



ACT
Government

ACTPS 2025 Change Implementation Plan

**Implementation of Recommendations from the
ACTPS 2025 Taskforce Report**

May 2025

VERSION

VERSION	TYPE	DATE	AUTHOR	CLEARANCE
0.1	DRAFT	24 APRIL 2025	SAM TYLER	HEAD OF SERVICE
1.0	FINAL	7 MAY 2025	SAM TYLER	



We acknowledge the Ngunnawal people as traditional custodians of the ACT and recognise any other people or families with connection to the lands of the ACT and region. We acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region.

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 have 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.

The Taskforce Report also identified a range of additional changes that would improve the efficiency and effectiveness of the ACTPS to be progressively implemented.

This Implementation Plan sets out key next steps in establishing new directorates and the other changes recommended by the Taskforce Report including governance frameworks, key milestones, authorising environment for decision making, roles and responsibilities, consultation, communications and engagement, monitoring and evaluation.

CHANGES TO BE IMPLEMENTED

Following consideration of the ACTPS 2025 Taskforce, the ACT Government will take the following actions to implement changes to the ACTPS. These actions are referenced to recommendations made in the Taskforce Report. The intent for many actions is to effect changes to directorate structures with an effective date of 1 July 2025.

The Chief Minister, through changes to Administrative Arrangements with an effective date of 1 July 2025 will:

Number	Recommendation	Actions
1	EPSDD and TCCS come together with Access Canberra and the Better Regulation team from CMTEDD (Better Regulation Taskforce) to form a new Directorate called the City and Environment Directorate. The new directorate should reflect the Principles for Design and Implementation of Machinery of Government Changes set out in Part 2, the Key Attributes set out above and the other recommendations of this Report.	a. Establish a new directorate titled the City and Environment Directorate that incorporates the current Environment, Planning and Sustainable Development Directorate (EPSDD), Transport Canberra and City Services (TCCS), Access Canberra and the Better Regulation Taskforce. Specific and consequential changes include: i. ACT Heritage Library to move to Territory Records Office, Policy and Cabinet, CMTEDD; ii. Library branches (other than the ACT Heritage Library) to move to the Access Canberra stream within the new directorate structure; and iii. Better Regulation Taskforce to be located with strategic policy functions within the new directorate structure. b. Establish a new directorate titled the Health and Community Services Directorate that incorporates the current Community Services Directorate (CSD) and the ACT Health Directorate (ACTHD). Consequential changes include: i. Health Research and Ethics functions moving from ACTHD to Canberra Health Services (CHS); ii. the functions of the Coordinator-General for Mental Health will be transferred to a role within the new directorate structure with existing work on embedding lived experience and building cross-sector partnerships to continue;
2	Health and Community Services Directorates come together to form a new Directorate called the Health and Community Services Directorate. The new directorate should reflect the Principles for Design and Implementation of Machinery of Government Changes set out in Part 2, the Key Attributes set out above and the other recommendations of this Report.	
3	The Administrative Arrangements to bring the MoG into effect is made as soon as possible with a commencement date of 1 July 2025.	
7	Establishment of a time limited Digital and IT Directorate to manage all Digital and IT functions across the ACTPS commencing on a date to be determined and to be reviewed after an initial two-year period.	

		iii. the functions of the Coordinator-General for Domestic, Family and Sexual Violence will transfer to a different role in the new directorate with continuation of existing work; iv. the Office of LGBTIQ+ Affairs will transfer from CMTEDD to the Health and Community Services Directorate; and v. the transfer of all infrastructure delivery, with the exception of strategic infrastructure planning, from ACTHD and CSD to Infrastructure Canberra (iCBR), including public housing growth, renewal and maintenance, and the Facilities Insourcing Taskforce. c. Reflecting the importance of data and digital capability in government Digital Canberra will be established. The new directorate will have a focus on digital and information technology support and the delivery of large-scale digital projects. As a first step Digital, Data and Technology Solutions (DDTS) from CMTEDD and the Digital Solutions Division (DSD) from ACTHD will be brought together in Digital Canberra. d. Update matters associated with directorates in Administrative Arrangements to reflect the alignment of functions as well as consequential changes to other directorates.
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The Head of Service under the *Public Sector Management Act 1994* (PSMA) will:

Number	Recommendation	Actions
4	The recruitment of Directors-General for the City and Environment Directorate and the Health and Community Services Directorate commence immediately and that there be an open recruitment process to fill the Deputy Director-General positions in the affected Directorates.	a. Commence as soon as possible recruitment for a Director-General and 2 Deputy Directors-General for both the City and Environment Directorate and the Health and Community Services Directorate. b. Undertake an iterative process for the recruitment of a Director-General for Digital Canberra to match the iterative formation of the new directorate. c. Lead detailed planning by the ACTPS prior to 1 July 2025, to implement key principles for the movement of staff and Senior Executive Service (SES) Officers including that staff follow function. a. Implementation teams will consult with staff on establishment of new directorates. b. Final structures for directorates will be confirmed by incoming Directors-General following discussion with relevant Ministers. c. This means that there will be an effective date of 1 July 2025 for the new directorates as outlined in Administrative Arrangements, but that there will be ongoing work on structures once the incoming Director-General is in place as per the functions assigned to them in the PSMA.
5	Movement of staff and SES Band 1 and Band 2 officers be moved in the new structure in accordance with the following principles: a) the Director-General to be responsible; b) staff to follow function; c) Director-General to match unplaced staff within the new structure; d) SES movements – EBMs and EGMs – to be similarly managed; e) excess SES officers to be managed in accordance with existing procedures; and f) mobility rounds to be offered.	
6	MoG implementation teams be established in both the City and Environment Directorate and Health and Community Services Directorate as soon as possible and preferably well in advance of the 1 July 2025 effective date.	a. Recruit 2 temporary Deputy-Director General positions for City and Environment and Health and Community Services Directorates that will focus on implementation of the Administrative Arrangements and establishment of new directorates. These DDG positions will be established for 6 months in the first instance and will work with small teams from affected directorates to plan and deliver on implementation tasks required for the 1 July effective date. The temporary positions will be funded from within existing affected directorate resources. i. An expression of interest process will be undertaken for the temporary DDG roles and for staff who may be interested in working on implementation teams. ii. The Health and Community Services Implementation Team will work with CMTEDD on the establishment of Digital Canberra.

8	The Yarralumla Nursery, Capital Linen Service and Canberra Memorial Parks be transferred to Economic Development in CMTEDD for a program of reform to transform them to 100 percent ACT owned corporate commercial bodies with social enterprise objectives to be pursued with respect to employment of disadvantaged Canberrans.	The incoming Director-General of the City and Environment Directorate will explore the transition of the Yarralumla Nursery, Capital Linen Services and Canberra Memorial Parks to improve commercial agility and support social enterprise objectives such as diverse employment outcomes.
9	An overall principle of driving towards standard processes and procedures, with policies to be adopted to progress the principle of one service, facilitating collaboration and mobility between works units, freeing up staff from the performance of unnecessary administration and improving financial visibility. This process should commence immediately, be service wide and be factored into business planning.	a. Establish and recruit for a central implementation management role from within existing CMTEDD resources working in partnership across government to develop a work program for the implementation of: i. standard processes and procedures to progress the one service principle and streamline or reduce administration including: (A) facilitation of collaboration between work units and directorates; (B) recruitment processes for SES and non-SES staff including to allow greater mobility of staff; and (C) whole of ACTPS policies and procedures to avoid duplication of effort. ii. improved financial accountability frameworks; iii. a review of all ACT Government policies, strategies and frameworks to assess continuation, revision or review in line with current ACT Government priorities; iv. review of procurement processes resulting from the procurement reform project in 2023-24; v. review of risk and insurance processes and practices with the ACT Insurance Authority; and vi. consideration of opportunities to standardise and coordinate Freedom of Information processes across the ACTPS.
10	The ACTPS set in a train a program of reform during the course of 2025-26 to achieve greater mobility of staff, reduced administration in recruitment practices and increased ability to respond to operational demands.	
11	The ACTPS move to a standard tool and frameworks for financial accountabilities and reporting for all directorates,0 standard monthly reporting in a template format to be considered by the Strategic Board in an item to be brought by the Under-Treasurer. Confer increased authority on CFOs and strengthen financial accountabilities for financial delegates and require that each report regularly through to their Director-General as the accountable person under the <i>Financial Management Act 1994</i> and enhanced regular reporting to the Treasury. Include in performance agreements and appraisal processes of all officers with significant financial delegations, a	

