

Working with government: good relationships and good outcomes

VAADA leadership course

Tuesday 15 April 11.05am -12.30pm

Level 6, 222 Hoddle Street, Abbotsford

Amy Says This Consulting Services

KEY

Language or color group
No published information available

SCALE 1:4750000

0 100 200 300 400

INDIAN OCEAN

ARABIAN OCEAN

SOUTHERN OCEAN

SOUTH PACIFIC OCEAN

THE AIATSIS MAP OF
INDIGENOUS AUSTRALIA

© Australian Institute of Aboriginal and Torres Strait Islander Studies, 1988. Created by David R. Horton. All rights reserved without permission.

This map is based on information collected up to 1988 and is not intended to show precise areas of boundaries. It shows only general locations of larger groups of people and may not show smaller ones. Details of language groups. It is not suitable for other uses. For more detailed information about groups of people in specific regions, contact relevant knowledge holders or use our online AIATSIS database. Details of Australia's Indigenous languages which is maintained by AIATSIS. This website contains the following information about the history and development of the map.

Our agenda



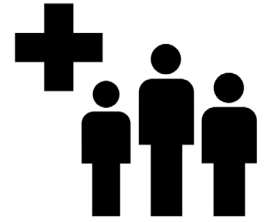
Time	What	Who
10 mins	Introductions	
10 mins	TOPIC 1: The relationship between government and service providers	<ul style="list-style-type: none">• What is government?• Why does the sector matter to government?
30 mins	TOPIC 2: Government processes and practices in relation to AOD sector	<ul style="list-style-type: none">• What are budgets, how do they come into being?• How do you interpret and influence budgets?• What is the difference between a budget and funding?• What are the important things to know about the way the department funds?
20 mins	TOPIC 3: Talking to government about value and impact	<ul style="list-style-type: none">• What type of value is government interested in?• What types of impact do we want to talk about?• When should we talk to government?
5 mins	Close	<ul style="list-style-type: none">• What are our key takeaways?• Any questions?

In this short session today, we are going to talk about

- the nature and structure of government
- why and how government works with the sector
- setting ourselves up for success in working with government

Topic 1: government, the department and the sector

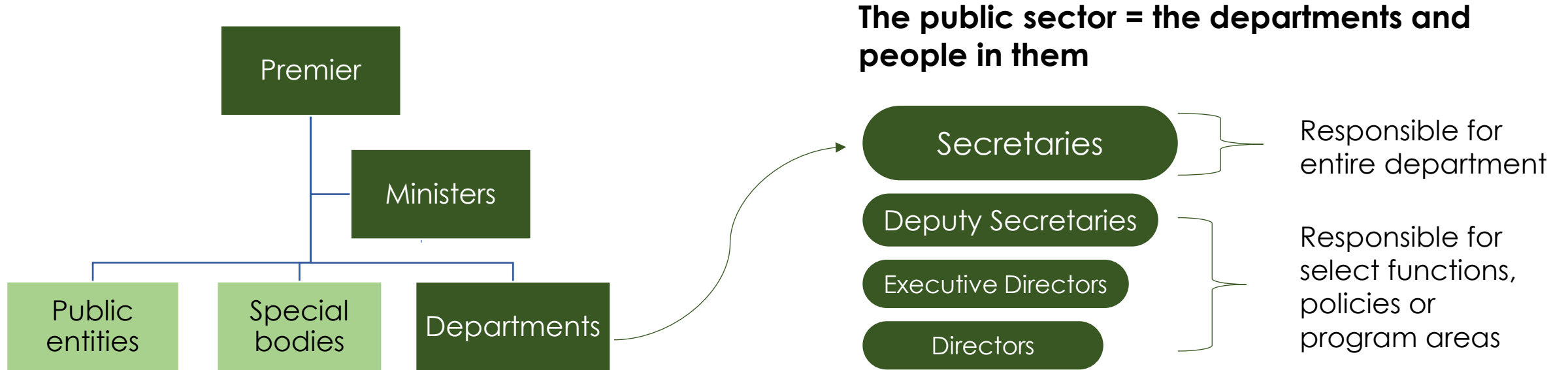
Government sets the parameters for how we deliver services (laws, regulations, budgets, policies, strategies), and the department manages access to services (funding and contract management, programs, guidelines)



