the changes and important that you also get the support that you need.

Remember to remind staff that the Employee Assistance Program (EAP) is available for them and their immediate families and extensive information on this is available on the [WHS intranet](#).

WORK HEALTH AND SAFETY

Workplace change is a foreseeable risk to health and safety because we are aware that change could lead to people feeling stressed or uncertain.

Under the Work Health and Safety Act the risk of poor change management must be eliminated or minimised so far as is reasonably practicable.

The program must be managed in a planned, gradual and transparent manner to minimise the risk to employees and others.

The [work health and safety intranet page](#) provides information and resources for managers and WHS teams to support the management of WHS risks. A separate page has been developed to provide information more specific to the [ACTPS 2025 Change Implementation Program](#).

CONSULTATION ON INITIAL PROPOSED STRUCTURES FOR NEW DIRECTORATES FROM 1 JULY 2025

DISCUSSION GUIDE FOR LEADERS

This guide can be used to support consultation discussions on the proposed initial structures for directorates, which come into effect from 1 July 2025. Further information is available for all staff on the [ACTPS 2025 Implementation Information Hub](#).

Why are we meeting?	- At the end of 2024, the Chief Minister announced changes to the public service to deliver the best experience and outcomes for Canberrans future including by more closely aligning the ACTPS administration and resourcing with Government priorities. - Changes will occur based on recommendations of the ACTPS 2025 Taskforce and revised Administrative Arrangements that align the public service with government priorities and community needs. - Consultation is now underway on the proposed initial structures for directorates that will occur in line with Administrative Arrangements the Chief Minister will be enacting from 1 July 2025. - Staff consultation is open from Monday 26 May to COB Tuesday 10 June 2025.
Why is the government pursuing these changes?	For the City and Environment Directorate the Government has some specific goals which include: - a solution driven and customer focussed approach to service delivery; - better alignment between planning and transport; - faster and more streamlined decision making in relation to development proposals and a streamlined approach to entity referrals; - consolidation of on-the-ground operations and service delivery in particular city services, parks and land management; and - consolidation of the interface with the community. - The decision to move the ACT Heritage Library (ACTHL) into CMTEED alongside the Territory Records Office confirms the special role that both ACTHL and TRO have in preserving and making accessible the rich documentary history of Canberra. Specific goals for the Health and Community Services Directorate include: - integrating policy and service delivery to improve outcomes for the community, for example in relation to funding arrangements with the Commonwealth, responding to anticipated changes to the National Disability Insurance Scheme (NDIS), and establishing foundational supports within the Territory; - streamlining collaboration with the community sector, making it easier and more effective for government to work with service providers; and - bringing together functions with shared responsibility to enhance service innovation and responsiveness. In relation to Infrastructure Canberra: - Infrastructure delivery and Housing are both major priorities of government and combining public housing infrastructure delivery, health infrastructure delivery and maintenance functions in Infrastructure Canberra will streamline operations and improve efficiencies.

	The new Digital Canberra directorate: The creation of Digital Canberra reflects the importance of technology and data capability in government. The new directorate will have a focus on digital and information technology support, and the delivery of large-scale digital projects.
Who will be impacted?	- Organisational structural changes will be occurring across the existing areas of Health, Community Services, Chief Minister Treasury and Economic Development (including Access Canberra, Better Regulation and The Office of LGBTIQ+ Affairs), Environment, Planning and Sustainable Development Directorate, Transport Canberra and City Services, Infrastructure Canberra and Canberra Health Services. - It is important to note there will be no redundancies for staff in roles below the SES because of MOG changes.
What we will be consulting on?	- The proposed initial structures for the new directorates, and where some functions are proposed to move directorates. - For the most part it will be a lift and shift structural change into the 3 new directorates to be operational from 1 July 2025. - However, there are some exceptions to this, and some specific teams and functions will move existing directorates. - We will be meeting directly with these teams and are working closely with their executives to ensure support is wrapped around them.
What is the consultation process and how can staff have their say?	- During consultation we are seeking feedback on the proposed initial structures for the new directorates and where there are some changes to existing directorates. - Feedback is sought on the Consultation Papers via the Submit questions or feedback link on the ACTPS 2025 Implementation Information Hub by Tuesday 10 June 2025. - Feedback will be reviewed throughout the consultation period, to ensure the Implementation teams thoroughly consider the insights provided by staff. - If you have any questions about the consultation process, discuss with your supervisor or executive, or you can also make contact with either of the Implementation leads, via: CEDIImplementation@act.gov.au, HCSImplementation@act.gov.au or DigitalCanberraimplementation@act.gov.au
How will we consult?	Staff - Staff are encouraged to provide their input and feedback over the coming weeks as we move to new directorates so we can best support staff through the transition. - Staff have the opportunity to provide written feedback and to meet with the relevant Implementation DDG to discuss any matters of concern. - Staff will receive consultation packs via email on Monday 26 May, which map out the current and proposed structures, and how to provide feedback. Unions - Unions have been briefed ahead of consultation commencing and provided the consultation packs. There will be ongoing conversations with Unions throughout the consultation period.

What happens after consultation?	• The Implementation leads will consider feedback received from the consultation and make recommendations to the Head of Service on the Interim structures for the directorates from 1 July. • Pending feedback, there may be an additional week of consultation if there are further changes to the proposed interim structures. • The new structures will take effect from 1 July 2025.
What will happen by 1 July?	• Directorates will be established. • Revised Administrative Arrangements. • Finances amalgamated. • Budgets transferred. • Implementation teams will be established from within affected directorates. • There will be active collaboration between teams and people to support a clear roadmap to complete the changes needed for full transition. • Core systems and process will be operational.
What will still be happening after 1 July?	• Incoming Directors-General commence. • Incoming Deputy Directors-General commence. • Finalise structure and staffing of the directorate following consultation. • Remaining actions undertaken associated with system consolidation. • Changes to ACTPS policies and practices will be underway with an established work program. • Development of strategic and corporate plans for new directorates under the leadership of the incoming DG's. • Ongoing implementation of future work identified in the ACTPS 2025 Taskforce Report.

CONSULTATION AND IMPLEMENTATION

Action	Date
Staff Consultation Release	26 May 2025
Consultation with impacted employees and staff and union feedback period	26 May – 10 June
Consultation closes	10 June 2025
Decision and communication of decision	17 June 2025
Implement initial structure	1 July 2025

FREQUENTLY ASKED QUESTIONS

ACTPS 2025 CHANGE IMPLEMENTATION PROGRAM

This section addresses common questions we've heard so far about the changes underway. It's designed to provide as much clarity as possible to support staff through the transition and ensure that consistent information is available across all teams.

As the process continues, we'll update this section with new questions and answers to reflect the latest developments and feedback from staff.

QUESTIONS	ANSWER
Why	
Why are these changes being made?	The Government has been clear about its intention to make changes to the structure of the ACTPS to better align it to government priorities, provide a greater focus on service delivery and find efficiencies. In relation to the City and Environment Directorate the Government has some specific goals which include: • a solution driven and customer focussed approach to service delivery; • better alignment between planning and transport; • faster and more streamlined decision making in relation to development proposals and a streamlined approach to entity referrals; • consolidation of on-the-ground operations and service delivery in particular city services, parks and land management; and • consolidation of the interface with the community. The decision to move the ACT Heritage Library (ACTHL) into CMTEDD alongside the Territory Records Office confirms the special role that both ACTHL and TRO have in preserving and making accessible the rich documentary history of Canberra. Specific goals for the Health and Community Services Directorate include: • Integrating policy and service delivery to improve outcomes for the community, for example in responding to anticipated changes to the National Disability Insurance Scheme (NDIS), establishing foundational supports within the Territory; • Streamlining collaboration with the community sector, making it easier and more effective for government to work with service providers; and • Bringing together functions with shared responsibility; particularly in areas such as infrastructure delivery and digital technology, to enhance service innovation and responsiveness. Infrastructure delivery and housing are both priorities of government and combining public housing infrastructure delivery and maintenance functions in Infrastructure Canberra will streamline operations and improve efficiencies.

QUESTIONS	ANSWER
	The creation of Digital Canberra reflects the importance of technology and data capability in government. The new directorate will have a focus on digital and information technology support, and the delivery of large-scale digital projects.
Structure	
When will we see the new structure?	An initial structure has been released for consultation between 26 May and 10 June. If you are in an affected team, you can provide your feedback on the structures on the Implementation Information Hub. If you would like to arrange a one-on-one or team meeting with the DDG Implementation for your directorate you can email CEImplementation@act.gov.au, HSCDImplementation@act.gov.au or digitalcanberraimplementation@act.gov.au The newly appointed Director-General will finalise the structure once they are in place.
Will this structure achieve the Government's objectives?	The initial structure for 1 July is the first step towards meeting the Government's objectives for the Machinery of Government changes. Once the incoming Director-General is in place they will consider how best to organise the directorate's resources to meet the Government's objectives. The ACTPS 2025 Taskforce Report will provide some useful recommendations that will inform decisions.
Staffing	
When will we know who our new DG is?	The review has recommended that Director-General positions for new directorates should be filled through a merit-based process. The recruitment process for DGs for HCSD and CED have commenced but may take some time. The aim is to have these DGs in place as close to 1 July as possible. The arrangements for Digital Canberra will be confirmed separately.
When will the DDG recruitment be finalised?	The review has recommended that Director-General positions for new directorates should be filled through a merit-based process. The recruitment process for DGs for HCSD and CED has commenced but may take some time. The aim is to have these DDGs in place by as close to 1 July as possible. The arrangements for Digital Canberra will be confirmed separately.
What about the other SES, will the same process be used for those positions?	For EGMs and EBM – the Taskforce report did not recommend that recruitment processes would be required to fill the EGM and EBM roles in the new structure. It recommended that the newly appointed Directors-General make the decisions about where to place staff in the new structure in accordance with existing procedures, and if necessary, explore redeployment options across the ACTPS.

QUESTIONS	ANSWER
What about other staff, how will they be selected when there is more than one person for a role?	Once the new DGs are in place they will be responsible for determining the most effective way to staff the Directorate. This will follow consultation with staff. The ACTPS 2025 Taskforce Report set out some principles for the movement of staff which will be applied which included staff following function and mobility options. Further information on the process for staff will be provided when possible.
Will my role change or be reclassified?	There will be no changes to roles or classifications until incoming Directors-General are appointed, consultation is undertaken in line with enterprise agreements and structures are put in place.
Will I keep my job?	There will be no redundancies for staff in roles below the SES as a result of the MoG changes.
Will my day-to-day job change?	It is unlikely that there will be changes to your day-to-day functions under the initial structure. If you are unsure about what to do you should discuss this with your supervisor.
What do I need to do?	You do not need to do anything differently from what you would normally do, and you should continue to report to your current supervisor.
Some staff members will be starting long term leave, how does the restructure affect them?	The ACT Government places importance on staff knowing that they are important and valued members of the workforce and recognises that this may be an issue during periods that they are away from their usual workplace. The Staying in Touch policy provides guidance where employees and workplaces want to maintain a connection to work while on leave. If staff would like to stay in touch with what is happening whilst they are on leave, they should discuss that with their supervisor.
VRs	
Can I apply for a VR?	There will be no redundancies for non-SES staff as a result of the MoG changes. Where roles and responsibilities are no longer operationally necessary, redeployment options within the ACTPS will be investigated and prioritised, including any training.
I am an SES Staff member – can I apply for a VR through this process?	It will be the responsibility of the newly appointed Director-General to determine the most effective way to staff the Directorate. Where roles and responsibilities are no longer operationally necessary, redeployment options within the ACTPS will be investigated and prioritised, including any training, this will be managed by incoming Directors-General

QUESTIONS	ANSWER
Relocation	
Will I have to relocate?	A small number of staff may need to be relocated, this will be dependent upon the final structure.
Governance	
When will decisions be made about the Implementation teams?	The Implementation team leads are working through the nominations and will work closely with the current DGs and Chief Operating Officers to make sure that they have the right mix of skills and experience in the teams.
How will decisions be made during the transition period?	There is a governance framework to support the implementation of changes. Decisions regarding the MOG implementation will be made through the governance structures. Operational decisions will continue to be made in the usual way.
Communication	
How can I ask questions about the process?	You can send your questions to: CEDImplementation@act.gov.au for the new City and Environment Directorate HSCDImplementation@act.gov.au for the new Health and Community Services Directorate digitalcanberraimplementation@act.gov.au for the new Digital Canberra directorate
Where can I find updates about the changes?	Updates and information will come from a number of places. Your DG, the implementation team, your team leader or supervisor and the Implementation Information Hub will be the main sources of information.
Who is responsible for communicating to us in the directorates?	Directorate specific information will come directly from your directorate.
Existing work	
What happens to ongoing projects and workflows?	These should continue as they are for now unless your supervisor advises you to do something different.
What happens to MoUs and contracts?	Contracts and MOUs will continue throughout the transition and implementation period. All relevant agreements will be reviewed and any impacts as a result of the changes will be assessed.