	requirement that budgets be complied with. This move to be accompanied by increased communications and where appropriate training to assist managers to improve budget discipline.	
12	Each current Government strategy/policy/framework and action plan be carefully considered either as part of a gradual review or as each comes to a conclusion to assess whether the continuation or revision and renewal of that strategy warrants high priority, is capable of being progressed in a timely way (for reasons of budget or capability), will deliver outcomes for the community, and if the staff who would otherwise perform these roles are more appropriately moved to other functions.	
13	Where the establishment of a Coordinator-General or other specific office is under consideration, the better practice would be to provide for a flexible model of engagement with a tenure which is time limited and subject to regular reconsideration. The new offices which are the subject of 2024 election commitments, namely the Government Landscape Architect and the Strata Commissioner should be engaged using the most flexible model possible to as to enable change in the event of changed priorities or circumstances. A separate review of statutory offices be considered to ensure that the functions and roles remain current and that the resource expended warrants the outcomes achieved.	a. Work with the incoming Director-General of the City and Environment Directorate to establish an ACT Government Landscape Architect position with a support team from within existing directorate resources; b. Work with the Director-General of the Justice and Community Safety Directorate on actions to be taken regarding establishment of a Strata Commissioner following government consideration of recommendations from the Legislative Assembly Standing Committee on Legal Affairs Inquiry into the management of Strata properties; and c. Undertake a review of statutory offices to ensure functions and role remain current and resources expended warrant outcomes achieved.

Future work to be managed by incoming Directors-General with the Head of Service will include:

- Consideration of the most effective approach to and support for death review functions, specifically the Death Review Coordinator (*Domestic Violence Agencies Act 1986*) and the Children and Young People Death Review Committee function (*Children and Young People Act 2008*).
- Review of public facing phone lines to consolidate community access to government services.
- Development of a citizen centred model for public facing customer service points that brings together functions from outside of Access Canberra wherever possible.
- Review of compliance enforcement ranger delegations across the ACTPS with the aim of greater cross-delegation and collaboration where possible.
- Review of interactions and integration opportunities for the support services for children (including Child Development Service) with services provided across government.
- Consider opportunities for greater linkages between science related functions of the ACT Government.

STAGING 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	- 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

GOVERNANCE FRAMEWORK

GOVERNANCE OBJECTIVES

Governance Objectives are to ensure:

- clear roles and responsibilities in the implementation of the ACTPS changes;
- governance and project controls are in place for effective management of the project;
- structured, considered and transparent decision-making; and
- clear communications.

GOVERNANCE STRUCTURE

ACTPS Change Implementation Steering Committee

Membership:

- Head of Service (Chair)
- Directors-General of affected directorates (CSD, ACTHD, EPSDD, TCCS) and Deputy Directors-General CMTEDD – Access Canberra and DDTS
- Deputy Director-General, Office of Industrial Relations and Workforce Strategy
- Implementation Team Deputy Directors-General
- Central Implementation Management Team lead.

Purpose:

To guide the overarching work program for the implementation of actions associated with the ACTPS 2025 Taskforce Report with the aim of ensuring the transition of people, resources and responsibilities to the new directorates occurs with minimal disruption to individuals and without delays to service delivery and in line with enterprise agreement consultation requirements.

The role of each participant in the Steering Committee is to provide leadership and advice to inform the work of the Taskforce.

Responsibilities:

- confirm work streams related to the implementation of changes and associated actions;
- identify and resource membership of Implementation Teams for each new directorate;
- support the development of work programs for each stream;
- identify suitable directorate representatives for Working Groups;
- identify, evaluate and manage risks (both ongoing and emerging);
- support the communication of overall Taskforce messaging and apply consistent messaging to any directorate communications;
- manage any disputes that may arise in implementation planning and delivery; and
- oversee monitoring and reporting of progress associated with the changes.

Meeting Frequency:

The Steering Committee meeting frequency will be determined at first meeting and will vary depending on stage of implementation.

Central Implementation Management function

A small Central Implementation Management Team will report to the Head of Service and Steering Committee. This function will:

- Report to Head of Service on implementation issues and work program associated with the changes;
- Oversee governance arrangements for implementation of ACTPS changes;
- Coordinate and prepare reports to the CM and Cabinet on implementation progress;
- Work closely with Treasury on implementation of changes to the Administrative Arrangements to manage impact on budget statements and financial reporting;
- Work closely with new directorate Implementation teams (once established) to ensure consistency in implementation;
- Work closely with CMTEDD Communications and Engagement on Whole of Government implementation communications;
- Work closely with the Office for Industrial Relations and Workforce Strategy on development and implementation of whole of ACTPS actions to be delivered following ACTPS Taskforce work;
- Further 'one service' approaches as outlined in the Taskforce Report and subsequent implementation plan; and
- On behalf of the Head of Service, ensure one service whole of ACTPS approaches and decisions are made to maximise opportunities to streamline processes and reduce administrative burden.

Change Implementation Teams

One Change Implementation Team (Implementation Team) for the City and Environment Directorate and the Health and Community Services directorate is to be formed. The establishment tasks associated with the formation of the Digital Canberra Directorate will draw on the Health and Community Services Implementation Team and staff within CMTEDD. These Implementation Teams will drive implementation within the existing directorates towards establishment and transition to the new directorates. The two Implementation Teams will each be led by a temporary Deputy-Director General, who will (until DGs are in place for new directorates) report to the Head of Service and work closely with the Central Implementation Management Team.

Implementation teams will be drawn from affected directorates and will require expertise across the streams of work for implementation. It may be the case that current Directors-General identify relevant staff to be involved in the Implementation Team based on their current duties, however it is also intended that an Expression of Interest process be run to identify staff with an interest in being involved in progressing changes.

It will be up to current Directors-General to identify the nature of individual's involvement in the Implementation Team based on current roles, capacity and available directorate resources. There is no additional funding available for the establishment of the Implementation Teams unless agreed by

the Head of Service. The Head of Service may also choose to appoint relevant staff to Implementation Groups as needed.

The Implementation Teams will be guided by both the Steering Committee, Central Implementation Management Team and the Working Groups to be established for key work streams for each new directorate.

Working Groups will be chaired by an SES Officer agreed by the Steering Committee to ensure strategic overview and capacity for dispute resolution between amalgamated directorates.

Implementation Teams will be required to develop project plans (using a consistent template) for each stream of work in collaboration with the Central Implementation Management Team to ensure a consistent approach across all elements of changes to be implemented.

IMPLEMENTATION STREAMS

- Governance and Change Management (including administrative and legislative change requirements, WHS)
- Communications and Engagement
- People Management (Human Resources - Industrial/Employee Relations, WHS)
- Financial Management
- Information and Technology
- Corporate Support and Enabling Functions (including facilities, records, ministerial services, FOI and Legal)

Implementation Stream Working Groups

Purpose:

Stream Working Groups will be established for each new directorate to plan, deliver and track implementation of key tasks centrally, connect affected directorates to each other, the Implementation Teams and Central Implementation Management Team. The Stream Working Groups report to the Steering Committee through the Chair of the Working Group and Central Implementation Management Team.