The sector uses those resources to meet the needs of the community, within the policy and legal boundaries established by government

In Victoria, as a de facto government workforce, the AOD sector is a critical and powerful link between government and the community

Topic 1: the public sector, departments and how they work



Departments are a collection of functions and responsibilities, allocated to different people organised in a hierarchy in order to make and implement decisions

Topic 1: how government works with the sector (and vice versa)

Service agreements and associated funding guidelines and policies are administered by the department – in partnership with the Department of Families, Fairness and Housing's APSS



Statewide / central services, which are often block funded: *usually* managed by central office

Locally delivered services, which are often activity based: *usually* managed in the 'areas' i.e. Agency Performance System and Support (APSS), with a single lead area

The core functions of the department vis-à-vis the sector are funding and performance management, and engagement – and the sector's key functions are to deliver services and provide expertise

Topic 2: budgets and how to read them

Service Delivery

2024-25



Presented by

Tim Pallas MP

Treasurer of the State of Victoria
for the information of Honourable Members

Budget Paper No. 3

<https://www.budget.vic.gov.au/budget-papers#budget-paper-3-service-delivery>

Budgets – which bits to read and which to avoid

- Treasurer's Speech – a sales pitch with some good intel on priorities
- Budget Overview – see above!
- Budget Paper 3: Service Delivery – the gold! This will tell you what you need to know about AOD investment across output and asset initiatives
- Invite your pal Ctrl+F to the party

Budgets tell us a story about community priorities – learning to read them is a core skill

Output summary by departmental objectives

The department’s outputs and funding are provided in the table below. Detailed descriptions of objectives and outputs are presented below.

Table 2.14: Output summary	(\$ million)			
	2023-24 budget	2023-24 revised	2024-25 budget	Variation % ^(a)
Victorians are the healthiest people in the world				
Admitted Services	14 475.1	15 489.8	15 845.1	9.5
Non-Admitted Services	2 223.0	2 310.9	2 354.1	5.9
Emergency Services	989.6	953.8	1 110.4	12.2
Health Workforce Training and Development	440.3	456.7	442.0	0.4
Aged and Home Care ^(b)	582.4	589.3	546.1	(6.2)
Home and Community Care Program for Younger People ^(b)	192.9	195.7	154.8	(19.8)
Ambulance Services	1 452.4	1 458.6	1 438.2	(1.0)
Drug Services	372.4	373.6	376.3	1.0
Mental Health Clinical Care	2 736.2	2 701.1	2 789.2	1.9
Mental Health Community Support Services	188.4	156.3	188.5	0.1
Community Health Care	324.7	352.3	368.1	13.4
Dental Services ^(c)	250.7	250.9	213.4	(14.9)
Maternal and Child Health and Early Parenting Services	179.7	191.7	189.1	5.2
Public Health ^(d)	610.5	539.7	403.9	(33.8)
Small Rural Services	735.7	788.1	792.2	7.7
Total ^(e)	25 754.0	26 808.5	27 211.4	5.7

Source: Department of Health

Notes:

(a) Variation between 2023-24 budget and 2024-25 budget. Further explanations for variations greater than 5 per cent are included in footnotes to the relevant outputs in the online 2024-25 Department Performance Statement.

(b) The 2024-25 target reflects pending Commonwealth commitments.

(c) The lower 2024-25 target reflects pending Commonwealth commitments for Dental Services and the cashflow profile for the Smile Squad program.

(d) The 2024-25 target reflects the completion of COVID-related initiatives, including distribution of RATs, as well as the cessation of the Commonwealth national partnership on Prevention of Avoidable Hospital Admission, Obesity & Chronic Disease.

(e) Table may not add due to rounding.

Drug Services (2024-25: \$376.3 million)

Encourages all Victorians to minimise the harmful effects of alcohol and other drugs by providing a comprehensive range of strategies, which focus on enhanced community and professional education, targeted prevention and early intervention programs, community based non-residential and residential treatment services, and effective regulation.