QUESTIONS	ANSWER
Do delegations and authorisations need to be re-issued?	These should continue as they are during the transition period. Delegations for new directorates as part of the implementation process will be assessed.
Who is responsible for current contracts and financial commitments once people move? Does it stay with the person or the area?	Contracts and MOUs will continue throughout the transition and implementation period. These commitments are made with a work unit and should remain with the unit.
Who leads decision making across merging teams? E.g.: do I answer to my old team leader or the new one?	You will continue answering to your current team leader until decisions are made on structures, following consultation. You will be informed before changes are made.
Will other directorates be affected by these changes?	There may be some consequential changes in other directorates, but the core focus of the changes is the formation of the new directorates. The implementation teams will consider this and action as appropriate.
Some of our current work involves needing to know about budgets and programs for future financial years - how will those situations be managed?	Chief Operating Officers and DDGs will be discussing key deliverables and how arrangements will work in new directorates. If you have any questions about specific programs and budgets it would be best to direct them to your Executive Branch Manager or finance team within your directorate.
Reporting Lines, avenues of escalation, Ministerial reporting lines, leave approval, WHS reporting	For the time being, all reporting lines will remain unchanged. This means that everyone will continue to report to their current supervisors and follow the existing organisational structure, including Ministerial reporting lines. This approach ensures stability and allows for the continuity of service until all necessary plans are in place for the implementation process. If there are any changes that need to be made prior to this time, your supervisor will address this directly with you.
Wellbeing support	

QUESTIONS	ANSWER
What can I do if I need wellbeing support during this process?	You can speak to your supervisor, or you can contact our Employee Assistance Provider (EAP), Converge International. EAP provides access to counselling, stress management, and wellbeing resources for ACT Government employees. All services are free, voluntary, and completely confidential. You can make an appointment by calling 1300 687 327.
Next Steps	
What will happen by (or on) 1 July 2025?	• Directorates will be established. • Revised Administrative Arrangements. • Finances amalgamated. • Budgets transferred. • Implementation teams will be established from within affected directorates. • There will be active collaboration between teams and people to support a clear roadmap to complete the changes needed for full transition. • Core systems and process will be operational
What will change for me on 1 July?	As you will see from the initial structure chart, for many teams there will be no change on 1 July. Staff will continue to undertake their current duties and report to their existing supervisor. In most cases, where there is a change in reporting lines, this will impact the supervisor for executive group managers and executive branch managers. For a small number of teams there will be a change in reporting lines on 1 July. We will meet with these teams separately to ensure that they know who to report to from 1 July.
What will still be happening after 1 July 2025?	• Incoming Directors-General commence. • Incoming Deputy Directors-General commence. • finalise structure and staffing of the directorate following consultation. • consolidate corporate support, systems and processes. • Changes to ACTPS policies and practices will be underway with an established work program. • Development of strategic and corporate plans for new directorates under the leadership of the incoming DG's. • Ongoing future work identified in the ACTPS 2025 Taskforce Report.

QUESTIONS	ANSWER
What will not have happened by 1 July	• All the recommendations made in the ACTPS Taskforce report regarding structural changes to directorates will not have been implemented in the initial structures. • Corporate systems will not have been fully integrated. • All the changes to teams and reporting lines will not have been finalised. • Positions that may require redeployment due to changed operational requirements will not have been identified. • Redeployments will not have occurred. • Further consultation on structures will be undertaken to better align directorates with the priorities of government and to achieve a greater focus on service delivery.
Systems including record management, Core systems and all other systems in use by directorates.	During the implementation and transition phase there will be a number of systems that will require action. Mapping of these systems has commenced and once in place the Working Groups will continue this piece of work.
Will I get to have a say on what recommendations from the Taskforce Report should be implemented?	Noting the engagement undertaken by the ACTPS 2025 Taskforce in development of the Report, it is not intended that staff are consulted on the Report or its recommendations.



ACT
Government

Consultation Paper

City and Environment Directorate Initial Proposed Structure

May 2025

INTRODUCTION

At the end of 2024, the Chief Minister announced changes to the public service to deliver the best experience and outcomes for Canberrans future including by more closely aligning the ACTPS administration and resourcing with Government priorities.

One of the key changes to be achieved is the amalgamation of the Transport Canberra and City Services (TCCS) Directorate; the Environment, Planning and Sustainable Development Directorate (EPSDD); Access Canberra and the Better Regulation Taskforce in Chief Minister, Treasury and Economic Development Directorate (CMTEDD), into a new administrative unit, specifically the City and Environment Directorate. The Heritage Library will move out of TCCS to Chief Minister, Treasury and Economic Development Directorate (CMTEDD).

The full scope of changes to be actioned have been informed by the ACT Public Service 2025 Taskforce, which operated from January – April 2025. The Taskforce Report outlines key principles and recommendations to achieve the outcome intended from the changes to the structure of the ACTPS.

These changes will help to streamline operations and ensure that the public service is operating as efficiently as possible. The changes will better align the ACTPS with the current priorities of government and enhance the delivery of frontline services. Amalgamating these functions will improve coordination and ensure that resources are directed where they are most needed.

In relation to the City and Environment Directorate the Government has some specific goals which include:

- a solution driven and customer focussed approach to service delivery;
- better alignment between planning and transport;
- faster and more streamlined decision making in relation to development proposals and a streamlined approach to entity referrals;
- consolidation of on-the-ground operations and service delivery in particular city services, parks and land management;
- consolidation of the interface with the community;
- confirmation of the special role both ACT Heritage Library and Territory Records Office have in preserving and making accessible the rich documentary history of Canberra.

PURPOSE

This paper outlines the proposed initial structure of City and Environment Directorate from 1 July 2025. This proposal will allow for clarity in initial reporting lines, areas of work and continuity of services from 1 July 2025. The incoming Director-General of the Directorate will be responsible for finalising the structure of the new directorate and determining the appropriate level of resourcing.

This paper forms the basis of consultation on the structure in line with the requirements of the relevant enterprise agreements. The focus of this phase of consultation is the initial structure of the directorates Government has made a decision to establish. It is not intended that the recommendations of the ACTPS 2025 Taskforce report or the actions agreed by Government for implementation will be revisited.

CURRENT STRUCTURES

The current structure consists of Transport Canberra and City Services (TCCS) Directorate; the Environment, Planning and Sustainable Development Directorate (EPSDD); Access Canberra and the Better Regulation Taskforce in Chief Minister, Treasury and Economic Development Directorate (CMTEDD), which currently operate as separate directorates and functions.

The current structures are included at [Attachment A](#).

PRINCIPLES

The following principles informed the development of the proposed initial structure:

- the Director-General will be responsible for the final structure;
- staff will follow function;
- business continuity is a priority;
- staff will be consulted in line with the requirements of the relevant enterprise agreements;
- union representatives will be consulted.

PROPOSED STRUCTURE FROM 1 JULY

The proposed initial structure of the City and Environment Directorate is outlined at [Attachment B](#).

SUMMARY OF STRUCTURE CHANGES FROM 1 JULY 2025

The Chief Minister will make new Administrative Arrangements to be effective from 1 July 2025 that will result in the following changes:

- TCCS, EPSDD and Access Canberra will be amalgamated, with the Better Regulation Taskforce from the Policy and Cabinet Division in CMTEDD into the City and Environment Directorate.
- Libraries ACT will be moved from Territory and Business Services in TCCS to Access Canberra.
- The Heritage Library will be moved from TCCS to the Territory Records Office in Policy and Cabinet in CMTEDD.
- Corporate services for TCCS and EPSDD will report to the temporary DDG, Implementation
- The current locations for TCCS, EPSDD and Access Canberra are not expected to change.
- The Better Regulation Team is currently located at 220 London Circuit and will relocate to join the rest of their team overtime.
- Flexible working arrangements will still be available where operational needs allow.

CONSULTATION AND IMPLEMENTATION

Action	Date
DDG approval to release for consultation	23 May 2025
Union Consultation Release	23 May 2025
Staff Consultation Release	26 May 2025
Consultation with impacted employees and staff and union feedback period	26 May – 10 June
Consultation closes	10 June 2025
Decision and communication of decision	17 June 2025
Implement initial structure	1 July 2025

FEEDBACK

During consultation we are seeking your feedback on the proposed initial structure at [Attachment B](#).

Please submit your feedback on this Consultation Paper via the [Submit questions or feedback](#) link by no later than 5pm, Tuesday 10 June 2025.

We will be reviewing the feedback throughout the consultation period, to ensure that we have the chance to thoroughly consider your insights.