Responsibilities:

- Establish clear lines of responsibility for individuals and groups.
- Support governance processes and record key issues and decisions.
- Provide reporting against tasks allocated by the Steering Committee.
- Identify any risks and mitigation strategies.
- Provide key information that will assist in the delivery of project objectives including identification of cost and resource savings, interdependencies and dependencies.

Principles and objectives

Transparency: Ensure all processes are transparent to build trust and foster a collaborative environment.

Respect, collaboration and coordination: Maintain open, continuous engagement to promote active participation throughout the process.

Flexibility: Be prepared to adapt the discussion framework as needed based on new information or changing circumstances.

Alignment of priorities and services: Ensure alignment of discussions and outputs with government priorities and election commitments, Central Implementation Management principles and the other new directorate Implementation Team approach.

Consistency: Work in conjunction with other elements of the governance structure to ensure consistency in implementation approaches including consultation and communication.

Membership:

- Chair (selected by the Implementation Team lead);
- Relevant Implementation team members; and
- Other directorate representatives required to provide advice on implementation.

Meeting Frequency

Frequency of Implementation Stream Working Groups is to be established in consultation between the Chair and Central Implementation Management and Implementation Teams.

Secretariat

To be provided by Implementation Teams.

Project Planning

Create a roadmap that identifies the activities that either:

- must be completed prior to 1 July 2025 to support arrangements that are required from day one of the operations of a new single directorate (for example Statutory/HR/Financial delegations, appointments to statutory roles/boards and Committees); or
- can be completed post 1 July 2025 to progress full transition to new directorates.

Planning needs to identify:

- recommended phases for delivery of activities;
- interaction with other implementation streams;
- what decisions are required to support the recommended activity and who is the delegate;
- financial implications of the recommendation/s (including what those implications are) and who the delegate is;
- when staff will be consulted and for what purpose;
- when stakeholders external to affected directorates need to be engaged with and/or consulted (including who those stakeholders are);
- inventory/library (policies, guidelines, strategies, framework etc);
- change management plan (identify risks and/or obstacles to effective change management and transition, including recommendations on how to address these);
- communications plan;
- sensitivity analysis.

AUTHORITY AND DECISION-MAKING

Directors-General of affected Directorates

Current Directors-General of TCCS, EPSDD, CSD and ACTHD along with the DDG of Access Canberra continue to have operational leadership and management responsibilities for those directorates until 1 July 2025.

DGs will work with their colleagues across the ACTPS through the Implementation Steering Committee and through other existing mechanisms on preparations for the changes.

There are no changes to existing work programs, roles and responsibilities until new Administrative Arrangements take effect.

Decisions for new Directorates

As new directorates (Administrative Units) will not take effect until 1 July 2025, any decisions about the operations of new directorates that are outside technical preparations for the establishment of the entities (financial arrangements, budget statements, outputs and accountability indicators, etc) will be held for the incoming Directors-General.

Head of Service

The Head of Service is responsible for appointment of Directors-General and Implementation Team leadership. Once in place, Implementation Team leaders will work with Directors-General and the Head of Service on team membership.

Treasury

Treasury are briefing relevant Ministers on technical arrangements for establishment of new Administrative Units to prepare Budget Statements for 2025-26. A Finance and Budget Considerations Paper has been prepared based on this information and is at [Attachment A](#).

ROLES AND RESPONSIBILITIES

Role	Responsibilities
Chief Minister	• Making of Administrative Arrangements (Division 2.3 of the PSMA): ○ establish administrative units (i.e. directorates) (Division 2.3, PSMA); and ○ allocate responsibility of administrative units/directorates and enactments (i.e. legislation) to Ministers (section 14, PSMA).
Head of Service	• Leadership of the ACTPS (Division 3.1 s17(1) of the PSMA). • Organisation of the public service and give effect to the administrative arrangements (Division 3.1, s 17 (3)(a) and (b) and (4) of the PSMA). • Lead detailed planning to implement key principles for movement of staff. • Transfer of Officers and employees where administrative unit is transferred or abolished (Division 2.3, s 15 of PSMA). • Recruitment of DGs and DDGs (long term and temporary). • Establish Central Implementation Management Function.
Directors-General	• Division 3.1, s 19 PSMA - Leadership and management of an administrative unit.
ACTPS Change Implementation Steering Committee	• Confirm work streams related to the implementation of changes and associated actions. • Identify and resource membership of Implementation Teams for each new directorate. • Support the development of work programs for each stream. • Identify suitable directorate representatives for Working Groups. • Identify, evaluate and manage risks (both ongoing and emerging). • Support the communication of overall Taskforce messaging and apply consistent messaging to any directorate communications. • Ensure the transition of people, resources and responsibilities to the new directorates occurs with minimal disruption to individuals and without delays to service delivery. • Oversee monitoring and reporting of progress associated with the changes.

Central Implementation Management function	• Report to Head of Service on implementation issues and work program associated with the changes (including assisting the Implementation Team with any difficulties that may arise). • Oversee governance arrangements for implementation of changes. • Coordinate and prepare reports to the CM, Cabinet and the Steering Committee on implementation progress. • Work closely with Treasury on implementation of changes to manage impact on budget statements and financial reporting. • Work closely with implementation teams for new directorates (once established) to ensure consistency in implementation. • Work closely with CMTEDD Communications and Engagement on Whole of Government implementation communications. • Work closely with the Office for Industrial Relations and Workforce Strategy on development and implementation of whole of ACTPS actions to be delivered following ACTPS Taskforce work. • Further 'one service' approaches as outlined in the Taskforce Report and subsequent implementation plan. • On behalf of the Head of Service, ensure one service whole of ACTPS approaches and decisions are made to maximise opportunities to streamline processes and reduce administrative burden. • Governance support.
Implementation Team DDGs	• Implementation coordination for either City and Environment or Health and Community Services directorates. • Project program and controls in consultation with Central Implementation Management function. • Implementation stream/leadership conduit. • Workstream performance and output quality • Implementation of necessary formal consultation including engagement with unions (in consultation with OIRWS).
Implementation Team members	• Information and records management. • Planning and implementation of key tasks in consultation with Working Groups, Implementation Team Lead and Central Management Function.
Stream Working Groups	• Establish clear lines of responsibility for individuals and groups. • Support governance processes and record key issues and decisions. • Provide reporting against tasks allocated by the Steering Committee. • Identify any risks and mitigation strategies.

	• Provide key information that will assist in the delivery of project objectives including identification of cost and resource savings, interdependencies and dependencies. • Workstream management.
Directorate staff	• Provision of information on request of working group and Implementation Team members. • Be involved in communication and engagement activities.
CMTEDD Communications and Engagement	• Communications Planning. • Management of Implementation SharePoint. • Liaison with CMO Communications. • Coordination of the Coordinated Communications Network in affected directorates. • Support Head of Service communications. • Support Steering Committee communications.
Office of Industrial Relations and Workforce Strategy	• Advice on employment frameworks and work health and safety. • Executive employment. • Advice on union engagement and consultation requirements.
Treasury	• Advice on implementation as it relates to the <i>Financial Management Act 1996</i> • Advice on finance and budget related implementation issues and requirements.

COMMUNICATIONS

A detailed Communications Plan has been developed that includes the whole of government approach to announcement of the implementation plan and release of the report, as well as providing a templated approach for communications in directorates to ensure consistency across affected teams.

Further communications plans will be developed as implementation is progressed.

CONSULTATION

WORKFORCE ENGAGEMENT

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.

All consultation with staff between May and July 2025 will be focused on implementation of actions agreed by government, including structures of new directorates.

As a result of the changes to Administrative Arrangements, an interim structure will need to be in place for 1 July. The DDG's leading the Change Implementation Teams will be responsible for consulting with staff and unions on the proposed interim structure. The Implementation teams for each new directorate will need to work together to ensure a consistent approach. Further information can be found in [Attachment B](#).

The core of the ACTPS enterprise agreements includes a section on communication and consultation (Section F). Consultation will be undertaken in line with consultation requirements.

