

# AGD Business Planning Guidelines 2016-17

## WHAT

AGD's 2016-17 Business Planning cycle commences in June 2016. Guidelines, supporting factsheets and optional planning workshops have been prepared to assist business units develop their Plans for 2016-17. Business plans are completed to coincide with the commencement of each new financial year. This year plans are to be submitted to Planning & Performance by **15 July 2016**.

## WHY

Annual Business Plans articulate what we expect to deliver and the approach we will take to achieve AGD's goals. They should support a shared understanding of what is important and where effort will be focussed, as well as providing transparency and accountability. The Auditor-General reviews our Business Plans annually.

## CONTEXT

Business Plans should align with Government policy priorities and be consistent with commitments in the Agency Statements and Budget Papers.

A significant focus for AGD in 2016-17 will be achieving both existing and any new savings targets announced in the 2016-17 budget (budget day is 23 June 2016). Business units will be advised of their budget and any new savings in the first two weeks of July.

## BEFORE YOU DO YOUR BUSINESS PLAN

Good practice for business planning preparation includes:

- Taking time to do an analysis of your team's Strengths, Weaknesses, Opportunities and Threats (SWOT). This helps identify the positives to build on and the risks that flow into your risk assessment.

[Reviewing your Branch risk assessment and integrating any high priority actions into your Business Plan under any of the four dimensions of Customer, Process, People, Finance. Refer to the Risk Management intranet page for more information](#)

- Thinking about the workforce you have and the workforce you need to deliver your services and any specific actions you may need to take. For example succession planning for people approaching retirement, training staff to fill skill gaps, outcomes from a restructure. The HR Portal is a useful resource to access, alternatively your Human Resource Business Partner can assist with workforce planning.

[Identifying priority WHS actions you may need to take in the coming year, specific to your branch and including those under the People dimension of your Plan. More information is available here Health and Safety.](#)

To assist with Business Plan preparation, the following factsheets and/or templates are available:

- Business Planning template
- Key Performance Indicators
- Potential Savings Measures
- Service Excellence

[Download electronic copies here: Corporate Functions> Business Planning](#)

Financial Services co-ordinates Agency Statements and the AGD budget process, with which planning must link.

## HOW

While the Planning and Performance (P&P) Section coordinates the Business Planning process and provides guidelines and templates, how you develop your plans is up to you. Suggested business planning session agendas and templates for SWOT analysis and strategy gathering are also available on the AGD intranet. Your planning process can also take advantage of whole of Government approaches, such as the "Service Excellence" tool.

For 2016, P&P is offering two optional Business Planning workshops. **Workshop 1 will be held on 7 June (10.30am to 11.30am); Workshop 2 on 15 June (1.00pm to 2.00pm).**

## Business Planning Template

The 2016-17 Business Plan template has been updated to reflect the refreshed AGD Strategic Plan 2016-18 but is still based on a "balanced scorecard" approach. Similar to previous years, there are four dimensions to populate with initiatives that are a priority for your business unit. For each initiative, include a practical performance indicator which signals whether operations are getting closer to, or further away from objectives and targets. A performance indicator factsheet has been prepared to help you with selecting your performance indicators.

## CUSTOMER/COMMUNITY OUTCOMES

Initiatives in this dimension should articulate where your efforts will be placed to deliver services to our customers (internal and external to government) and SA communities, and any planned service improvements.

## PROCESS

Include initiatives that improve internal business processes whereby services are delivered more efficiently to both internal and external customers.

**PEOPLE**

Initiatives may include activities as a result of workforce planning or organisational change, ensuring staff have the right skills to deliver on the business unit's priorities. and addressing staff safety and wellbeing.

**FINANCIAL**

In this dimension, the focus should be on how business units will deliver on budget and any associated savings measures. Business Units are encouraged to complete a Potential Savings Measures template to help identify options for working within budget.

**SAVINGS CONSIDERATIONS**

In the context of significant savings targets, the planning process is an opportunity to consider any actions that will help achieve savings. This may include re-considering the scope of services offered and/or delivery models.

The following questions, based on PWC's model for prioritising government services, may assist:

1. Why do we offer or perform these services? Consider:
  - Which are mandatory?
  - What could stop?
  - Can the service be scaled back? For example to focus on priority needs or target groups).
2. What is the optimal delivery model? Consider:
  - Can services be combined?
  - Are alternative providers available?
  - Can partnerships with other business units, agencies, the private sector and/or not for profit/NGOs viable?
3. How can we improve the performance of services within budget? Consider:
  - Lean thinking process re-design.
  - Online service channels.
  - Self-service/self-assessment tools.
  - Triaging &/or fast tracking (e.g. for low risk, low complexity or repeat processes).

A [Potential Savings Measures template](#) is available to help you identify options for working within budget.