DEPARTMENT OF HEALTH

Output initiatives

Table 1.14: Output initiatives – Health	(\$ million)				
	2023-24	2024-25	2025-26	2026-27	2027-28
Admitted Services					
Funding our hospitals ^(a)	1 496.8	1 838.0	1 836.7	1 835.4	1 834.0
Improved data capability to support early intervention investment	..	0.9	1.7	2.8	3.1
NHRA 2022-23 reconciliation adjustment	152.7	245.0	251.1	257.4	263.8
Opening and operating hospital facilities ^(a)	..	236.8	233.5	239.3	44.9
Preventative health support for Victorian women	..	9.1	9.2
Safer digital healthcare	..	19.8
Securing the supply of blood and blood products for Victoria’s hospitals	..	30.3	31.0	31.8	32.6
Aged and Home Care					
Strengthening public sector residential aged care	..	31.2
Ambulance Services					
Timely emergency care	..	77.6	40.9	27.8	..
Community Health Care					
Supporting GPs through a co-designed grant program	..	10.0
Tailored care for refugees and asylum seekers	..	4.4
Trans and gender-diverse healthcare	..	0.5	0.5	0.5	0.5
Drug Services					
Harm reduction initiatives	..	9.7	20.3	21.0	7.7

Drug Services

Harm reduction initiatives

Funding is provided for a Statewide Action Plan to address alcohol and other drug related harms across Victoria. This includes the establishment of the Community Health Hub in the City of Melbourne, which will provide primary health and wrap around services, an enhanced outreach program, care coordination model, and hydromorphone trial.

Funding also supports a statewide overdose prevention and response helpline, naloxone dispensing units, and provides funding to the community health sector to improve access to pharmacotherapy services.

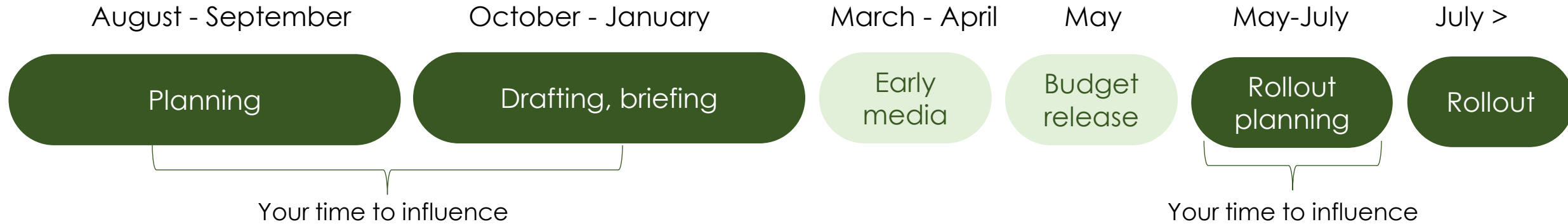
This initiative contributes to the Department of Health’s Drug Services output.

Asset initiatives

Table 1.15: Asset initiatives – Health	(\$ million)					
	2023-24	2024-25	2025-26	2026-27	2027-28	TEI
Admitted Services						
Austin Hospital Emergency Department Upgrade ^(a)	43.6	60.1	61.3	229.8
Engineering Infrastructure Replacement Program 2024-25	..	20.0	20.0	40.0
Medical Equipment Replacement Program 2024-25	..	35.0	35.0
Monash Medical Centre Redevelopment ^(a)	58.3	200.0	160.0	498.3
Northern Hospital Redevelopment ^(a)	16.3	130.3	212.9	673.0
Quadra scanner Paula Fox Melanoma and Cancer Centre ^(b)	..	24.0	24.0
Safer digital healthcare	..	15.4	15.4
Sustaining statewide health service delivery at The Alfred	..	3.5	45.4	59.5	9.7	118.0
Drug Services						
Harm reduction initiatives	..	5.4	24.9	6.1	..	36.4

There are interesting stories in the most boring of places – these can help you understand how to frame your strategy