Change Action and Associated Consultation

Action	Responsibility	Consultation
1. Administrative Arrangement changes result in new directorates	Chief Minister makes changes to Administrative Arrangements that require change to the structure of the ACTPS.	Whilst the ACTPS 2025 Taskforce included extensive engagement across the service and there is no consultation required with respect to a decision of Government and resulting Machinery of Government change, there will be a need to consult staff on the interim structures to be put in place for 1 July. Further detail is included in Attachment B .

2. Ongoing consideration of directorate structures by Directors-General	A Director-General is responsible for an administrative unit (referred to as directorates). Following the Government's announcement, the Director-General in charge of a new directorate may set the structure of that directorate to meet their obligations under the Public Sector Management Act, the Financial Management Act and any other legislation for which their directorate has responsibility.	Consultation required in accordance with Section F1.2.1 of the ACTPS Administrative and Related Classifications Enterprise Agreement 2023-2026.
3. Ongoing consideration of group and branch structures by SES	The leaders within the new directorates (including SES members) may seek to change arrangements within their business areas to deliver Government priorities.	Consultation required in accordance with Section F1.2.1 of the ACTPS Administrative and Related Classifications Enterprise Agreement 2023-2026.

UNION ENGAGEMENT

The Office of Industrial Relations and Workforce Strategy (OIRWS) is responsible for maintaining working relationships with ACT unions, developing and implementing whole-of-government industrial relations policy, and for consulting and working with directorates and public sector entities on industrial or workforce matters.

Directorates and public sector entities hold responsibility for undertaking consultation in accordance with relevant legislation, industrial instruments, and government policies and frameworks.

In the case of implementation of this set of changes following the ACTPS 2025 Taskforce Report, the temporary Deputy Directors-General who will lead the Implementation Teams for each new directorate will plan, hold responsibility for undertaking consultation with staff and unions.

STAKEHOLDER ENGAGEMENT

Implementation Teams will be responsible for mapping stakeholders that require communications regarding establishment of new directorates. This will be a coordinated effort to ensure consistency across industries.

The ACTPS 2025 Taskforce wrote to over 300 stakeholders as part of the engagement phase of the review. It should be noted that there were only a small number of stakeholders that responded to the correspondence, and in the majority of those cases, meetings were held.

CHANGE MANAGEMENT

Organisational and workplace change is a fact of working life and can bring about positive changes for organisations and employees such as increased productivity, clarity of role and increased work satisfaction. Directorates need to be flexible, adaptable and able to respond quickly to changes in government direction or in their operating environment for example, changes to Administrative Arrangements.

Prevention is the key to creating a safe and healthy workplace for employees affected by change. Effective consultation, communication that provide clarity for workers, identifies risks and enables actions to be taken to control risks is critical. Poorly managed change can impact on employee engagement, productivity, organisational and individual costs (such as absenteeism and workers compensation claims) and threaten the successful implementation of the change. A range of entitlements and supports are available to employees during a change process through their employment arrangements and enterprise agreements.

The following actions will be important in the implementation of changes associated with the ACTPS 2025 Taskforce Report:

- provide managers with information so they can provide clear and consistent messaging about the change process and promote supports when required;
- ensure employees are aware of support and assistance that is available to them, such as Employee Assistance Programs and arrangements under the Enterprise Agreements; and
- ensure managers know how to access and utilise support and assistance that human resources areas may provide

The Implementation Teams, in conjunction with the Central Implementation Management Team will develop and operationalise a change management model for implementation. Typically, the model will be based on the Bridges transition model that emphasizes the emotional transition people go through in the course of experiencing and accepting a change through three stages: ending, losing, and letting go; the neutral zone; and the new beginning: Once the new change is in place, and it's handled well, people will enter the stage of acceptance and comfort with the new way of doing things.

It will also be important for the implementation process to follow a continuous improvement cycle to ensure the organisational change is meeting the objective of the change whilst maintaining flexibility and responding to the needs of staff.

Resources associated with assessing the risks associated with the change, managing or being a part of change will be made available to staff and managers throughout the change process.

RISK MANAGEMENT

Implementation Teams will be responsible for developing and managing risks associated with the establishment of new directorates. Risk management information will feed up to the Steering Committee for oversight. Whilst some risks associated with establishing directorates will be consistent across new directorates, there may be some risks that are specific to one of the directorates due to the nature of the functions being undertaken.

Standard ACT Government risk tools will be used by Implementation Teams.

Risk Management Objectives

The risk management objectives are to:

- maintain a clear structure for the identification, assessment, treatment, management and reporting of project risk;
- provide clear roles and responsibilities for managing risk;
- maintain comprehensive risk and issues registers for proactive management of risk; and
- undertake iterative monitoring, review and reporting of risks.

WORK HEALTH AND SAFETY – INCLUDING PSYCHOSOCIAL RISK MANAGEMENT

Under the [Work Health and Safety Act 2011](#), the ACTPS and its directorates is required to eliminate or minimise risks to the health and safety of its workers so far as reasonably practicable.

Organisational change that could pose a risk to the health and safety of workers, requiring hazards to be identified the hazards, eliminated or minimised so far as is reasonably practicable through safe and effective safety systems, and workers supported through this change with effective change management practices.

Workplace change is a reasonably foreseeable psychosocial hazard that can be associated with uncertainty and which can pose a challenge for many workers. Workplace change - when managed poorly - is a known psychosocial hazard that can be a risk to the health and safety of workers.

Failing to adequately plan, communicate, consult with employees and others, provide opportunities for concerns to be raised and addressed, and for employees to understand the reasons for the change, may lead to stress. Stress can lead to harm and psychological injury.

The ACTPS has a range of resources available to all staff on the [ACTPS WHS site](#) to support workplaces to identify and eliminate or manage the WHS risks associated with organisational change. A suite of resources, incorporating the ACT Managing psychosocial hazards at work code of [practice](#), will be utilised to ensure that workplaces manage the psychosocial health and safety of their workers.

An ACTPS WHS risk assessment and risk register will be developed to capture the WHS risks as a whole of government level and used to inform the identification and management of WHS risks. Implementation Teams will conduct a WHS risk assessment and document a risk register identifying all the risks associated with the change, controls and review mechanisms. The risk assessment and register will be regularly reviewed and updated throughout the change process to reflect the most current situation and ensure controls remain effective.

Development of all documentation associated with WHS will follow guidance provided to all ACTPS staff through the [ACTPS WHS site](#).

IMPLEMENTATION MONITORING

In order to provide advice to Directors-General, Ministers and Cabinet regarding implementation of changes it is proposed that a regular reporting process be established. Coordinated by the Central Implementation Management Team, Implementation Teams will work within a framework to report on progress of actions. Review of reports will be regularly undertaken by the Steering Committee with periodic reports to the Chief Minister and Cabinet.

Detail of what is included in implementation monitoring will be established following establishment of Implementation Teams and will be based on key actions to be undertaken and the project planning to be developed. I

EVALUATION

Evaluation is a key component of project management to help determine: the success of steps take; whether the outcomes are as intended; and whether things can be done differently in the future. It is envisaged that an evaluation plan will be developed with Implementation Teams to ascertain the scale and methodology of the evaluation to be undertaken at the conclusion of implementation.

PROJECT PLANS, IMPLEMENTATION TASKS AND DUE DILIGENCE

There are key tasks that will be required to establish directorates for 1 July 2025 date of effect. Due diligence investigation and analysis is required to understand the potential impacts of the change on various aspects of affected directorates.

The below list provides an overview of these tasks and due diligence activities. Implementation Teams will develop detailed project plans for each implementation stream using this information as a basis. It is envisaged that project plans will contain allocation of tasks and linkages to other parts of government required for a smooth transition.