**WHO**

It is expected that the following divisions and Business Units will submit a Business Plan:

- Consumer and Business Services
- SafeWork SA
- State Records
- Fines Enforcement & Recovery Unit,
- Financial Services, Human Resources, Performance & Business Services, Facilities & Security,
- Strategy & Reform
- South Australian Civil and Administrative Tribunal
- Project Delivery, ICT Services, Justice Technology Services, Information Management, Public Safety Solutions
- Office of the Chief Executive (including Strategic Communications Group),
- Statutory Offices and Business Units within Legal, Legislative & Rights Protection Services (with the exception of the Solicitor General).

**STEPS & TARGET DATES**

- Step** Planning Guidelines available **1 June**. Optional Business Planning workshops will be offered on the **7th** and **15th** of **June**.
- Step** Business Plans due by **15 July 2016**.
- Step** Feedback and follow up with BU as needed by **21 July 2016**.
- Step** P&P to submit Business Plans to the CE for approval by **22 July 2016**.
- Step** A copy of the CE's approval will be provided to Business Units and offices by **6th August 2016**.

**FURTHER INFORMATION**

[AGD Intranet – Corporate functions> Business Planning](#)

**BUSINESS PLAN CONTACT DETAILS**

██████████ A/Director Performance and Business Services, ██████████ or ██████████ Senior Project Officer, ██████████ (Monday to Thursday).

**BUDGET PROCESS CONTACT DETAILS**

██████████ A/Manager, AGD Financial Services, ██████████ .

**RISK MANAGEMENT CONTACT DETAILS**

██████████ Director, Office of the Chief Executive

2016 TIMELINE	June					July/August				
	Week Starting:	1	6	13	20	27	4	11	18	25



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South Australia's Strategic Plan - T21 Greater Safety at Work; T13 Work Life Balance

Government's 7 Strategic Priorities, in particular: Safe Communities; Healthy Neighbourhoods; An Affordable Place to Live

SafeWork SA Vision: Safe, fair and productive working lives

**SafeWork SA Purpose: To reduce workplace fatalities and injuries, protect entitlements and rights by regulating, educating and promoting applicable work health and safety, public safety and industrial relations laws.**

**Goal 1**  
We help make South Australia safe and prosperous

*Success: AGD is a partner in keeping SA a safe and prosperous place to do business. Our services and policies have improved personal, workplace and community safety.*

**Goal 2**  
South Australians know their rights and obligations, which AGD administers fairly

*Success: AGD administers a rights protection system that reflects the needs of citizens, consumers and business, is simple to access and use and operates to provide fair and timely results.*

**Goal 3**  
South Australians have contemporary, inclusive and efficient civil, criminal and administrative justice systems

*Success: AGD's policies, services and reforms have helped make SA's justice system simpler, faster, more inclusive and effective*

**Goal 4**  
We support our staff and strive to constantly improve our business

*Success: AGD embraces innovation and improvement, manages resources effectively, invests in staff and collaborates*

**BUSINESS PRIORITIES / ACTIONS FOR 2016-17**

No	CUSTOMERS / COMMUNITY OUTCOMES	Goal	PI	6 month Progress	12 month Progress	Business Unit Commentary
1	Improve the responsiveness and service quality of SafeWork SA	1,2,3,4	1-5	+	+	<p>12 Month: A new customer service standard has been drafted for the agency. SafeWork SA will consider its implementation in the 2017-18 financial year.</p> <p>6 Month: The Educator has introduced a system (Net Promoter Score) to measure the satisfaction and loyalty of the customers that request the services of our advisory service. To date, 96% of our customers have rated the information and support provided as being 'very useful'. The system also provides the customer to provide comments which enables the ongoing monitoring and improvement of the service where necessary. A customer services standard is being developed for the agency in line with its new structure, and will be finalised by 30 June 2017.</p>
2	Establish a new customer service centre at Keswick providing a range of services including education, advisory, licensing and access to resources.	1,2,3	1,5	C	C	<p>12 Month: A new Customer Services Centre was officially launched on 11/10/2016 and has operated successfully in providing a range of customer services.</p> <p>6 Month: The new Customer Services Centre was officially launched on 11/10/2016 and has been operating successfully providing a range of customer services.</p>
3	Ensure policy development is founded on public value and promotes the delivery of the Government's 10 economic priorities	1,2,3	6	+	C	<p>12 Month: Public Value and the Government's 10 economic priorities are considered in the development of any new policies, and are reported to Cabinet through the Cabinet Submission process.</p> <p>6 Month: Public Value and the Government's 10 economic priorities are considered in the development of any new policies, and are reported to Cabinet through the Cabinet Submission process.</p>