If you have any questions about the consultation process please email CEDimplementation@act.gov.au

CHANGE STAGES AND TIMELINE

Phase	Stage	Detail	Timeframe
ACTPS 2025 Taskforce	Stage 1: Taskforce Review and Report - COMPLETE	ACTPS 2025 Taskforce was active from January – April 2025 to undertake a review and provide a Report to Government with advice on the proposed changes.	January – April 2025
Planning	Stage 2: Consideration of Taskforce Report and recommendations - COMPLETE	Report finalised and actions identified.	April 2025
	Stage 3: Implementation Governance establishment and planning IN PROGRESS	- Governance Framework establishment: - o Steering Committee - o Central Implementation Management Team - o Implementation Teams - o Implementation Stream Working Groups	April-May 2025
Implementation	Stage 4: Administrative Arrangements	Update of Administrative Arrangements undertaken with sign off by CM Effective date 1 July 2025	End of May 2025
	Stage 5: commencement of work program for changes	Central Implementation Management Team development of work program for ACTPS wide change (not associated with new directorates).	May-June 2025
New directorate establishment	Stage 6: Implementation pre - 1 July 2025	Implementation Team and Stream Working Groups action tasks required pre-1 July 2025 for implementation of Administrative Arrangements	May-June 2025
	Stage 7: new directorate establishment complete	All new directorate establishment steps complete including consequential changes to other directorates.	1 July 2025
	Stage 8: Implementation post 1 July 2025	Implementation Team and Stream Working Groups action tasks required post-1 July 2025 that are related to directorate establishment.	July-Dec 2025
First year of new directorate operations	Stage 9: Incoming Directors-General	Incoming Directors-General and Deputy Directors-General commence discussions with Ministers and staff and final changes to new directorate structures completed following commencement of incoming DG	July-September 2025
	Stage 10: Directorate planning and implementation	Development of strategic and corporate plans for new directorates under the leadership of incoming DGs	Commencement of DG - ongoing
Evaluation	Stage 11: Evaluation	Review of outcomes associated with changes and actions.	2026

ADDITIONAL SUPPORT AND INFORMATION

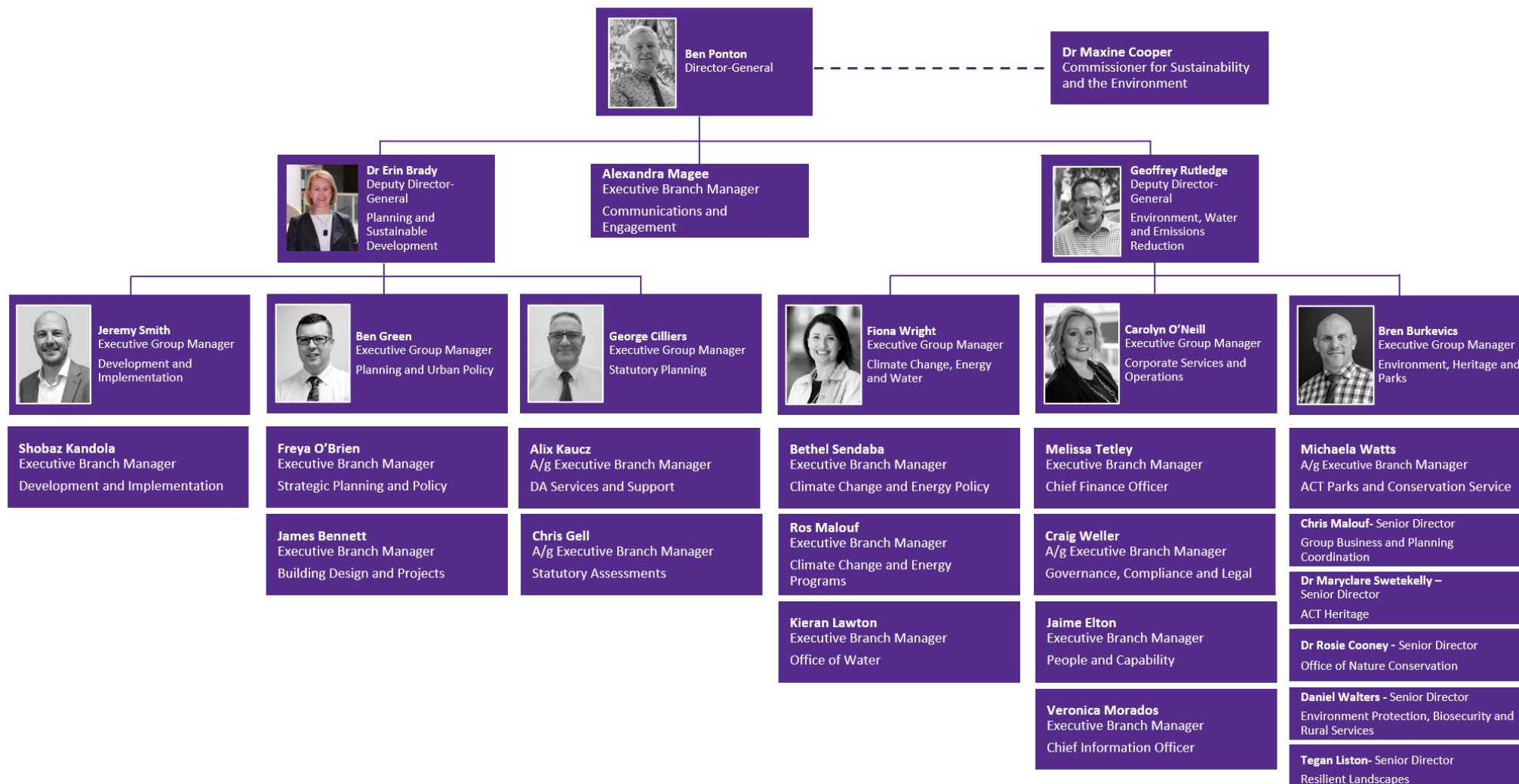
If you are feeling anxious about the changes impacting you, please seek support from your immediate manager in the first instance.

Please also consider the following supports available to ACTPS staff:

Employee Assistance Program	The EAP is available to support individuals throughout the directorates. These conversations are confidential and are not reported back to the directorate.	<u>Converge International</u>	1300 687 327 1300 our eap
		<u>Benestar</u>	1300 360 364
		<u>PeopleSense</u>	1300 307 912
		<u>Assure</u>	1800 808 374
Union Representatives and Workplace Delegates	Unions play an important role in promoting WH&S and protecting the ACTPS workforce	For more information about how to get in touch with unions – please visit your current directorate intranet.	
Deputy Director-General Implementation, City and Environment	The DDG is available to attend team meetings, answer any questions you may have, or you can attend drop-in sessions.	Please contact Trish Johnston via CEDimplementation@act.gov.au	