Governance/government relations/change management

- Identify secondary and related bodies (committees, advisory and expert panels, boards, statutory branded functions etc.) that may be required to be moved
- Parliamentary and government services
- Ministerial/parliamentary workflows
- Directorate Liaison Officers
- Election commitment allocation and reporting
- Commitments registers
- Outstanding inquiry recommendations

Communications and Engagement

- Review Internet presence
- Review community touchpoints and changes required
- Review forecasting processes with ministerial offices
- Confirm media response processes
- Develop Directorate intranet sites
- Review social media requirements
- Develop Directorate branding and templates
- Develop stakeholder communications framework

Workforce Management (Human Resources - Industrial/Employee Relations)

- HR delegations review
- Industrial instruments development and approval (PSMA)
- Communication with and consideration of people on long term leave
- Review of compensable and non-compensable injury management matters, engagement with the whole of government injury management and directorate specific arrangements Review of

work health and safety arrangements ie WHS management system which includes work incident reporting via safety portal

- Workforce reporting processes
- Recruitment processes – current and ongoing
- Learning management system updates
- REDCO
- Secure workforce processes
- Attraction and retention incentives
- Graduate transfers
- Industrial relations – bargaining processes
- Flexible work arrangements
- Performance management
- HR System and codes
- Position management

Finance

- Budget and appropriation transfers
- Financial Management Act instruments
- Financial delegations
- Budget bids for 2025-26 financial year
- Budget statements
- Strategic objectives and indicators, output classes and accountability indicators
- Financial statements
- Appropriation supply
- Assets and liabilities – updates of registers and transfers
- ABN transfers and updates
- Bank accounts changes
- Insurance adjustments and transfers
- Review of audit and risk arrangements
- Fraud control
- Relocation costs if needed
- Financial governance and reporting
- Capital reporting
- Contractor arrangements

- Accounts – payable and receivable
- Credit cards
- Chart of accounts

Legal/regulatory

- Review of portfolio legislation, compliance risks and statutory basis of programs, functions and/or activities
- Are there any legislative or subordinate legislation changes required?
- Are there any outstanding legal and insurance claim actions?
- What contracting considerations are needed for transferring contracts to new entities?
- What are the impacts on secondary and related bodies – Statutory Office Holders?
- Contractual arrangements for property, equipment and goods and services
- Transfer of personal information

Digital, Information and Technology

- Data sharing
- Network and voice asset amendments
- Hardware asset audit and associated actions
- Portable and attractive assets (including mobile devices)
- Office 365 actions – mailboxes, SharePoint, team spaces
- Network drive management and transfers
- Access controls
- End user services
- Licensing arrangements
- Corporate coordination on records, HR, finance and facilities
- Business and corporate systems
- Directory services
- Intellectual property rights
- Cyber security (infrastructure, governance and migration of understanding of accountability/responsibility over controls)

Corporate services (including facilities, records)

- Corporate support functions/shared services
- Identification of MOUs, licenses etc that will require transfer or review (i.e ongoing support arrangements with other agencies)
- Security clearance transfers
- Records Management

- information Access and Privacy
 - client data sharing
 - EDRMS/paper files
 - Ongoing EDRMS projects
 - Records to be transferred
- Property and Facilities
 - Property management and leasing
 - Security passes
 - Immediate office accommodation requirements
 - Future office accommodation
- Audit and Risk
 - Risk Reporting
 - Audit and Risk Committees
 - Unfinished audits
 - SERBIR
 - Risk assessments and management plan updates
- Outstanding FOI requests
- Identifying agency representation on other committees, panels, boards, working groups that may need to be reviewed.
- Travel arrangements
- Outstanding complaints and requests for review
- Procurement and Grants
 - review of current processes (transfers required, payment arrangements, delegations and internal directorate processes)
 - accreditation and impact on tiered services
 - level of support from Procurement ACT
 - design of procurement functions in new directorates



ACT
Government

ACTPS 2025 Changes

Finance and Budget Considerations

Attachment A

APRIL 2025

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 have 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.

The Taskforce Report also identified a range of additional changes that would improve the efficiency and effectiveness of the ACTPS to be progressively implemented.

An ACTPS 2025 Change Implementation Plan has been developed which sets out the overarching actions, governance framework and responsibilities.

A brief was developed by Treasury for agreement by the Chief Minister, Treasurer and Minister for Finance to cover performance and financial reporting considerations in light of the amalgamation of Directorates. Further advice in the form of a budget memorandum will soon be issued by Treasury to inform the approach agreed in this brief.

BACKGROUND AND RELEVANT LEGISLATION

The 2025-26 Budget process is currently underway and will require preparation of the Appropriation Bill 2025-26 (the Bill) and accompanying budget papers, including agency budget statements. Given the effective date of changes to AAs being 1 July 2025, their impacts will need to be included in the Bill and agency budget statements.

Requirements for agency budget statements are prescribed under section 12 of the *Financial Management Act 1996* (FMA) which requires Directorates to set out:

- a full set of financial statements;
- the outputs and classes of outputs to be provided during the year;
- performance criteria to be met in providing those outputs; and
- the proposed budget and appropriation for the budget and estimated outcome year for each class of output.

The proposed budget must facilitate a comparison between the proposed budget (2025-26 Budget), the previous budget (2024-25) and the estimated results for the previous year (2024-25 Estimated Outcome), in addition to estimates for the next three financial years (2026-27 to 2028-29).

APPROACH

Treasury explored two approaches to achieve the structural changes to be implemented following changes to Administrative Arrangements. Due to the nature of the 3 directorates being formed the following is proposed.

- 1) Establishment of entirely new directorate - This approach is only feasible for Digital Canberra due to:
 - a. the need for new ABNs to be created (which can only happen following issue of Administrative Arrangements);
 - b. the need for banking products, merchant facilities, credit card facilities, and payment rails to be mapped, re-established and tested under new directorates;
 - c. lead time for changes to Westpac back-end systems to align trading entities and bank information to ensure payment runs are successful;
 - d. requirement to close off all balances within existing bank account structures and establish new accounts by 1 July (due to lead times for ABN and Westpac systems); and
 - e. accounts payable and receivable system update requirements.
- 2) Merge affected directorates and rename. This would involve, for City and Environment and Health and Community Services, ceasing one directorate and combining it with the other reporting entity along with any other areas from other existing directorates, under a new directorate name. New directorate names would appear in agency budget statements and other reporting in 2025-26 such as financial statements, statements of performance and annual reports.

This approach is proposed for CED and HCSD. Treasury has recommended this approach for the following reasons:

- a. the public face of the change would be effective, internal support structures and architecture could be amalgamated with sufficient time in the backend to gradually decommission or transition existing products, bank accounts, merchant facilities and payment gateways to the revised structure;
- b. continuing existing structures (in the finance system) allows for the end of financial year closure and associated reporting which continues until September; and
- c. current ABNs can be updated to add the new directorate abbreviation in front of the current name. For example, Access Canberra is currently registered as CMTEDD Access Canberra. CMTEDD would be replaced by the new directorate name.

2025-26 BUDGET STATEMENT PRESENTATION

Due to the nature of budget presentation, some directorates will be reported as discontinued agencies in agency budget statements, this will depend on which directorate is renamed and which is amalgamated.

STRATEGIC OBJECTIVES AND INDICATORS, OUTPUT CLASSES AND ACCOUNTABILITY INDICATORS

Strategic objectives and indicators will all need to be updated to reflect the Administrative Arrangement and structural changes. Given the potential timing of decisions and the preparation and finalisation timeframe for 2025-26 agency budget statements, the following approach is recommended:

- a simple combination of amalgamated directorates (TCCS, EPSDD and Access Canberra and then CSD and ACTHD) objectives, output classes and accountability indicators;
- removal of any duplication or objectives and indicators that are similar in nature; and
- the addition of any Minister's strategic priorities based on commissioning/priorities letters.

A more strategic review of these objectives, output classes and indicators would be undertaken for the 2026-27 Budget once new directorates and other consequential changes are implemented and in line with whole of government work being undertaken by CMTEDD.