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4	Apply laws consistently across the agency	1,2,3	7	+	C	<p>12 Month: Implementation of Regulator position statements and revised operational guidelines underway.</p> <p>6 Month: Consistency of inspector activities has been improved through training and the introduction of Regulatory Position Statements to provide a consistent application of the laws.</p>
PROCESS		Goal	PI	6 month Progress	12 month Progress	Business Unit Commentary
5	Review and implement recommendations from the licensing internal audit	1,3,4	8	+	+	<p>12 Month: All recommendations of the PWC licensing audit have been accepted. The majority of recommendations have been actioned. Outstanding recommendations are subject to system developments and SafeWork SA remains committed to their implementation.</p> <p>6 Month: All recommendations of the PWC licensing audit have been accepted and will be implemented by 30 June.</p>
6	Develop and implement a strategic IT plan for the agency to leverage off emerging technology	1,2,3,4	9	II	+	<p>12 Month: Workshop was held in April 2017 with Managers to determine the major strategic priorities for each directorate. The next stage will be further consultation with Managers in relation to detailed business requirements. Corporate ICT will be consulted in key stages of the project to ensure alignment with AGD ICT Strategy. It is envisaged that the IT strategic plan will be finalised by 31 December 2017.</p> <p>6 Month: Initial discussions to be held with AGD Corporate ICT in Jan 2017. The next stage will be consultation with SafeWork SA Managers to determine business requirements. AGD Corporate ICT personnel will be consulted in key stages of the project to ensure alignment with AGD ICT Strategy.</p>
7	Complete a revision of SafeWork SA's processes, procedures and guidelines in the context of the new structure and the upgrading of operational systems, resources and training.	1,2,3,4	10	+	+	<p>12 Month: Operating principles for the Workplace Advisory Services Team have been developed. A review of all procedures associated with the Customer Services Team was undertaken. Amendments to those procedures relating to licenses processing are required as the result of audit outcomes. Principles of engagement (covering interactions between the Educator and the Regulator) has been assigned to a sub-group of the Special Consultative Committee; proposed roll out by October 2017. The Regulator review of policy and procedures has commenced, including introduction of new technology.</p> <p>6 Month: Operating principles for the Educator have been developed. The Regulator review of policy and procedures has commenced, including introduction of new technology.</p>
PEOPLE		Goal	PI	6 month Progress	12 month Progress	Business Unit Commentary
8	Develop and implement a training needs analysis and training plan	4	11	+	C	<p>12 Month: Training Needs Analysis complete. Training Plan to address Top 5 priorities for each team has been completed.</p> <p>6 Month: Training Needs Analysis complete. 30% of 2017 Training Plan complete.</p>

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9	Develop and implement a workforce plan for the agency	4	12	II	II	12 Month: Development of Project Plan not yet commenced. It is envisaged that the Workforce Plan will be finalised by 30 June 2018.  6 Month: Development of Project Plan not yet commenced.
10	Manage behaviours and performance to identify high potential and address poor performance	4	13	-	-	12 Month:  6 Month: PR&D process completed for Sep and Dec quarters within ELMO. Managers and team leaders are now identifying high potential as well as poor performance, which is being addressed. Training and development needs have been identified as part of the process. All Managers are undertaking the Leadership Development Program.
FINANCIAL		Goal	PI	6 month Progress	12 month Progress	Business Unit Commentary
11	Remove unnecessary regulation and process to improve business efficiency and agility	1,4	14	+	+	12 Month: The content of 25 forms was reduced, and further work is being undertaken to trial fillable forms and on line application processes.  6 Month: In line with the whole of government "Rip it up" initiative, SafeWork SA reviewed licensing and registration forms with a view to reduce their content, or areas required to be filled in by customers, by 25%. As a result, forms are currently in the process of being changed to reduce their content.
12	Optimise allocation of resources and achieve savings targets	1,3,4	15	+	C	12 Month: SWSA has operated within annual budget and FTE Cap.  6 Month: Business Planning process was completed in August 2016 which was integrated with preparation of budget. On track to operate within annual budget and FTE Cap.

**Strategic Plan KPI'S for 2016-17**

Strategy	Strategic Plan Performance Indicator	Outcome / Target	Dates	12 month Progress	Comments
1.6	SWSA conducts 10,000 education visits to support the nationally agreed targets for reducing workplace fatalities and injuries	10,000 visits	by 30 June 2017	33,189	Significant increases have been experienced above what has been anticipated. With the establishment of the Educator, non-inspector activities are now being recorded and reported when it relates to the provision of information, support and/or advice. This is in addition to the proactive compliance and enforcement visits undertaken by inspectors.
2.1	SWSA responds to 90% of telephone calls in less than 3 minutes	90% of calls answered in <3 mins	ongoing	94.61%	Exceeded annual target
3.5	SWSA finalise 85% of complaints within 6 months	85% complaints finalised in 6 months	30-Jun-17	96%	Exceeded annual target

Progress Legend for 6 month and 12 month progress  
Positive movement + Negative movement - No movement II Complete C

PI No.	PI Description	PI Target	Status Update
1	% of customer service telephone calls responded to in less than three minutes	90%	12 Month: 94.61%; exceeded annual target.  6 Month: 94.98% YTD; measure is on track to achieve annual target.
2	% of complaints finalised within 6 months	85%	12 Month: 96%; exceeded annual target.  6 Month: 85% YTD; measure is on track to achieve annual target.

