



**LEGISLATIVE ASSEMBLY**  
FOR THE AUSTRALIAN CAPITAL TERRITORY

**SELECT COMMITTEE ON ESTIMATES 2024-2025**

Ms Nicole Lawder MLA (Chair), Ms Suzanne Orr MLA (Deputy Chair),  
Miss Laura Nuttall MLA

**ANSWER TO QUESTION TAKEN ON NOTICE  
DURING PUBLIC HEARINGS**

Asked by: Ms Elizabeth Lawder MLA

Addressed to: Chief Minister

Redirected to: Special Minister of State

Reference: Uncorrected Hansard Transcript [Page 118]

In relation to: Leeper Report – change of practice

Hearing Date: 23 July 2024

QTON lodgement date: 24 July 2024

Answer Due Date: 29 July 2024

**MS LEE:** In terms of the budget blowout, that has obviously been well publicised. What is the outcome and what are the consequences in terms of this budget blowout?

**Ms Leigh:** Ms Lee, as I think we have discussed before in these committees, when you look at what was the cause of that you have to start and look at the whole picture of that arrangement. That arrangement started back—I think it was 2016. When we look at what arrangements were put in place then, they are not the arrangements we would put in place now, because we have continued to learn as we work through. Any learnings that arise, we continue, whether it is government deciding to amend legislation or whether it is how we establish regimes to manage projects. We constantly evolve that.

Today, if we were setting up a governing body for that project, as indeed we are for a follow-on project, we would ensure that we have all of the key players engaged in the decision-making in relation to that project.

When that project was initiated, as was the practice at the time, the area that were responsible for the particular IT system were the ones who led that work. That was standard practice for an ICT project, and it still is in many places, but they were not the ones who had the policy responsibility for how that system would be used, nor indeed the operational responsibility for managing directorates using that system, and that was the gap in the information that was then available for decisions to be taken, but that was standard practice back in 2016-17 when that was initiated. That is not our practice any longer. Now we ensure that we have what I would call a business outcome owner also key in the decision-making.

**MS LEE:** When did that practice change?

**Ms Leigh:** That practice changed following the report by Mr Leeper that I commissioned because I was concerned about learning some lessons about how to structure the governance of a project to ensure we get the best outcome.

**THE CHAIR:** When was that?

**Ms Leigh:** I would need to take the date on notice, but it has been on the record in this committee before.

**MR STEEL:** The answer to the Member's question is as follows:

The Leeper Report is dated May 2023. It was one of several reviews commissioned to inform the ACTPS to undertake significant work on strengthening the approach to ICT Projects, project management and associated governance frameworks and guidance.

Approved for circulation to the Select Committee on Estimates 2024-2025

Signature:



Date:

1/8/24

By the Special Minister of State, Chris Steel MLA