FINANCIAL STATEMENTS

The recommended approach provides for a prior year comparison of financial information in directorate financial statements.

Any directorates ceasing will need to make appropriate disclosures in their 2024-25 financial statements regarding their status as a going concern indicating they will not be continuing to be operational.

All Directorates impacted by Administrative Arrangement changes are required to make Events After the Reporting Period disclosures regarding the change to Administrative Arrangements and the impact.

APPROPRIATION SUPPLY

Section 7 of the FMA outlines requirements for payments authorised on lapse of appropriation, also known as supply.

This part of the FMA allows the Treasurer to authorise payments of up to half of the amount appropriated by Appropriation Acts for the previous financial year for that same purpose.

Under any of the approaches, it is considered that the purposes of existing Directorates would be combined and supply could be provided based on half of the prior year amounts.

DELEGATIONS

New directorates will need to put in place updated delegations for the effective date of 1 July 2025.

COMMUNICATIONS

Approach Two allows for presentation of new Directorates reflecting the combined functions with the benefit of providing a streamlined and achievable approach to reporting.

This is a technical reporting structure output of the change to Administrative Arrangements that is being implemented. The ongoing back-office transitions to the new directorates will continue for many months beyond 1 July 2025.

It has been noted that through engagement with staff by the ACTPS 2025 Taskforce that there have been various claims of one directorate or another 'absorbing' or 'taking over another Directorate.

Communications regarding the technical need to utilise an existing directorate as the new directorate will need to be carefully managed to avoid perceptions of a hierarchy within new directorates. Implementation Teams, CMTEDD Communications and Engagement and Treasury will work together on communications relating to reporting structures.



ACT
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ACTPS 2025 Changes

Industrial Relations Considerations from the ACTPS 2025 Taskforce Report

Attachment B

APRIL 2025

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 have 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.

The Taskforce Report also identified a range of additional changes that would improve the efficiency and effectiveness of the ACTPS to be progressively implemented.

An ACTPS 2025 Change Implementation Plan has been developed which sets out the overarching actions, governance framework and responsibilities.

This Industrial Relations paper sets out key IR considerations for the implementation phase of establishing new directorates, particularly the management of Senior Executive Service (SES) roles throughout the changes.

BACKGROUND AND RELEVANT LEGISLATION

The ACTPS 2025 Taskforce Report included principles and recommendations for consideration by Government. A decision has been made to work towards several whole of government initiatives as well as to implement changes to the way the ACTPS is structured, that will take effect from 1 July. Some of these changes will affect impact SES roles.

The [Public Sector Management Act 1994](#) (PSMA) provides the legislative framework for the employment of staff and the use of contracts to employ SES members. It also sets out values, signature behaviours and general principles, including obligations and responsibilities.

Further, the [Public Sector Management Standards 2016](#) (PSM Standards) support the PSMA and sets out conditions of employment, including the performance framework, classification structure, reengagement provisions and misconduct procedures.

GUIDING PRINCIPLES

The public sector principles are set out in section 8 of the PSMA. They are:

- the best practice principle; and
- the merit and equity principle.

Section 8(3) outlines that delegates of the Head of Service must exercise functions under the Act in accordance with the merit and equity principle. Section 8(4) outlines that the Head of Service exercises a function under the PSMA in accordance with the merit and equity principle if the head of service (or delegate):

- is an equitable employer; and
- employs a person in a job who is best able to do the job in all the circumstances.

Section 8(4) outlines that the best practice principle is satisfied when a public servant:

- works efficiently, effectively and constructively; and
- is responsive, collaborative and accountable; and
- makes fair and reasonable decisions.

Any decisions in relation to SES member's engagement should ensure the efficient and effective operation of the service and ensure that SES members are provided with functions that they are best able to do in all the circumstances.

In addition to the principles in the PSMA, the Taskforce Report recommends:

Movement of staff and SES Band 1 and Band 2 officers be moved in the new structure in accordance with the following principles:

- the Director-General to be responsible;
- staff to follow function;
- Director-General to match unplaced staff within the new structure;
- SES movements – EBM and EGM – to be similarly managed;
- excess SES officers to be managed in accordance with existing procedures; and
- mobility rounds to be offered.

CONSIDERATIONS

Directors-General will be advised to consider the following factors when implementing the machinery of government changes:

- people considerations - wellbeing and management of psychosocial impact on our people;
- consultation and representation considerations;
- legal considerations and interdependent decisions;
- recruitment and independent advisory options; and
- steps for new or changes to existing SES roles

CONSULTATION WITH STAFF ON STRUCTURES

As set out in all [ACTPS enterprise agreements](#) (Section F) there must be effective consultation with an employee(s) and their representatives, including union representatives, on workplace matters. Consultation is essential to the successful management of change.

In particular, the ACTPS must consult with affected employees and their unions on any changes that would have a 'significant effect' to their daily working lives, including:

- Changes to the composition, operation, or size of the workforce or skills required of employees;
- Elimination or diminution of job opportunities (including opportunities for promotion);
- Alterations to work hours, locations, or roles/positions/structures or directorates; and/or
- changes to employment policies.

Consultation must be timely, include all relevant information and provide adequate time for the employees and unions to consider the proposed changes and contribute to the decision-making process.

It is noted that consultation means a genuine opportunity to contribute and influence the decision-making process prior to decisions being made and that relevant information to assist employees and unions to understand reasons for change and likely impacts must also be provided.

Consultation processes must include:

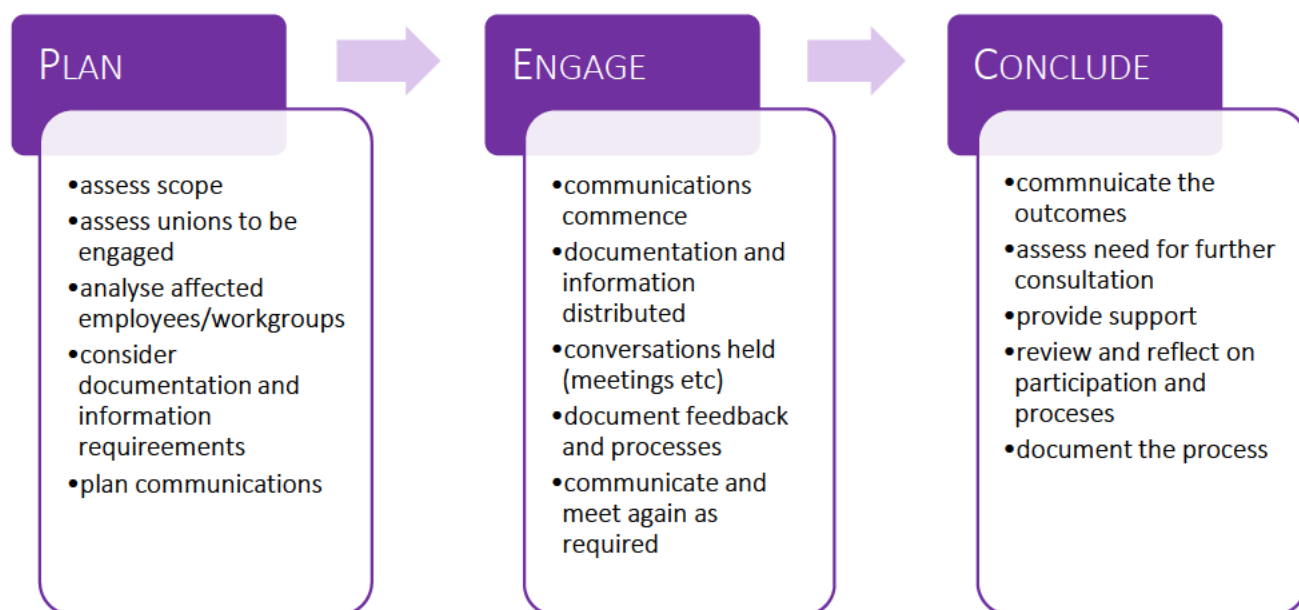
- representatives of the employer/directorate/public sector entity, including the Head of Service (or delegate);
- all affected employees; and
- the relevant union(s).