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3	% of investigation briefs to the CSO completed within 9 months of the notified date	100%	12 Month: 87%; below annual target. Some of the matters that have fallen out of the 100% target are highly technical investigation matters that required further work and the use of experts  6 Month: 100% YTD; measure is on track to achieve annual target
4	number of proactive compliance and enforcement visits	5000	12 Month: 8,851; exceeded annual target.  6 Month: 4081 YTD; measure is in track to achieve annual target.
5	number of education, engagement and support activities	5000	12 Month: 24,338; exceeded annual target. Significant increases have been experienced above what has been anticipated.  6 Month: 10326 YTD; measure is above annual target. Significant increases have been experienced above what has been anticipated.
6	All Cabinet Submissions prepared consider Public Value and the Government's 10 economic priorities	100%	12 Month: All cabinet submissions prepared were compliant.  6 Month: All cabinet submissions prepared to date are compliant.
7	Training needs analysis resulting in a training plan for the Regulator team and incorporated into individual PRDs all completed by 30 June	30-Jun	6 Month: Complete
8	Recommendations of licensing internal audit implemented by 30 June	30-Jun	12 Month: All recommendations accepted. Majority of recommendations actioned. Outstanding actions subject to system changes and due for completion by 30 September 2017.  6 Month: Initial phase of review of recommendations completed.
9	Development of IT Strategic Plan finalised by 30 June	30-Jun	12 Month: Workshop was held in April 2017 with Managers to determine the major strategic priorities for each directorate. The next stage will be further consultation with Managers in relation to detailed business requirements. Corporate ICT will be consulted in key stages of the project to ensure alignment with AGD ICT Strategy. It is envisaged that the IT strategic plan will be finalised by 31 December 2017.  6 Month: Initial discussions to be held with AGD Corporate ICT in Jan 2017.
10	Revision of SafeWork SA's processes, procedures and guidelines completed by 30 June	30-Jun	12 Month: Operating principles for the Workplace Advisory Services Team have been developed. A review of all procedures associated with the Customer Services Team was undertaken. Amendments to those procedures relating to licenses processing are required as the result of audit outcomes. Principles of engagement (covering interactions between the Educator and the Regulator) has been assigned to a sub-group of the Special Consultative Committee; proposed roll out by October 2017. The Regulator review of policy and procedures has commenced, including introduction of new technology.  6 Month: Operating principles for the Educator have been developed. The Regulator review of policy and procedures has commenced, including introduction of new technology.
11	Training plan meets the training needs analysis and is finalised by 30 June	30-Jun	12 Month: Training Needs Analysis complete. Training Plan to address Top 5 priorities for each team has been completed.  6 Month: Training Needs Analysis complete. 30% of 2017 Training Plan complete.
12	Development of Workforce Plan finalised by 30 June	30-Jun	12 Month: Development of Project Plan not yet commenced. It is envisaged that the Workforce Plan will be finalised by 30 June 2018.  6 Month: Development of Project Plan not yet commenced.

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13	All quarterly PRD reviews are completed for 2016-17	95%	<p>12 Month: 79% of staff had PRD reviews completed as at 30 June which was 1% above the AGD average. The main reason for the performance being below 95% reflect excess staff and staff on extended leave.</p> <p>6 Month: 83% of staff had PRD reviews completed as at 31 Dec. The reasons for performance below 95% reflect excess staff, staff on extended leave and Corporate Services business plan not yet finalised due to restructure.</p>
14	Forms identified for reduction in review of licensing and registration process are implemented with new template by 30 June	30-Jun	<p>12 Month: In line with the whole of government "Rip it up" initiative, SafeWork SA reviewed licensing and registration forms with a view to reduce their content, or areas required to be filled in by customers, by 25%. As a result, the content of 25 forms was reduced, and further work is being undertaken to trial fillable forms and online application processes.</p> <p>6 Month: Review and identification of forms for reduction completed.</p>
15	Operate within annual budget and FTE Cap	Within Annual Budget and FTE Cap	<p>12 Month: SWSA has operated within annual budget and FTE Cap.</p> <p>6 Month: YTD performance reflects on track to operate within annual budget and FTE Cap.</p>