

INVESTMENT MANAGEMENT STANDARD CONVERSATION GUIDE

A practical set of prompts to introduce Investment Management Standard (IMS) thinking into team discussions or project planning.

1. PROBLEM

- What is the underlying problem (cause + effect)?
- What evidence confirms this problem is real?
- Why does this matter now?
- What is the service performance impact?

2. BENEFITS

- If we fix the problem, what public or service value will be created?
- What Key Performance Indicators and underpinning measures would demonstrate success?
- What baseline data and targets matter most? What is the future service performance requirement?

3. RESPONSE PROMPTS & OPTION THEMES

- What strategic approaches could address the problem?
- Have we considered demand, productivity, and supply levers?
- **Do Nothing / Status Quo**
Baseline for comparison; clarifies cost and risk of inaction
- **Policy or Regulatory Change**
Non-capital options such as reform, incentives, pricing or governance shifts
- **Process & Service Redesign**
Improve processes, service models, demand management and efficiency
- **Collaboration & Partnerships**
Work with other agencies, tiers of government or private/community partners
- **Targeted Enhancements / Capacity Improvements**
Staged upgrades, optimisation or modular additions to existing services or assets
- **New Build, Transition or Decommissioning**
Only when required; may include replacing or exiting legacy services

4. SOLUTION

- What business changes or assets are needed?
- What is the time, cost, risk and uncertainty considerations?
- Does the solution align to the benefits and evidence?