



STANDING COMMITTEE ON HEALTH, AGEING AND COMMUNITY SERVICES
CHRIS STEEL MLA (CHAIR), ELIZABETH KIKKERT MLA (DEPUTY CHAIR), VICKI DUNNE MLA,
CAROLINE LE COUTEUR MLA, MICHAEL PETTERSSON MLA

Inquiry into referred 2016–17 Annual and Financial Reports
ANSWER TO QUESTION ON NOTICE

Asked by MRS ELIZABETH KIKKERT:

Community Services Directorate Annual Report 2016-17

In relation to the Community Services Directorate:

- 1) What administrative restructuring was undertaken within the directorate during 2015-16 and 2016-17?
- 2) Were external consultants engaged to advise the directorate on the restructuring strategy?
- 3) What did the external consultants cost?
- 4) What administrative cost savings were forecast to be made as a result of the restructuring?
- 5) How were those savings to be achieved?
- 6) To what extent were the forecast savings met?
- 7) To what extent were administrative processes streamlined or 'red tape' removed in the restructure?
- 8) To what extent did the balance change between executive staff, middle management and lower level staff?
- 9) To what extent were staff numbers reduced?
- 10) What was the quantum of staff reductions in each staffing group – executive staff, middle management and lower level staff?
- 11) If redundancies were involved, what was the cost?
- 12) For each of 2014-15, 2015-16 and 2016-17, what was the total expenditure on executive staff salaries and benefits, including (but not limited to) superannuation, non-cash benefits and FBT?
- 13) In relation to question 12, what is the forecast expenditure for 2017-18?
- 14) During each of 2014-15, 2015-16, 2016-17 and 2017-18 (to date), how has the directorate's executive organisation chart changed?
- 15) During each of 2014-15, 2015-16, 2016-17, how many executive positions were re-classified to higher bands?
- 16) In relation to question 15, what re-classifications were made or are in progress for 2017-18?
- 17) Were all re-classified positions filled in accordance with a merit selection process?
- 18) If not, why not?
- 19) What is the impact of the re-classified positions on the directorate's budget?
- 20) Does the directorate have a practice of engaging 'executive partners' to 'shadow' existing executives?
- 21) What is the purpose of this practice?
- 22) At what levels are 'executive partners' engaged?
- 23) Are 'executive partners' employees or contractors?
- 24) What is the cost of engaging 'executive partners'?
- 25) For each of 2014-15, 2015-16, 2016-17 and 2017-18 (to date), how many executive staff left the directorate?

- 26) For each year, what was the cost of separation arrangements or departure packages?
- 27) In relation to departures, what legal costs were incurred?
- 28) What are the contingent legal costs in relation to unresolved departure issues?
- 29) For each quarter of 2014-15, 2015-16, 2016-17 and 2017-18 (to date), how many staff of the directorate accessed the employee assistance scheme?
- 30) Were external consultants contracted to advise the directorate on public relations or customer engagement strategies or projects?
- 31) If so, detail the:
 - purpose of each contract, including why it was necessary to source external expertise;
 - a) period of each contract;
 - b) the selection process used to determine the successful contractor; and
 - c) the amount spent on each contract.

RACHEL STEPHEN-SMITH MLA: The answer to the Member's question is as follows:–

1) What administrative restructuring was undertaken within the directorate during 2015-16 and 2016-17?

The downsizing of the Community Services Directorate (CSD) due to the closure of Disability ACT and Therapy ACT led to a restructure of the central policy and corporate functions within the Directorate.

2) Were external consultants engaged to advise the Directorate on the restructuring strategy?

The Directorate engaged Spring Green Consulting to advise on the restructuring referred to in the period above in the final phase.

3) What did the external consultants cost?

Engaging Spring Green Consulting cost approximately \$140,000.

4) What administrative cost savings were forecast to be made as a result of the restructuring?

Following closure of Disability ACT and Therapy ACT, a restructure of the central policy and corporate functions within CSD was completed to ensure that these functions were commensurate with the reduced overall size of the Directorate. This restructure was not a cost saving exercise.

5) How were those savings to be achieved?

Please refer to the answer to Question 4.

6) To what extent were the forecast savings met?

Please refer to the answer to Question 4.

7) To what extent were administrative processes streamlined or 'red tape' removed in the restructure?

Please refer to the answer to Question 4.

8) To what extent did the balance change between executive staff, middle management and lower level staff?

Information on the Directorate's staffing profile can be found in the 2015-16 and 2016-17 CSD Annual Reports.

9) To what extent were staff numbers reduced?

The closure of Disability ACT and Therapy ACT resulted in 296 employees leaving CSD through voluntary redundancies, with another 55 Disability ACT and Therapy ACT employees redeployed within the ACT Public Service.

10) What was the quantum of staff reductions in each staffing group – executive staff, middle management and lower level staff?

Information on the Directorate's staffing profile can be found in the 2015-16 and 2016-17 CSD Annual Reports.



LEGISLATIVE ASSEMBLY
FOR THE AUSTRALIAN CAPITAL TERRITORY

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11) If redundancies were involved, what was the cost?