Directorates and public sector entities must ensure that all relevant unions are included, noting that multiple unions (even within a single workgroup or classification) may be involved¹.

Importantly, it is the responsibility of directorates and public sector entities to ensure that all affected employees and unions are consulted. Employees are entitled to be consulted by means of their union undertaking to represent their interests, and/or by means of direct contact with executive/managers/supervisors.

¹ Many unions are party to ACTPS agreements. Common Section A (A3 – Application and Coverage) of the ACTPS Agreements will provide a list of all unions signatory to an Agreement.

OVERVIEW OF CONSULTATION PROCESS



Generally speaking, large structural change is often proposed by way of a consultation paper which details the proposed changes and the reason for the proposed changes. The consultation paper should be shared with the relevant staff and unions for their consideration. Staff and unions should then be provided with a timeframe to submit their feedback, generally 1-4 weeks depending on the nature and size of the proposed change.

All feedback provided should be reviewed and considered prior to a final decision being made. Following consideration of feedback, a decision paper should confirm the outcome of the proposed changes, including the reasoning for the final decision. Throughout the consultation process, regular and open communication is encouraged.

It is important to note that while the core of the ACTPS Enterprise Agreements outline consultation requirements as noted above, it does not specify the process to be followed. All consultation activities should be tailored to the nature and size of the change. Consultation must provide a genuine opportunity for staff to have input of proposed changes.

Additional advice regarding consultation and union engagement will be sought from the Office of Industrial Relations and Workforce Strategy as consultation plans are settled by Implementation Teams.

Staff will be provided with information on accessing employee assistance program support throughout the process.

UNION ENGAGEMENT

The Office of Industrial Relations and Workforce Strategy (OIRWS) is responsible for maintaining working relationships with ACT unions, developing and implementing whole-of-government industrial relations policy, and for consulting and working with directorates and public sector entities on industrial or workforce matters.

Directorates and public sector entities hold responsibility for undertaking consultation in accordance with relevant legislation, industrial instruments, and government policies and frameworks.

In the case of implementation of this set of changes following the ACTPS 2025 Taskforce Report, the temporary Deputy Directors-General who will lead the Implementation Teams for each new directorate will plan, hold responsibility for undertaking consultation with staff and unions.

DISPUTE MECHANISMS

As set out in Section F of Enterprise Agreements, there is a shared objective to take reasonable internal steps to prevent and explore all avenues to seek resolution of disputes.

The Enterprise Agreement sets out that in the event there is a dispute, the following processes apply:

F6.5.1 Where appropriate, the relevant employee or the employee's representative must discuss the matter with the employee's supervisor. Should the dispute not be resolved, it must proceed to the appropriate management level for resolution.

F6.6 In instances where the dispute remains unresolved, the next appropriate level of management, the employee, the union or other employee representative must be notified and a meeting be arranged at which a course of action for resolution of the dispute will be discussed.

F6.7 If the dispute remains unresolved after this procedure, a party to the dispute may refer the matter to the Fair Work Commission (FWC).

F6.8 The FWC may deal with the dispute in the following 2 stages:

F6.8.1 The FWC must first attempt to resolve the dispute as it considers appropriate, including by mediation, conciliation, expressing an opinion or making a recommendation.

F6.8.2 If the FWC is unable to resolve the dispute at this first stage, the FWC may then do both the following:

F6.8.2 (a) Arbitrate the dispute.

F6.8.2 (b) Make a determination that is binding on the parties.

The People Management stream of Implementation Teams will develop specific dispute resolution information as it relates to the changes being implemented to ensure that staff are aware of processes and obligations. It should be noted that should a dispute arise, timeframes for consultation may need to be extended.

WORK HEALTH AND SAFETY – INCLUDING PSYCHOSOCIAL RISK MANAGEMENT

Under the [Work Health and Safety Act 2011](#), the ACTPS and its directorates is required to eliminate or minimise risks to the health and safety of its workers so far as reasonably practicable.

Organisational change that could pose a risk to the health and safety of workers, requiring hazards to be identified the hazards, eliminated or minimised so far as is reasonably practicable through safe and effective safety systems, and workers supported through this change with effective change management practices.

Workplace change is a reasonably foreseeable psychosocial hazard that can be associated with uncertainty and which can pose a challenge for many workers. Workplace change - when managed poorly - is a known psychosocial hazard that can be a risk to the health and safety of workers.

Failing to adequately plan, communicate, consult with employees and others, provide opportunities for concerns to be raised and addressed, and for employees to understand the reasons for the change, may lead to stress. Stress can lead to harm and psychological injury.

The ACTPS has a range of resources available to all staff on the [ACTPS WHS site](#) to support workplaces to identify and eliminate or manage the WHS risks associated with organisational change. A suite of resources, incorporating the ACT Managing psychosocial hazards at work code of [practice](#), will be utilised to ensure that workplaces manage the psychosocial health and safety of their workers.

An ACTPS WHS risk assessment and risk register will be developed to capture the WHS risks as a whole of government level and used to inform the identification and management of WHS risks. Implementation Teams will conduct a WHS risk assessment and document a risk register identifying all the risks associated with the change, controls and review mechanisms. The risk assessment and register will be regularly reviewed and updated throughout the change process to reflect the most current situation and ensure controls remain effective.

Development of all documentation associated with WHS will follow guidance provided to all ACTPS staff through the [ACTPS WHS site](#).

EXCESS OFFICERS

The implementation of changes to ACTPS structures as a result of Administrative Arrangement changes is not expected to create potentially excess or excess officers, however in the case that this does occur, the [Potentially Excess and Excess Officer Redeployment Policy](#) will guide decisions and processes. The principles set out in the Policy note that:

- there is a need to make the most effective use of the skills, abilities, and qualifications of officers in a changing environment;

- where practicable, consideration should be given to the personal and career aspirations and family responsibilities of affected officers;
- directorate restructure processes need to be clear and transparent with strong communication and consultation with employees and union representatives in accordance with Enterprise Agreements, through every stage of the process; and
- before declaration of potentially excess or excess officers, directorates should consider employees for transfer at level for suitable vacant positions. Suitably qualified officers can be transferred at level to a vacant position under section 92 or 94 of the PSMA before a vacancy is advertised.

SES PROCESSES AND PRINCIPLES

The executive contract establishes the employment relationship between an SES member as an employee and the Territory as the employer (Section 31 PSMA). Unlike non-executive ACTPS officers, SES members *do not* have tenure, the duration of employment is governed by the terms of the contract. There are 2 classes of contract:

- 'long-term' contracts, which cannot exceed 5 years (Section 54(2) PSM Standards); and
- 'short-term' contracts, which cannot exceed 2 years (Section 54(3) PSM Standards).

Re-engagement is only offered to SES members on long-term contracts. At the expiration of an existing long-term contract, a new contract may be offered to the SES member without a recruitment process, provided the classification is the same. Section 55 of the PSM Standards provides that the merit and equity principle does not apply in relation to a second or subsequent engagement of an SES member to perform the duties of the same position, if the subsequent engagement commences immediately after the end of the previous engagement

PROPOSED PROCESS FOR MANAGING SES ROLES THROUGH CHANGES TO ACTPS STRUCTURES

For Band 1 and Band 2 SES members, it is proposed SES members follow function. There may be a need for consideration by the Director-General to change SES Statutory Employment Terms of some SES members based on final structures to be implemented and the positions required.

There may be some instances where SES members SETs are changed to move them to another directorate where there is a vacant role.

Redeployment is also proposed for those SES members who are not transitioned to new roles in new structures.