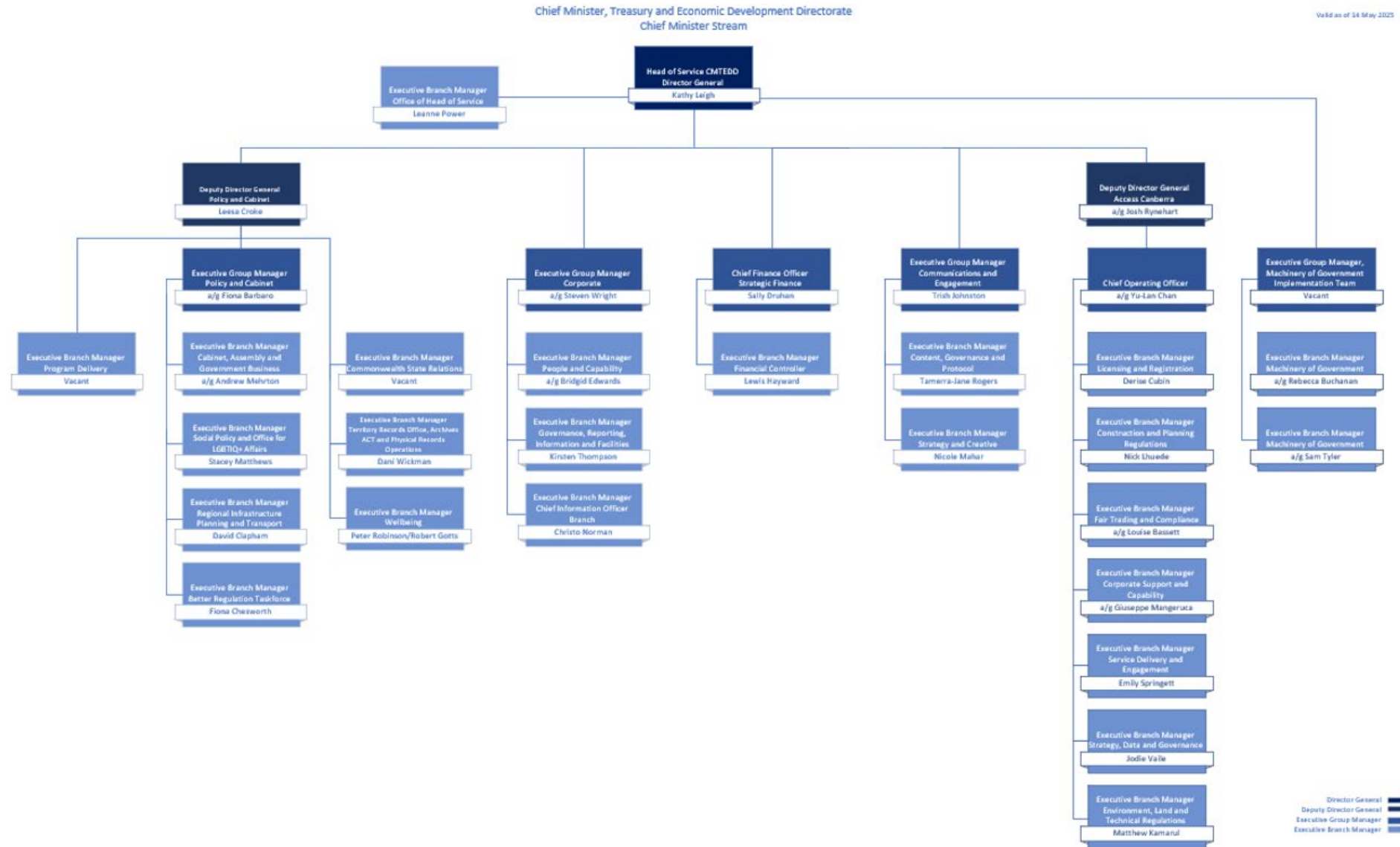
ATTACHMENT A – CURRENT STRUCTURES

ENVIRONMENT PLANNING AND SUSTAINABLE DEVELOPMENT DIRECTORATE STRUCTURE



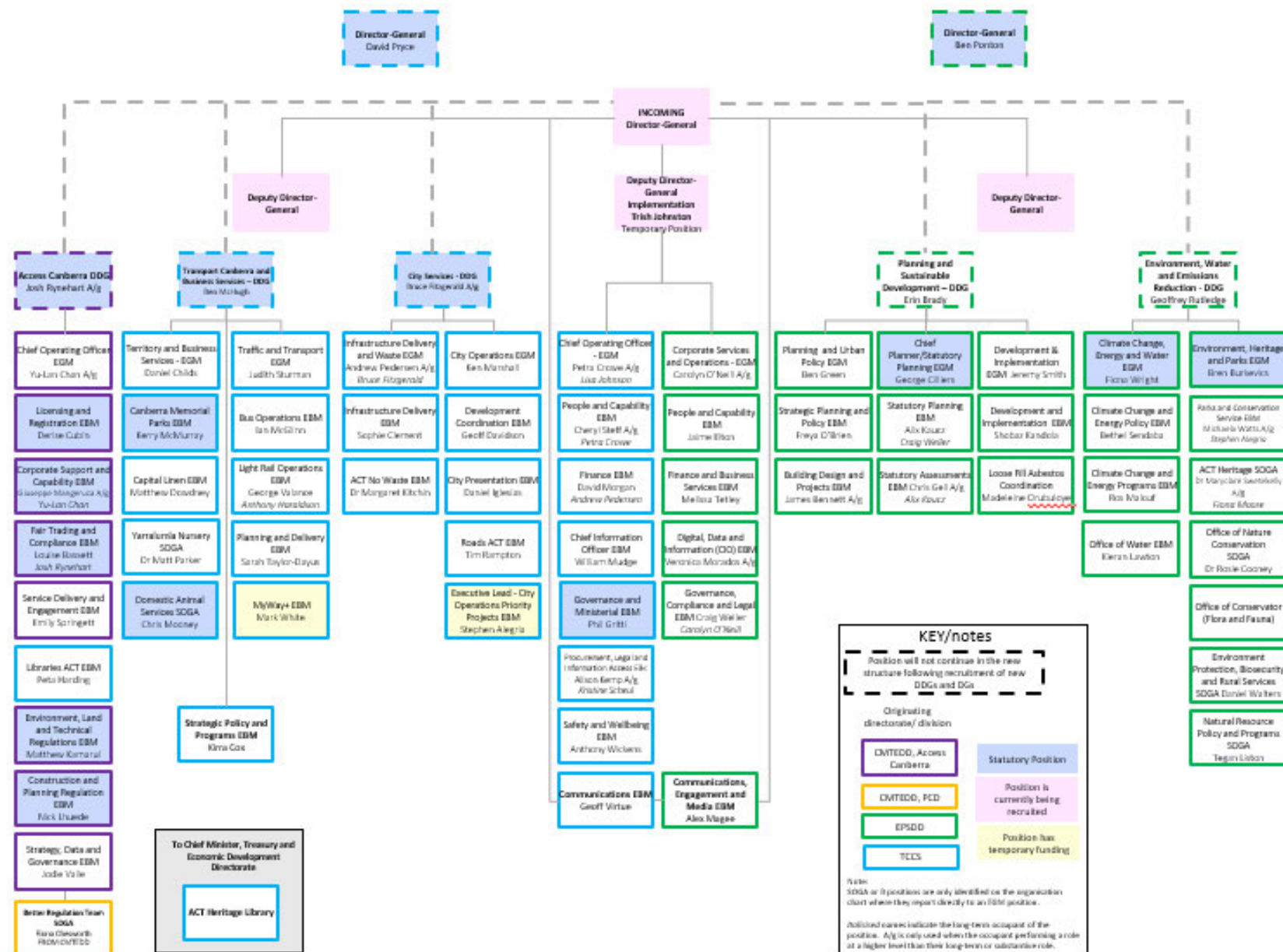


CMTEDD STRUCTURE – ACCESS CANBERRA AND POLICY AND CABINET (FOR BETTER REGULATION TASKFORCE)

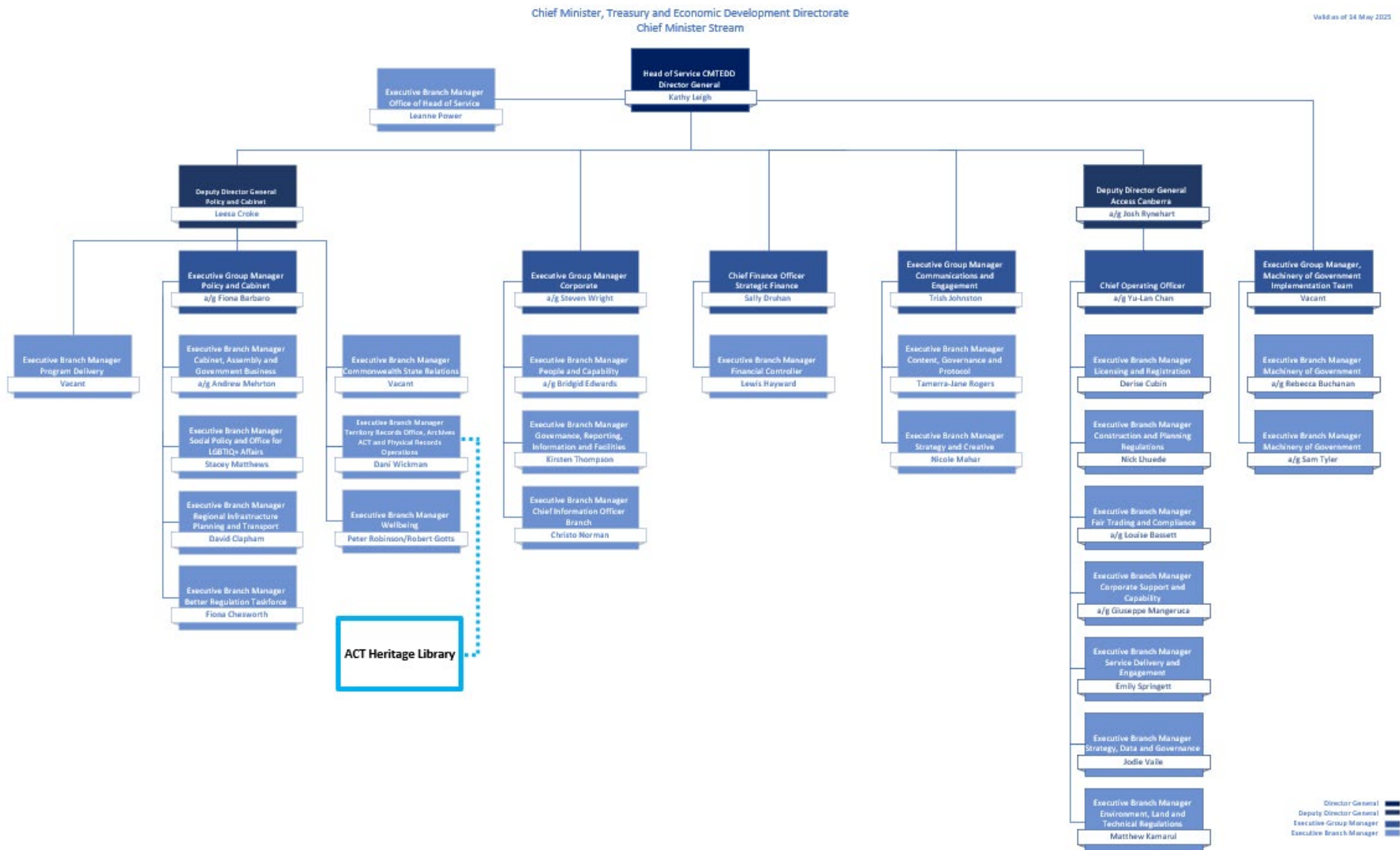


ATTACHMENT B

PROPOSED INITIAL STRUCTURE FOR 1 JULY - CITY AND ENVIRONMENT DIRECTORATE



PROPOSED STRUCTURE FOR 1 JULY – HERITAGE LIBRARY – CMTEDD





ACT
Government

Consultation Paper

Digital Canberra Initial Proposed Structure

May 2025

INTRODUCTION

At the end of 2024, the Chief Minister announced changes to the public service to deliver the best experience and outcomes for Canberrans future including by more closely aligning the ACTPS administration and resourcing with Government priorities.

The full scope of changes to be actioned have been informed by the ACT Public Service 2025 Taskforce, which operated from January – April 2025. The Taskforce Report outlines key principles and recommendations to achieve the outcome intended from the changes to the structure of the ACTPS.

Following the Report, one of the agreed actions is the establishment of **Digital Canberra (DC)** that will focus on digital and information technology functions across the ACTPS. The first phase of this will be the amalgamation of Digital, Data and Technology Solutions (DDTS) from Chief Minister, Treasury and Economic Development Directorate (CMTEDDD) and the Digital Solutions Division (DSD) from ACTHD.

The changes will better align the ACTPS with the current priorities of government and enhance the delivery of frontline services. Amalgamating these functions will improve coordination and ensure that resources are directed where they are most needed.

The creation of Digital Canberra reflects the importance of technology and data capability in government. The new directorate will have a focus on digital and information technology support, and the delivery of large-scale digital projects.

PURPOSE

This paper outlines the proposed initial structure of Digital Canberra from 1 July 2025. This proposal will allow for clarity in initial reporting lines, areas of work and continuity of services from 1 July 2025. The incoming Director-General of the Directorate will be responsible for finalising the structure of the new directorate and determining the appropriate level of resourcing.

This paper forms the basis of consultation on the structure in line with the requirements of the relevant enterprise agreements. The focus of this phase of consultation is the initial structure of the directorates Government has made a decision to establish. It is not intended that the recommendations of the ACTPS 2025 Taskforce report or the actions agreed by Government for implementation will be revisited.

CURRENT STRUCTURES

The current structure consists of DDTS and DSD which currently operate as separate divisions within CMTEDD and ACTHD respectively.

The current structures are included at Attachment A.

PRINCIPLES

The following principles informed the development of the proposed initial structure:

- the Director-General will be responsible for the final structure;
- staff will follow function;
- business continuity is a priority;
- staff will be consulted in line with the requirements of the relevant enterprise agreements;
- union representatives will be consulted.

PROPOSED STRUCTURE FROM 1 JULY

The proposed initial structure of the Digital Canberra is outlined at [Attachment B](#).

SUMMARY OF STRUCTURE CHANGES FROM 1 JULY 2025

The Chief Minister will make new Administrative Arrangements to be effective from 1 July 2025 that will result in the following changes:

- Digital Services Division (DSD) from ACTHD will be amalgamated with Digital, Data and Technology Solutions (DDTS) from CMTEDD, into Digital Canberra.
- The Executive Group Manager, DSD, will report to the Interim Director-General, Digital Canberra.
- DSD will continue to be situated at Bowes Street, Woden.
- DDTS accommodation arrangements remain as is for all existing teams.

CONSULTATION AND IMPLEMENTATION

Action	Date
DDG approval to release for consultation	23 May 2025
Union Consultation Release	23 May 2025
Staff Consultation Release	26 May 2025
Consultation with impacted employees and staff and union feedback period	26 May to 10 June 2025
Consultation closes	10 June 2025
Decision and communication of decision	17 June 2025
Implement initial structure	1 July 2025

FEEDBACK

During consultation we are seeking your feedback on the proposed initial structure at [Attachment B](#).

Please submit your feedback on this Consultation Paper via the [Submit questions or feedback](#) link by no later than 5pm, Tuesday 10 June 2025.

We will be reviewing the feedback throughout the consultation period, to ensure that we have the chance to thoroughly consider your insights.

If you have any questions about the consultation process please email DigitalCanberraimplementation@act.gov.au

CHANGE STAGES AND TIMELINE

Phase	Stage	Detail	Timeframe
ACTPS 2025 Taskforce	Stage 1: Taskforce Review and Report - COMPLETE	ACTPS 2025 Taskforce was active from January – April 2025 to undertake a review and provide a Report to Government with advice on the proposed changes.	January – April 2025
Planning	Stage 2: Consideration of Taskforce Report and recommendations - COMPLETE	Report finalised and actions identified.	April 2025
	Stage 3: Implementation Governance establishment and planning IN PROGRESS	- Governance Framework establishment: - Steering Committee - Central Implementation Management Team - Implementation Teams - Implementation Stream Working Groups	April-May 2025
Implementation	Stage 4: Administrative Arrangements	Update of Administrative Arrangements undertaken with sign off by CM Effective date 1 July 2025	End of May 2025
	Stage 5: commencement of work program for changes	Central Implementation Management Team development of work program for ACTPS wide change (not associated with new directorates).	May-June 2025
New directorate establishment	Stage 6: Implementation pre - 1 July 2025	Implementation Team and Stream Working Groups action tasks required pre-1 July 2025 for implementation of Administrative Arrangements	May-June 2025
	Stage 7: new directorate establishment complete	All new directorate establishment steps complete including consequential changes to other directorates.	1 July 2025
	Stage 8: Implementation post 1 July 2025	Implementation Team and Stream Working Groups action tasks required post-1 July 2025 that are related to directorate establishment.	July-Dec 2025
First year of new directorate operations	Stage 9: Incoming Directors-General	Incoming Directors-General and Deputy Directors-General commence discussions with Ministers and staff and final changes to new directorate structures completed following commencement of incoming DG	July-September 2025
	Stage 10: Directorate planning and implementation	Development of strategic and corporate plans for new directorates under the leadership of incoming DGs	Commencement of DG - ongoing
Evaluation	Stage 11: Evaluation	Review of outcomes associated with changes and actions.	2026