Topic 2: budget processes - life cycles + windows of influence



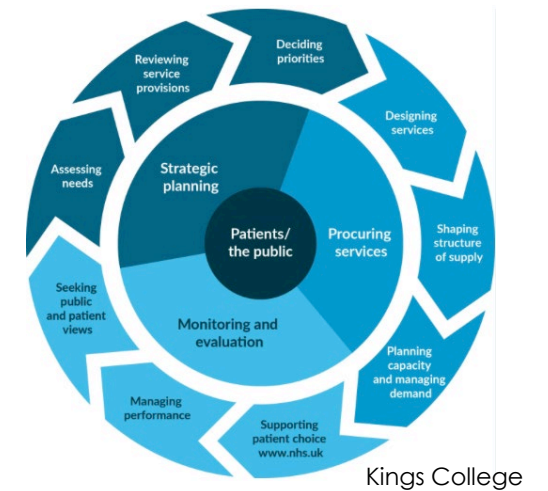
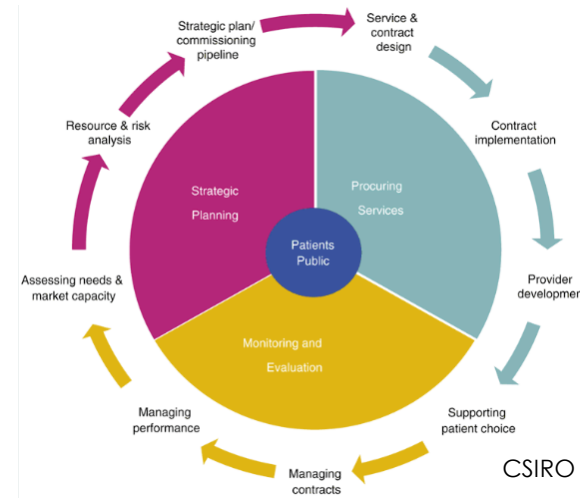
The Budget cycle should influence how you time your conversations with government

Topic 2: funding processes

Funding processes include:

- planning
- designing
- delivering
- monitoring and evaluating

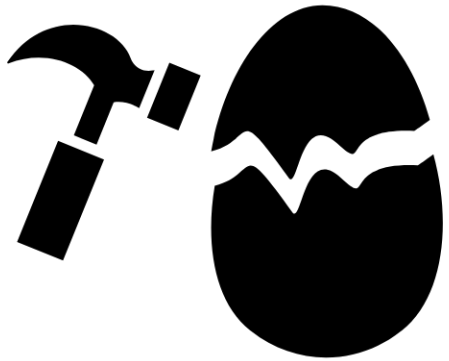
This is often referred to as “commissioning”



A couple of examples of the way people understand ‘funding’ or commissioning

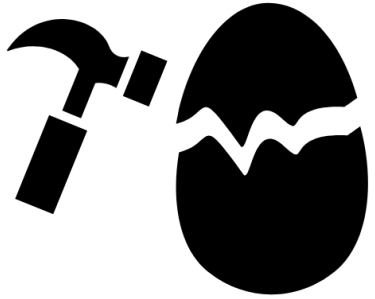
When we are talking about funding, we are not just talking about distribution of money but a process for understanding and planning for need

Topic 3: talking to government about value



Successful policy and funding pitches hook into community and political value

Topic 3: community value and impact



To be persuasive you need a clear picture of the value to the community including:

- health and social outcomes
- efficiency
- feasibility
- community support

Your pitch needs to demonstrate the problem, identify the solution and its feasibility, and the indicators you'll be reporting on to show the solution is working

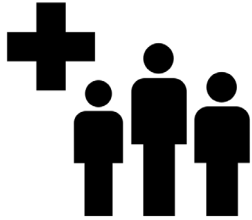
Topic 3: political value and alignment with strategic aims

- ✓ Framing your proposal in line with the values of those you want to persuade
- ✓ Understanding the broader investment and policy strategy/ies
- ✓ Being mindful of timing



In working with government it's not enough to demonstrate need – you need to be able to get in the room at the right time, and sell why this particular need is the most urgent

Wrapping up



When working with government about your program, the most important things are:

- knowing who you need to persuade
- knowing when to talk to them
- telling a good story about need and impact

Questions?