The total cost of redundancies (inclusive of all entitlements) was in the region of \$10.5 million in 2015-16 and \$7 million in 2016-2017.

12) For each of 2014-15, 2015-16 and 2016-17, what was the total expenditure on executive staff salaries and benefits, including (but not limited to) superannuation, non-cash benefits and FBT?

Information relating to the Directorate's Executive can be found in the CSD Annual Report for the relevant year and the directorate's current executive can be found on the CSD internet site at http://www.communityservices.act.gov.au/home/about_us. All executive contracts are tabled in the Legislative Assembly.

For further information about executive remuneration, please refer to the ACT Remuneration Tribunal website at <https://www.remunerationtribunal.act.gov.au/determinations>.

13) In relation to question 12, what is the forecast expenditure for 2017-18?

Information relating to executive contracts is tabled in the Legislative Assembly.

For further information about executive remuneration, please refer to the ACT Remuneration Tribunal website at <https://www.remunerationtribunal.act.gov.au/determinations>.

14) During each of 2014-15, 2015-16, 2016-17 and 2017-18 (to date), how has the directorate's executive organisation chart changed?

Information relating to the Directorate's Executive can be found in the CSD Annual Report for the relevant year.

15) During each of 2014-15, 2015-16, 2016-17, how many executive positions were re-classified to higher bands?

In October 2015, the Executive Director Housing and Community Services was reclassified from Executive Level 2.5 to Executive Level 2.6, reflecting the responsibilities of the role.

For further information about executive remuneration, please refer to the ACT Remuneration Tribunal website at <https://www.remunerationtribunal.act.gov.au/determinations>.

16) In relation to question 15, what re-classifications were made or are in progress for 2017-18?

Nil.

17) Were all re-classified positions filled in accordance with a merit selection process?

Yes.

18) If not, why not?

Please refer to Question 17.

19) What is the impact of the re-classified positions on the directorate's budget?

There is no material impact on the Directorate's budget.

20) Does the directorate have a practice of engaging 'executive partners' to 'shadow' existing executives?

No.



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21) What is the purpose of this practice?

Not applicable.

22) At what levels are 'executive partners' engaged?

Not applicable.

23) Are 'executive partners' employees or contractors?

Not applicable.

24) What is the cost of engaging 'executive partners'?

Not applicable.

25) For each of 2014-15, 2015-16, 2016-17 and 2017-18 (to date), how many executive staff left the directorate?

During the periods 2014-15, 2015-16, 2016-17 and 2017-18 (to date), a total of 10 executives have ceased long-term contracts with CSD, predominantly due to retirements or promotions:

Financial Year	Total Separations
2014-15	2
2015-16	3
2016-17	3
2017-18 (to date)	2
Total	10

26) For each year, what was the cost of separation arrangements or departure packages?

The Directorate cannot release this information as it may include personal details.

27) In relation to departures, what legal costs were incurred?

Nil.

28) What are the contingent legal costs in relation to unresolved departure issues?

Nil.

29) For each quarter of 2014-15, 2015-16, 2016-17 and 2017-18 (to date), how many staff of the directorate accessed the employee assistance scheme?

The Directorate encourages staff to access the Employee Assistance Program (EAP) for a variety of purposes. These include:

- Employee Assist, which provides short-term, solutions oriented counselling and coaching for personal and work related issues;
- Manager Assist, which has been designed as a coaching and advisory service for team leaders, supervisors, line managers and project managers;
- Career Assist, which responds to the needs of staff and managers seeking to enhance their career mobility; and
- Money Assist, which is a counselling and support program for staff to work through financial and budgeting concerns with a skilled professional.



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CSD also actively brings EAP onsite to support staff, based on events that occur at both work and in private lives. This year we have introduced and publicised specialist EAP services to Aboriginal and/or Torres Strait Islander staff; Lesbian, Gay, Bisexual, Transgender, Intersex and Queer staff; and employees with disabilities.

For each quarter of 2014-15, 2015-16, 2016-17 and 2017-18 (to date), staff of the directorate accessed the employee assistance scheme as follows:

Year	Sum
2014	
January – March	42
April – June	46
July - September	64
October – December	35
Total	187
2015	
January – March	41
April – June	42
July - September	57
October – December	73
Total	213
2016	
January – March	65
April – June	78
July - September	59
October – December	51
Total	253
2017	
January – March	50
April – June	50
July - September	38
October – December	Data currently unavailable
Total	138

30) Were external consultants contracted to advise the directorate on public relations or customer engagement strategies or projects?

To be provided 30 January 2018.

31) If so, detail the:

- a. purpose of each contract, including why it was necessary to source external expertise;
- b. period of each contract;
- c. the selection process used to determine the successful contractor; and
- d. the amount spent on each contract.

To be provided 30 January 2018.

Approved for circulation to the Standing Committee on Health, Ageing and Community Services

Signature:



Date:

25/1/18

By the Minister for Community Services, Rachel Stephen-Smith MLA