ADDITIONAL SUPPORT AND INFORMATION

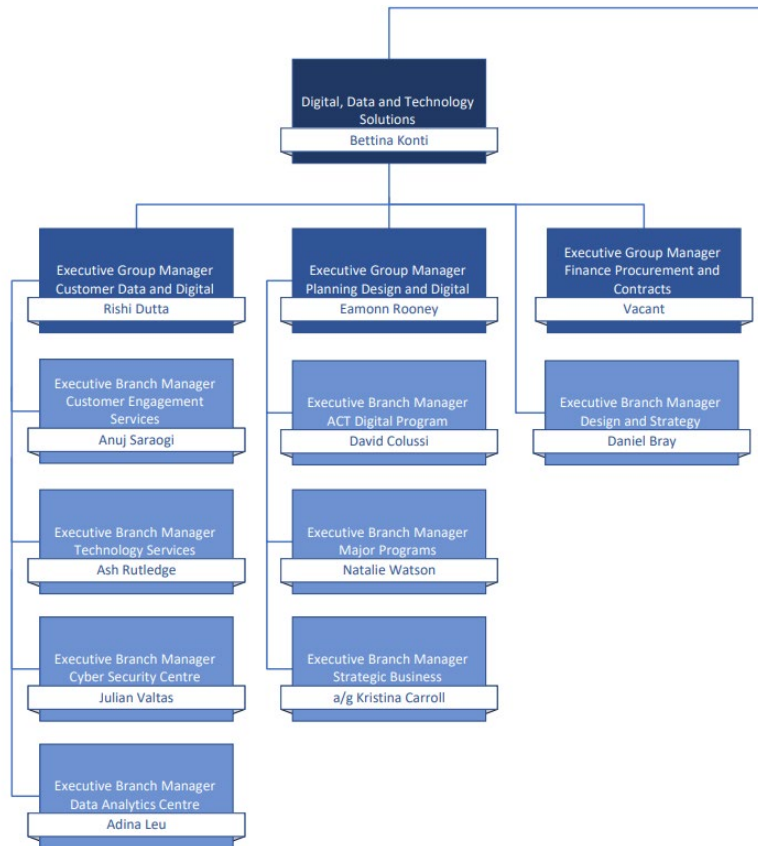
If you are feeling anxious about the changes impacting you, please seek support from your immediate manager in the first instance.

Please also consider the following supports available to ACTPS staff:

Employee Assistance Program	The EAP is available to support individuals throughout the directorates. These conversations are confidential and are not reported back to the directorate.	<u>Converge International</u>	1300 687 327 1300 our eap
		<u>Benestar</u>	1300 360 364
		<u>PeopleSense</u>	1300 307 912
		<u>Assure</u>	1800 808 374
Union Representatives and Workplace Delegates	Unions play an important role in promoting WH&S and protecting the ACTPS workforce	For more information about how to get in touch with unions – please visit your current directorate intranet	
Deputy Director-General Implementation, Health and Community Services (and Digital Canberra)	The DDG is available to attend team meetings, answer any questions you may have, or you can attend drop-in sessions.	Anita.Perkins@act.gov.au	

ATTACHMENT A

DIGITAL, DATA AND TECHNOLOGY SOLUTIONS, CMTEDD

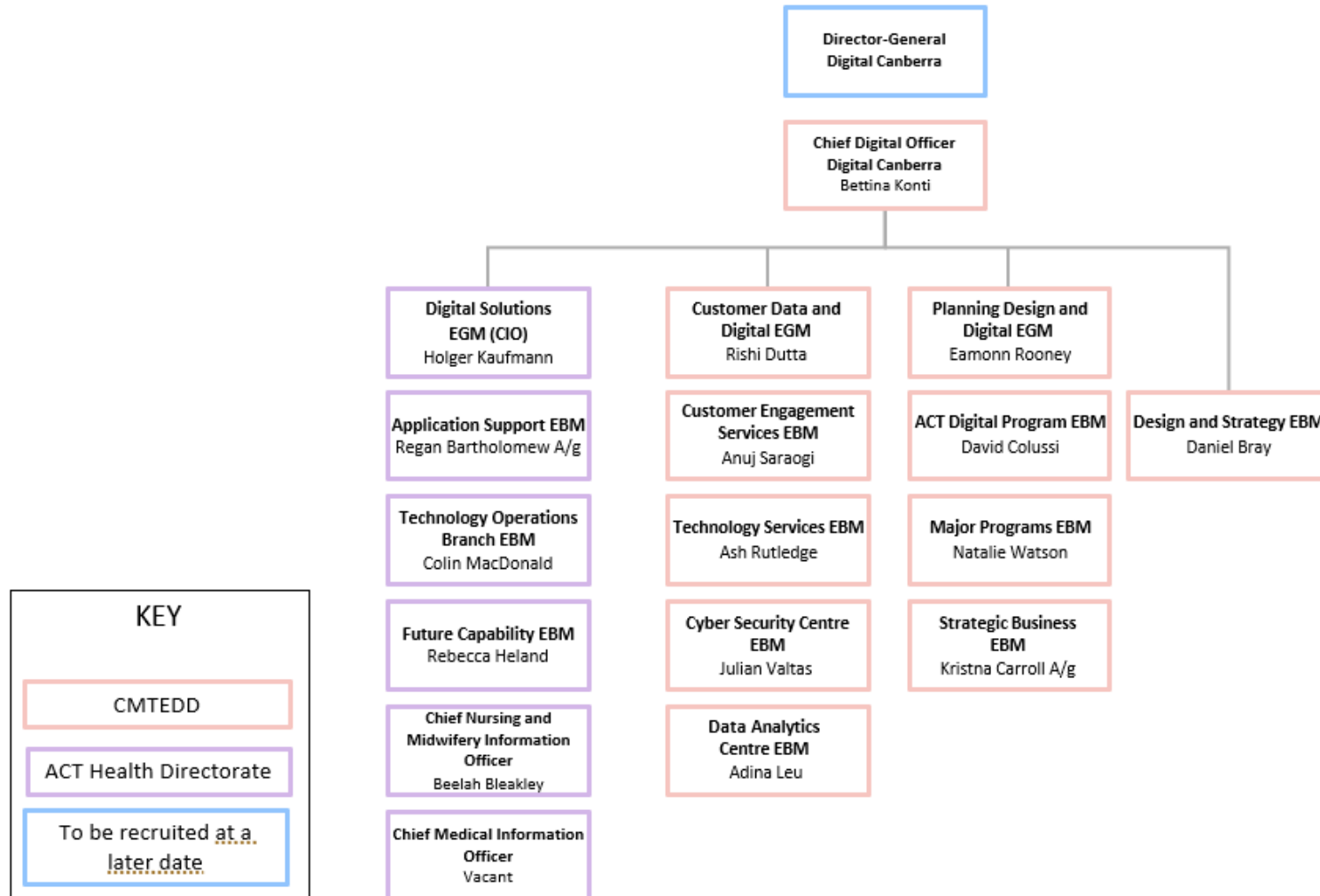


DIGITAL SOLUTIONS DIVISION, ACTHD



ATTACHMENT B

PROPOSED INITIAL STRUCTURE DIGITAL CANBERRA





ACT
Government

Consultation Paper

Health and Community Services Directorate Initial Proposed Structure

May 2025

INTRODUCTION

At the end of 2024, the Chief Minister announced changes to the ACT Public Service (ACTPS) to deliver the best experience and outcomes for Canberrans future. These changes are designed to more closely align ACTPS administration and resources with the Government's strategic priorities.

A key element of the changes is the amalgamation of the Community Services Directorate (CSD) and the ACT Health Directorate (ACTHD) into a new administrative unit: the Health and Community Services Directorate (HCSD). Also, infrastructure related functions will be consolidated into Infrastructure Canberra (iCBR), and a new entity, Digital Canberra, will be established to lead digital transformation efforts.

These structural changes have been informed by the work of the ACT Public Service 2025 Taskforce, which operated from January to April 2025. The Taskforce report outlines guiding principles and recommendations for implementing these changes, ensuring they are purposeful and effective.

These changes are intended to streamline operations, improve efficiency and enhance the delivery of public services. By aligning the ACTPS more closely with current government priorities, the changes will enable better coordination and ensure that resources are directed where they are most needed.

Specific goals for the Health and Community Services Directorate include:

- integrating policy and service delivery to improve outcomes for the community, for example in relation to funding arrangements with the Commonwealth, responding to anticipated changes to the National Disability Insurance Scheme (NDIS), and establishing foundational supports within the Territory;
- streamlining collaboration with the community sector, making it easier and more effective for government to work with service providers; and
- bringing together functions with shared responsibility; particularly in areas such as infrastructure delivery and digital technology, to enhance service innovation and responsiveness.

Infrastructure delivery and Housing are both priorities of government and combining these functions in Infrastructure Canberra will streamline operations and improve efficiencies.

The creation of Digital Canberra reflects the importance of technology and data capability in government. The new directorate will have a focus on digital and information technology support, and the delivery of large-scale digital projects.

PURPOSE

This paper outlines the proposed initial structure of Health and Community Services Directorate, from 1 July 2025. This proposal will allow for clarity in initial reporting lines, areas of work and continuity of services from 1 July 2025. The incoming Director-General of the Directorate will be responsible for finalising the structure of the new directorate and determining the appropriate level of resourcing.

This paper forms the basis of consultation on the structure in line with the requirements of the relevant enterprise agreements. The focus of this phase of consultation is the initial structure of the

directorates Government has made a decision to establish. It is not intended that the recommendations of the ACTPS 2025 Taskforce report or the actions agreed by Government for implementation will be revisited.

CURRENT STRUCTURES

At present, the following entities operate as separate directorates or functions:

- Community Services Directorate (CSD)
- ACT Health Directorate (ACTHD)
- and the Office of LGBTIQ+ (within Chief Minister, Treasury and Economic Development Directorate, CMTEDD)

The current structures are included at [Attachment A](#).

PRINCIPLES

The following principles informed the development of the proposed initial structure:

- the Director-General will be responsible for the final structure;
- staff will follow function;
- business continuity is a priority;
- staff will be consulted in line with the requirements of the relevant enterprise agreements;
- union representatives will be consulted.

PROPOSED STRUCTURE FROM 1 JULY

The proposed initial structure of the Health and Community Services Directorate, Infrastructure Canberra, Digital Canberra and Canberra Health Services are outlined in [Attachment B](#).

SUMMARY OF STRUCTURE CHANGES FROM 1 JULY 2025

The Chief Minister will make new Administrative Arrangements, effective from 1 July 2025, resulting in the following key changes:

Health and Community Services Directorate

- The Community Services Directorate (CSD) and the Health Directorate (ACTHD) will be amalgamated into the new Health and Community Services Directorate.
- The Office of LGBTIQ+, currently within Policy and Cabinet in CMTEDD, will also be incorporated into this new directorate within the Inclusion Division.
- Corporate services for ACTHD and CSD will report to the temporary Deputy Director-General (DDG), Implementation.
- The Ministerial and Government Services team of ACTHD will move from the Office of Director-General to Corporate, and the Communications and Engagement Branch will move from Infrastructure, Communications and Engagement to Corporate.

Digital Canberra

- Digital Services Division (DSD) from ACTHD will be amalgamated with Digital, Data and Technology Solutions (DDTS) from CMTEEDD, into Digital Canberra.
- The Executive Group Manager, DSD, will report to the Interim Director-General, Digital Canberra.
- DSD will continue to be situated at Bowes Street, Woden.
- DDTS accommodation arrangements remain as is for all existing teams.