SES ENGAGEMENT

When an SES member's functions are surplus to requirements following a change to the Administrative Arrangements, the SES member may have their engagement ended or have their statutory employment terms amended.

SES MEMBER ENGAGEMENT ARRANGEMENTS

Part 4 of the *Public Sector Management Act 1994* (PSMA) provides for the engagement of members of the SES. Section 31(2) provides that the 'Head of Service may engage an eligible person, under a contract, on behalf of the Territory, as a director-general or an executive'. The Head of Service, Directors-General and other executive are all members of the SES (section 12(3)(a) of the PSMA). The Head of Service powers of engagement have been delegated to the Deputy Director-General, Office of Industrial Relations and Workforce Strategy.

Section 31(3)(c) of the PSMA provides that 'an SES member's contract with the Territory must state the statutory employment terms of the SES member'.

The SETs of an SES member include each function assigned to the member, where the SES member is engaged, and their salary and classification. Relevantly, the SETs do not include the 'position' or 'position title' for the SES member, except to the extent that it is necessary to identify the functions that the SES member is to perform.

Under section 33 of the PSMA, the Head of Service (or delegate, Deputy Director-General OIRWS) may make a permanent or temporary change to one or more of the SES member's SETs in accordance with:

- Section 34 (circumstances when SETs must be changed);
- Section 35 (circumstances when SETs may be changed);
- Section 36 (SETs changed by change in administrative arrangements).

Relevantly, under section 33(2)(a) and 33(b)(i), the Head of Service (or her delegate, DDG OIRWS) must be satisfied that making the change is consistent with the public sector principles and may only make the change if the SES member is an eligible person for the new SETs.

Section 35 of the PSMA describes the circumstances by which SETs *may* be changed (as distinct from the circumstances under section 34, which *require* the SETs to be changed). Those circumstances are:

- the SES member, in writing, asks for the change and the Head of Service is satisfied the request is reasonable; or
- the Head of Service (or her delegate, DDG OIRWS) is satisfied the change is required for the efficient and effective management of the service; or
- the SES member is selected for another SES position in accordance with a selection process.

Are SES members engaged as members or to undertake a specific function?

As can be seen from the above provisions, under this employment framework, a person engaged as the Head of Service or a Director-General is engaged to occupy that particular position. In contrast, a person other than the Head of Service or a Director General is engaged under a contract as a member of the SES *generally* (**ordinary SES member**). For an ordinary SES member, the framework under the PSMA does not contemplate appointment to a particular named position or office. Sections 32(b) and 38(e) of the PSMA do appear to contemplate an SES member's appointment to a named position, however it is not clear how this aligns with the framework established in part 4 in so far as it relates to ordinary SES members.

The SETs for each ordinary SES member determine the *functions* that they perform. These may be expressed, for example, as the functions of a particular office or position. In this way, ordinary SES

members may perform the functions of different offices throughout their engagement where the relevant engager makes changes to each ordinary SES member's SETs under part 4 of the PSMA.

It is common practice that contracts used by the Territory to engage ordinary SES members purport to appoint the person to a particular named position. The purpose of this approach is to assign the functions of that particular office to the person engaged under the contract.

Changes to an SES member's SETs must be made in writing, and are done by way of a separate statutory instrument. Such an instrument forms part of the contract of engagement, having the effect of varying the original contract (or where applicable, the original contract as varied from time to time).

An ordinary SES member is not, as a matter of law, appointed to *occupy* any particular office of the public service, but rather engaged as an ordinary member of the SES and assigned particular functions by way of their SETs.

What is the impact of a particular office occupied by an SES member being abolished?

The abolition of a particular office will not have the effect of ending an ordinary SES member's engagement.

Options available when a particular office occupied by an SES member is abolished

Change the SETs

Section 36 of the PSMA provides as follows:

- This section applies to directors-general and executives if the Chief Minister makes a change to the administrative arrangements.
- The Head of Service (or her delegate DDG, OIRWS) may make 1 or both of the following changes to the SES member's SETs:
 - o Change a function assigned to the SES member;
 - o Change the administrative unit in which an SES member is engaged.

Accordingly, if the 2024 Administrative Arrangements no longer provide for particular functions, it may be open to the Head of Service (or her delegate, DDG OIRWS) to change the functions assigned to ordinary SES members at any time until the end of the Contract under section 36.

End SES member's engagement

Under delegation, Directors-General may consider ending the engagement of an ordinary SES member. There may be 2 bases upon which a Director-General may consider ending an ordinary SES member's engagement following changes to the administrative arrangements: under section 38(e) or 38(f) of the PSMA (assuming the relevant evidentiary and procedural requirements for those provisions are met).

Prior to utilising section 38(e) to end an SES member's engagement, Directors-General must satisfy themselves that they are unable to give the SES member another suitable SES position.

Ending an SES member's engagement under section 38(f) is a broader power, and Directors-General only need to be satisfied that ending the engagement is in the interest of the service.

Ending an ordinary SES member's engagement under section 38(e) or 38(f) of the PSMA will give rise to the application of sections 70 (Notice period for ending engagement) and 72 (payment at the end of SES member's employment) of the Public Sector Management Standards 2016 (PSM Standards).

Under section 70 of the PSM Standards, an ordinary SES member is entitled to receive 8 weeks' notice or payment of an amount equal to 8 weeks of their salary in lieu of notice.

Under section 72(2) of the PSM Standards, at the end of any engagement under section 38(3) or 38(f), an ordinary SES member is also entitled to be paid the greater of:

- An amount equivalent to 2 weeks of their salary for every year of relevant service but not more than an amount equivalent to 44 weeks of their SES salary; and
- An amount equivalent to 6 months of their salary.

Ending short-term SES contracts

Under the terms of the contract a short-term SES contract can be ended at any time with one weeks' notice and without providing reasons.

Opting not to re-engage long-term SES members

Further, the delegate can decide not to re-engage long-term SES members. The engager is required to provide written advice to long-term SES members more than 12 weeks prior to the end of their contract, or to pay 25% of the SES member's salary in lieu of notice.

A table of options for exiting SES members and amending the employment arrangements of SES members is included at Attachment 1.

ATTACHMENT 1

EXITING SES MEMBERS FROM THE ACTPS IN THE CONTEXT OF CHANGES TO THE ADMINISTRATIVE ARRANGEMENTS

Type of SES member	Exiting methodology	Cost of methodology	Legislative reference
Short-term SES member	Advise in writing that short-term contract is ending early with one week's notice.	Nil.	Clause 10 of the SES short-term contract.
Long-term SES member	Decision not to re-engage at the end of the long-term contract – with provision of 12 weeks' notice prior to the end of the contract	Nil.	Section 55 of the PSM Standards
	Decision not to re-engage at the end of the long-term contract – without provision of 12 weeks' notice prior to the end of the contract	25% of the SES member's salary	Section 55 of the PSM Standards
	Abolition of the SES member's function may result in a decision by the engager to end the SES member's contract – if the engager "is unable to give the SES member another suitable SES position"	Minimum 6 months' salary, maximum 44 weeks' salary	Section 38(e) of the PSMA
	Abolition of the SES member's function may result in a decision to end the SES member's contract – if it is in the "best interest of the service for the SES member's engagement to be ended"	Minimum 6 months' salary, maximum 44 weeks' salary	Section 38(f) of the PSMA

AMENDING SES MEMBERS STATUTORY EMPLOYMENT TERMS IN THE CONTEXT OF CHANGES TO THE ADMINISTRATIVE ARRANGEMENTS (I.E. MOBILITY OF SES MEMBERS)

Type of SES member	Amending methodology	Cost of methodology	Legislative reference
Short-term SES member	May have their statutory employment terms amended	Nil.	Clause 7 of the SES short-term contract and Schedule A of the contract.
Long-term SES member	SES members do not own e-numbers. They are engaged as ordinary members of the SES. They may have their functions changed by way of amendment of their statutory employment terms.	Nil.	Section 36 of the PSMA