Canberra Health Services:

- The Research Ethics and Governance Office, currently in the Research, Programs and Scientific Service Branch in the ACT Health Directorate will move to Research and Education in Canberra Health Services.
- Staff moving to Canberra Health Services will remain located in their current accommodation at CHS in the short term.

The following infrastructure-related changes will also occur:

Infrastructure Canberra

- All infrastructure delivery functions, excluding strategic infrastructure planning, will transfer from ACTHD and CSD to Infrastructure Canberra (ICBR).
- This includes responsibilities for public housing growth, renewal and maintenance, and the Facilities Insourcing Taskforce.
- Staff from Housing moving to ICBR include Infrastructure Delivery – Construction, Infrastructure Delivery – Procurement, Contract Management, Program Management Office – Capital Reporting, and the Facilities Insourcing Team.
- The Housing Capital Financial Operations Support staff from Finance (Corporate Services) will be moving to ICBR.
- These staff will remain located at Nature Conservation House in Belconnen for the time being until longer-term accommodation arrangements have been considered. Some functions from within these teams are still under review and will be confirmed following discussions between CSD and ICBR.
- Discussions are ongoing between ACTHD and ICBR to finalise details on functions to move.

Housing Assistance and Finance, CSD

- Portfolio, Planning and Alignment remains in Housing Assistance and will report to EGM Housing Assistance.
- Occupational Therapists remain in Housing Assistance and will report to the EBM Client Services Housing Assistance.
- Vulnerable Household Energy Support Scheme (VHESS) remains in Housing Assistance and will report to the SOGA, Portfolio, Planning and Alignment.

- The Growth and Renewal Governance Section in the Program Management Office will remain in Housing Assistance reporting to the EGM, while the Capital Finance Quality Assurance team will remain in Corporate Services, reporting to the CFO.
- Some functions from within these teams are still under review and will be confirmed following discussions between CSD and iCBR.

CONSULTATION AND IMPLEMENTATION

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DDG approval to release for consultation	23 May 2025
Union Consultation Release	23 May 2025
Staff Consultation Release	26 May 2025
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We will be reviewing the feedback throughout the consultation period, to ensure that we have the chance to thoroughly consider your insights.

If you have any questions about the consultation process please email HCSDImplementation@act.gov.au

CHANGE STAGES AND TIMELINE

Phase	Stage	Detail	Timeframe
ACTPS 2025 Taskforce	Stage 1: Taskforce Review and Report - COMPLETE	ACTPS 2025 Taskforce was active from January – April 2025 to undertake a review and provide a Report to Government with advice on the proposed changes.	January – April 2025
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Please also consider the following supports available to ACTPS staff:

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		Benestar	1300 360 364
		PeopleSense	1300 307 912
		Assure	1800 808 374
Union Representatives and Workplace Delegates	Unions play an important role in promoting WH&S and protecting the ACTPS workforce. The ACT Secretary of the CPSU is Madeleine Northam.	For more information about how to get in touch with unions – please visit your current directorate intranet.	
Deputy Director-General Implementation, Health and Community Services and Digital Canberra	The DDG is available to attend team meetings, answer any questions you may have, or you can attend drop-in sessions.	Please contact Anita Perkins via HCSDImplementation@act.gov.au	

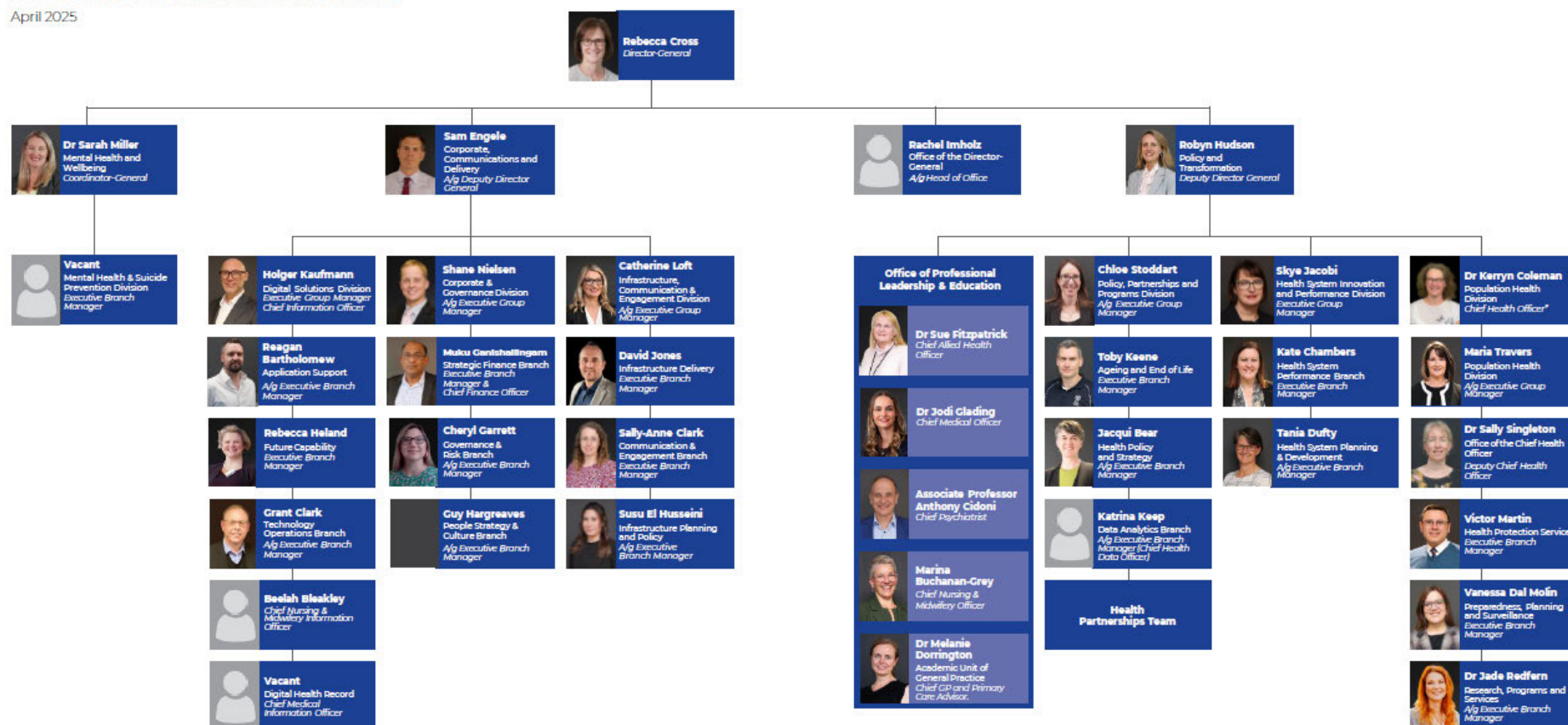
ATTACHMENT A

ACT HEALTH DIRECTORATE CURRENT STRUCTURE

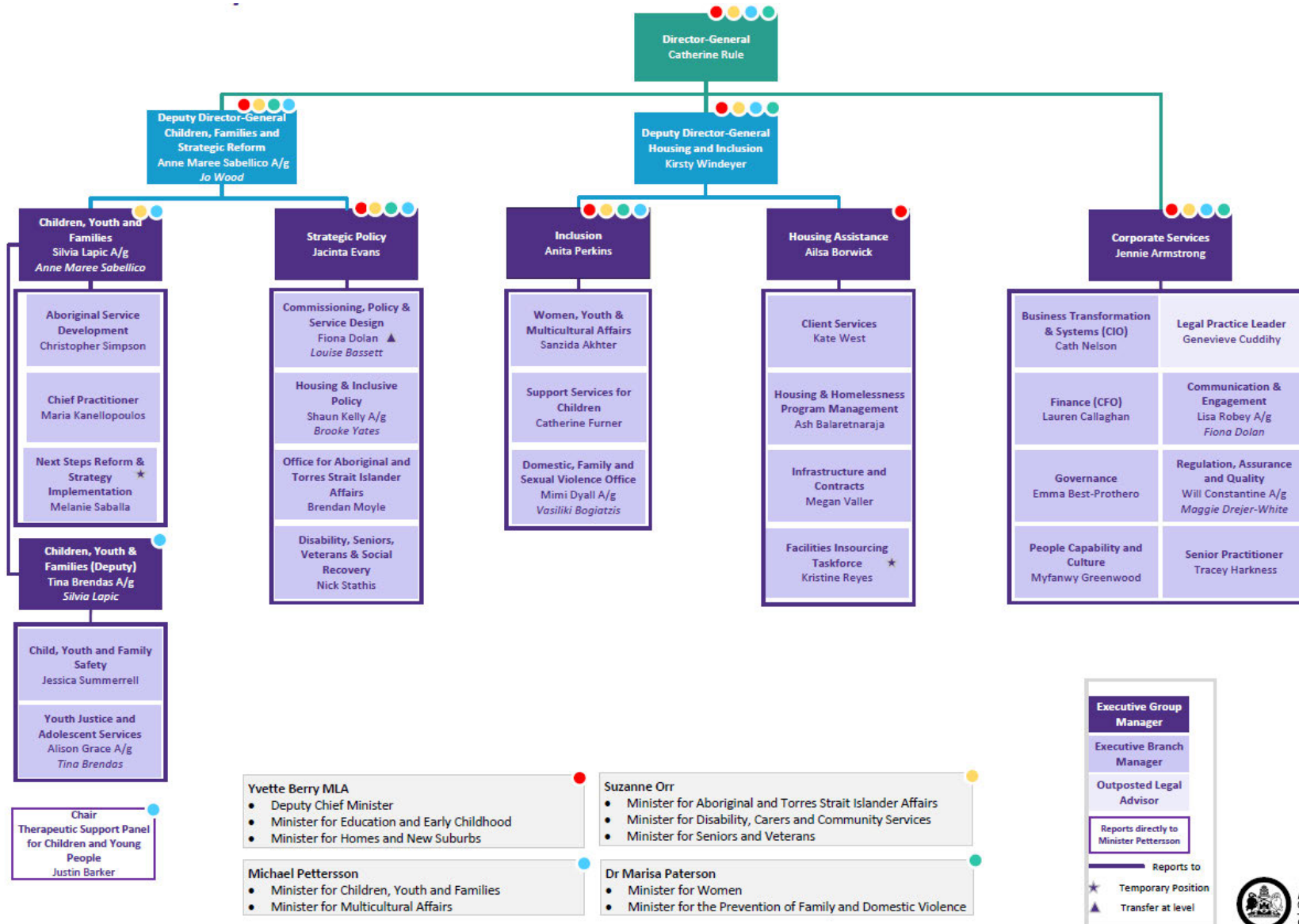


EXECUTIVE ORGANISATIONAL CHART

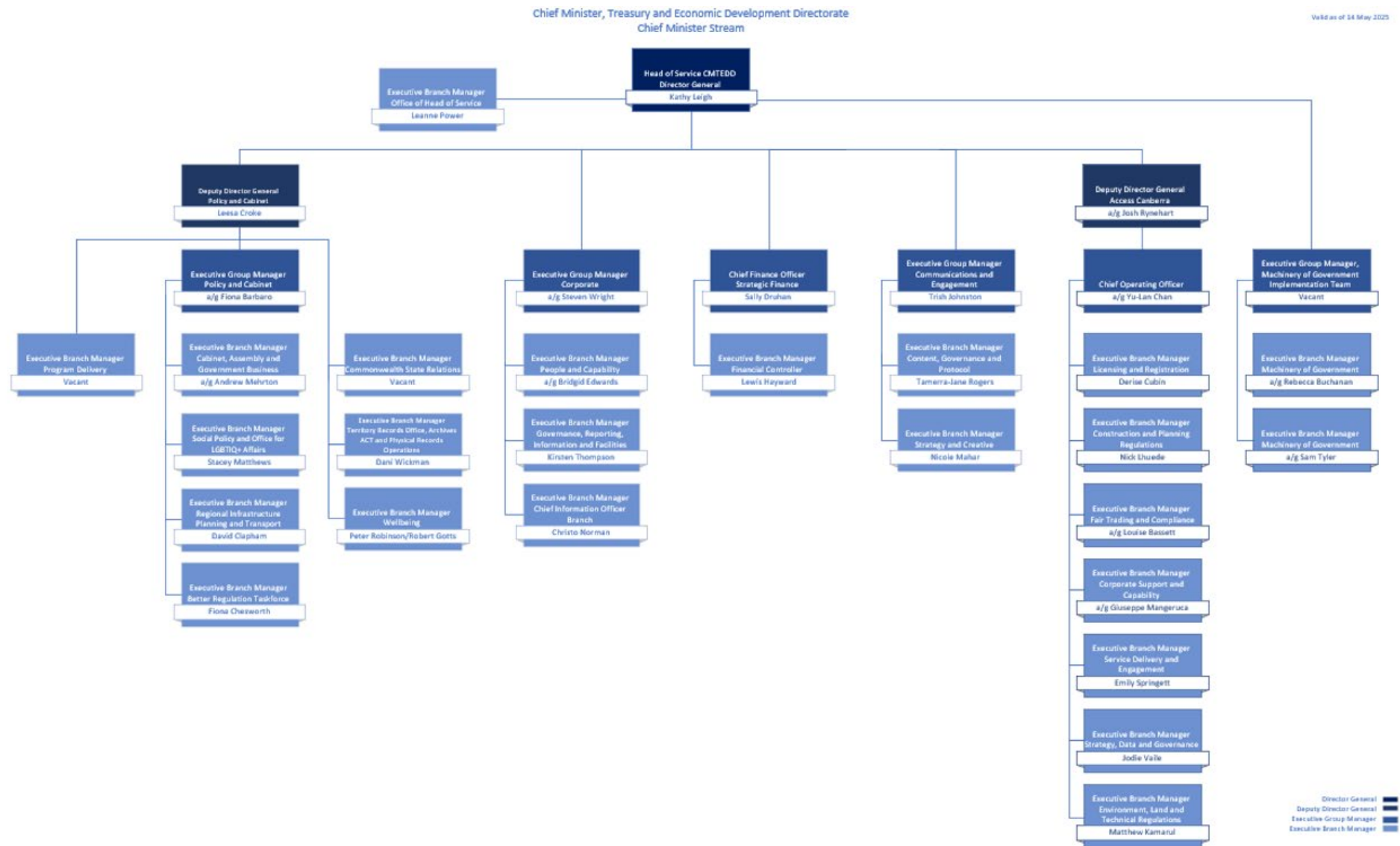
April 2025



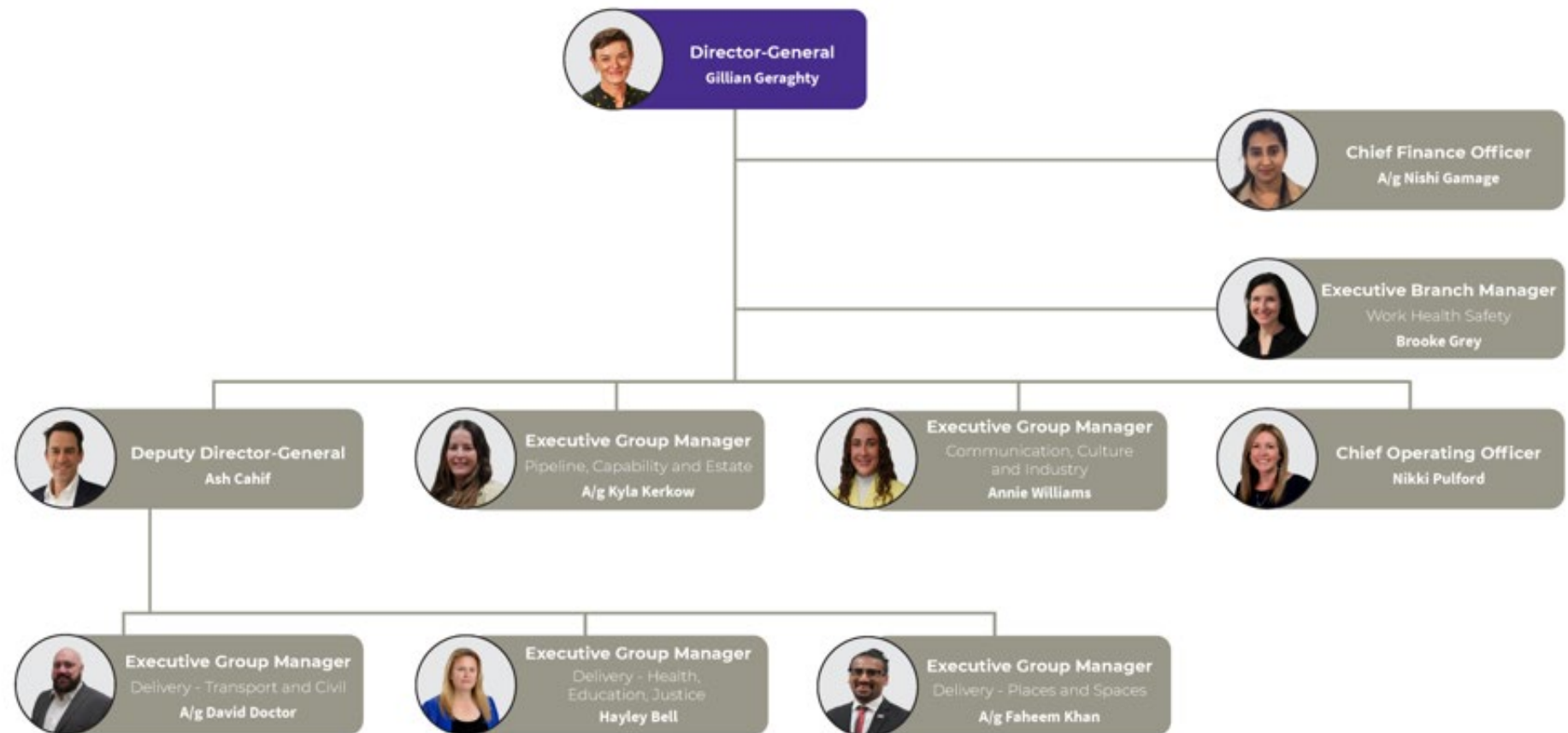
COMMUNITY SERVICES DIRECTORATE CURRENT STRUCTURE



OFFICE OF LGBTIQA+ AFFAIRS, SOCIAL POLICY, POLICY AND CABINET, CMTEDD STRUCTURE

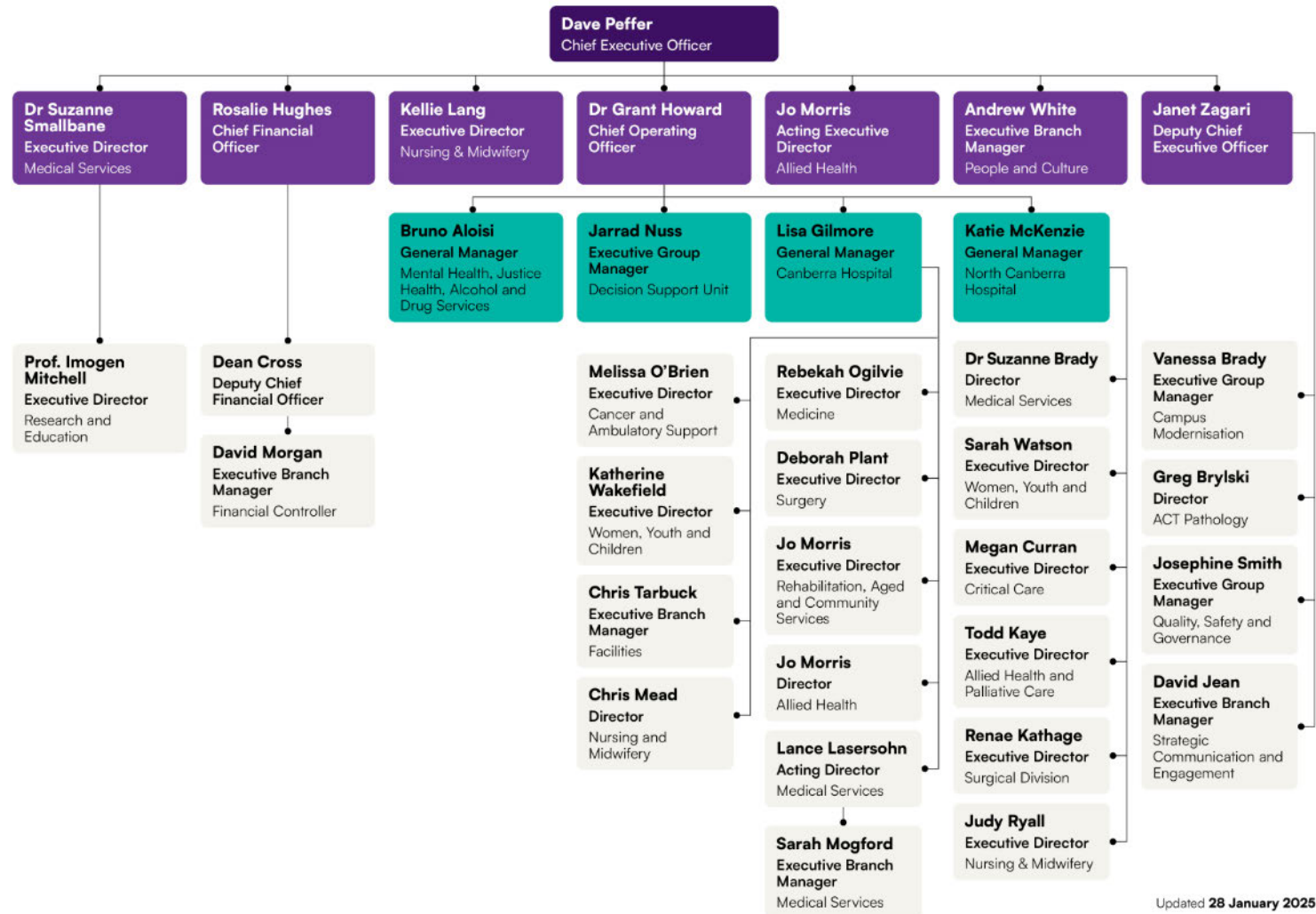


INFRASTRUCTURE CANBERRA STRUCTURE



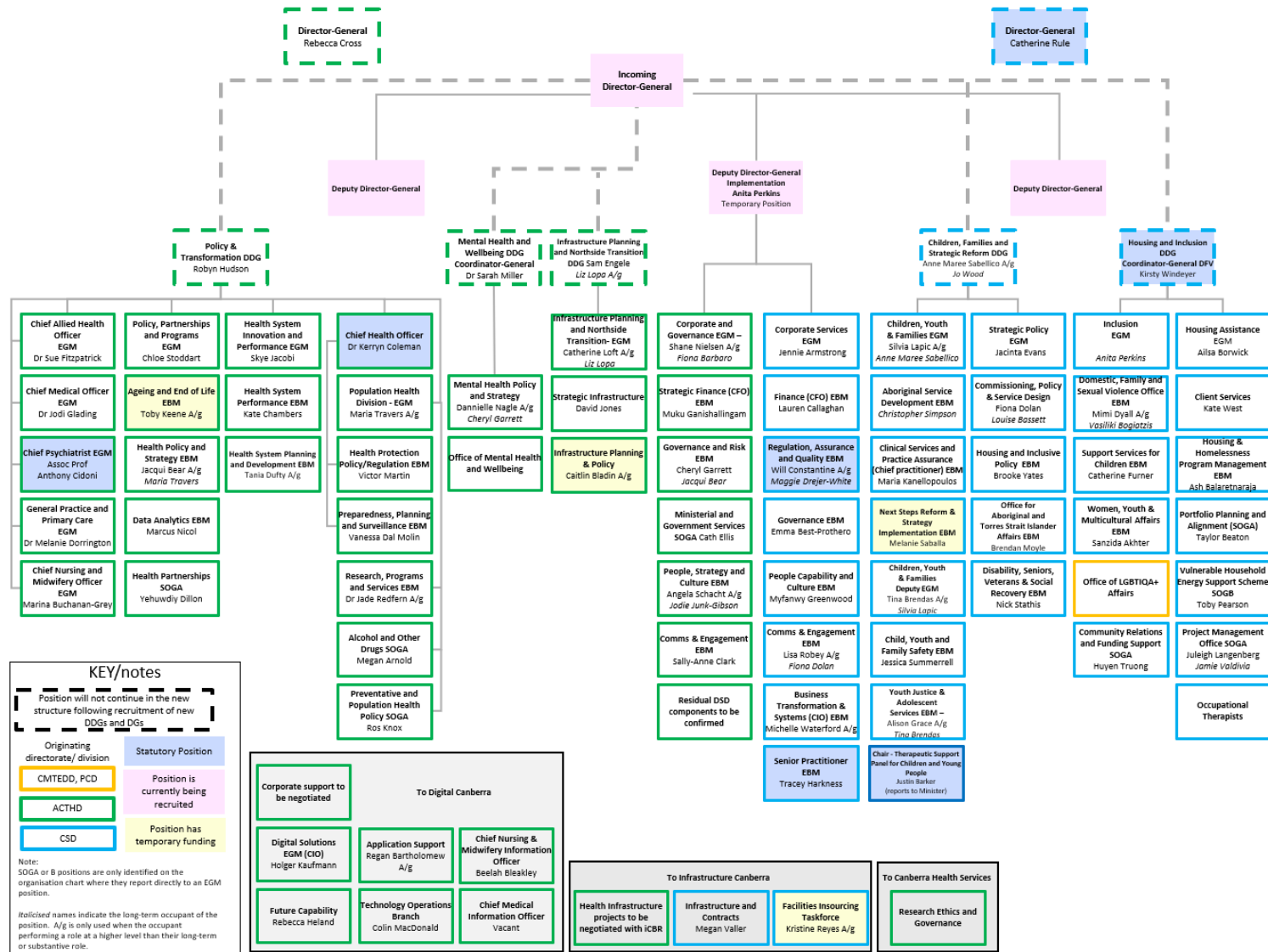
Updated May 2025

CANBERRA HEALTH SERVICES STRUCTURE

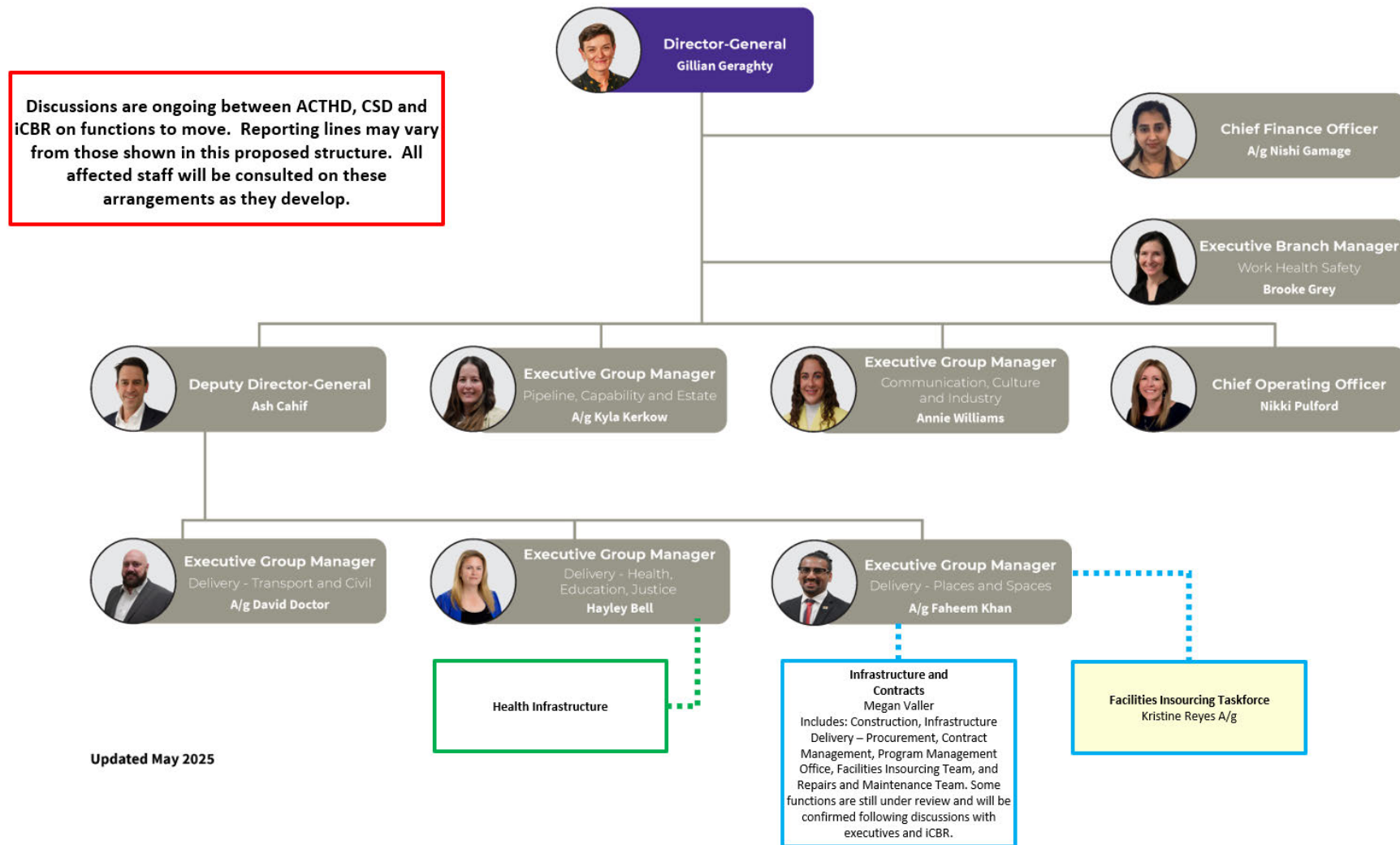


ATTACHMENT B

PROPOSED INITIAL STRUCTURE HEALTH AND COMMUNITY SERVICES DIRECTORATE

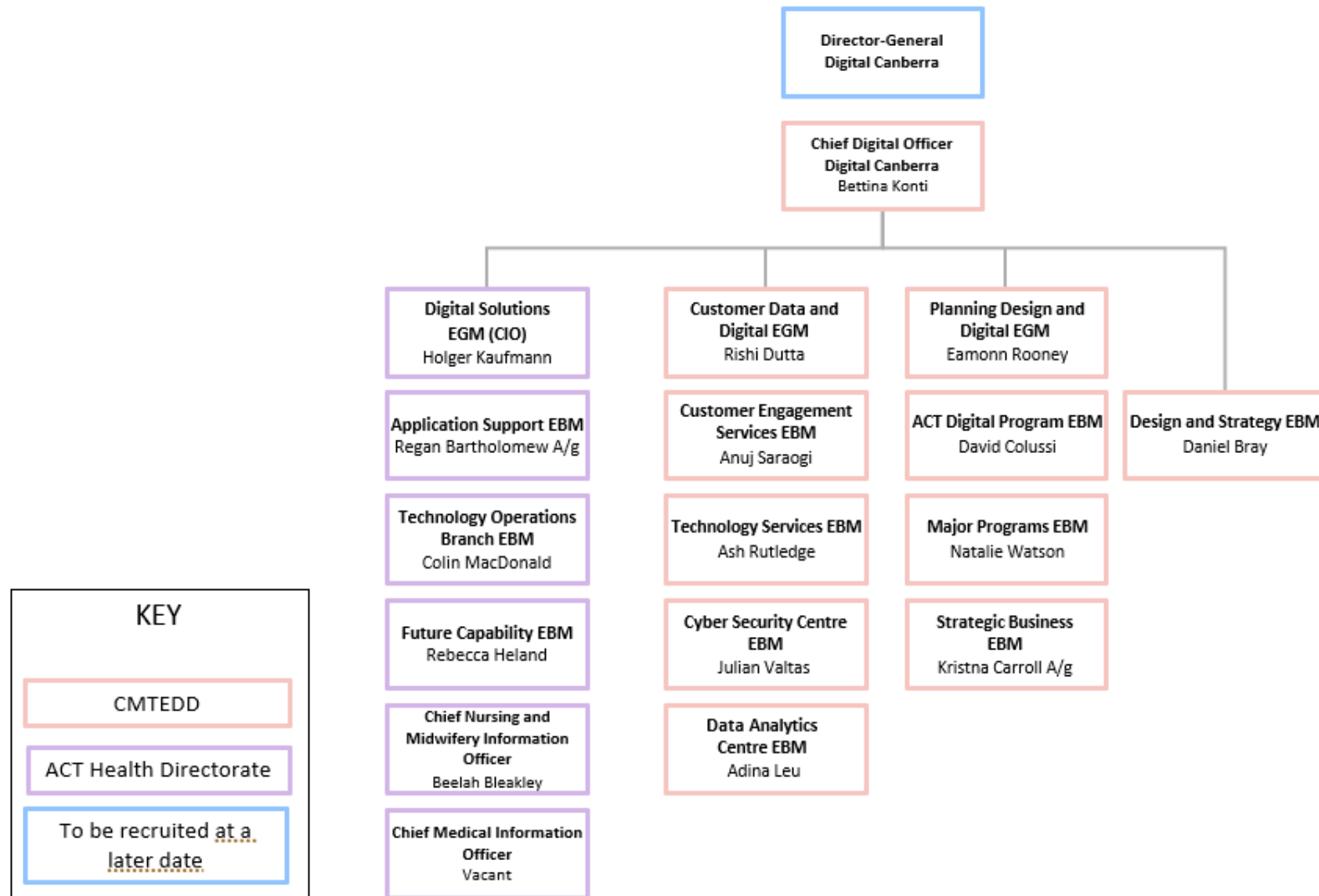


PROPOSED INITIAL STRUCTURE INFRASTRUCTURE CANBERRA



Updated May 2025

PROPOSED INITIAL STRUCTURE DIGITAL CANBERRA



PROPOSED INITIAL STRUCTURE CANBERRA HEALTH SERVICES

