



LEGISLATIVE ASSEMBLY

FOR THE AUSTRALIAN CAPITAL TERRITORY

QON No. 66B

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

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

Asked by MRS ELIZABETH KICKERT:

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:–

Questions 1 – 29 provided in **QON66A**

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

External consultants were contracted to support the following projects undertaken or completed in 2016-17:

1. the development of the Child and Youth Protection Services Collaboration Framework
2. the development of the Community Services Industry Strategy
3. Reconciliation Day
4. the Housing ACT Tenant Relocation Project
5. Office of the Senior Practitioner
6. the review of the *Working with Vulnerable People (background check) Act 2011*
7. Emergency Material and Financial Aid project

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.

Consultant	Purpose of Contract	Period of Contract	Selection Process Used	Amount Spent
Coolamon Advisors	<p><u>Child and Youth Protection Services Collaboration Framework and Service Charter</u></p> <p>In mid-2016, work commenced on a project to identify how Child and Youth Protection Services could continue to improve the way they work and collaborate with stakeholders to better support children, young people and their families.</p> <p>Coolamon Advisors was engaged to undertake this work and consulted extensively with stakeholders across the community services sector.</p> <p>The outcome of this consultation is informing the development of a collaboration framework to guide</p>	01/11/16 to 30/04/17	Select	\$51,300



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	Child and Youth Protection Services and community partners, and to monitor the quality of collaboration across the child protection service system.			
KPMG	<p><u>Community Services Industry Strategy</u> This ACT Community Services Industry Strategy Steering Group is a subcommittee of the Joint Community Government Reference Group (JCGRG). The purpose of the Steering Group is to monitor the implementation of the ACT Community Services Industry Strategy 2016-2026 and report progress to the JCGRG. The Steering Group engaged a consultant to undertake broad consultation with the community sector to develop the Strategy, which was released on 6 September 2016 (2016-17 year). The JCGRG agreed to develop three 3-year implementation plans for the Strategy. The first plan focuses on workforce capability.</p> <p>A variation to the above 2015-16 contract was undertaken so the consultant could facilitate further consultation with the community through a workshop held on 2 June 2017.</p> <p>Feedback from the workshop will be used to draft the workforce plan and the Steering Group will continue to engage with industry regarding progress against actions.</p>	<p>23/11/2015 to 30/06/2016</p> <p>2/06/2017 to 2/06/2017 (variation to contract)</p>	<p>Select Tender</p> <p>Single Select</p>	<p>\$143,710</p> <p>\$13,365</p>
Elton Consulting	<p><u>Reconciliation Day</u> Community consultation on a proposal to celebrate Reconciliation with a public holiday took place during June and July 2016 and included letters to key stakeholders seeking written submissions. Face-to-face engagement activities included a public forum, four focus groups and interviews with key stakeholders. On 4 July 2016, the Office for Aboriginal and Torres Strait Islander Affairs engaged Elton Consulting to undertake a series of focus groups, public meetings and stakeholder engagement on the proposed change to the public holidays for the Reconciliation Day celebration. Elton Consulting's report to the ACT Government revealed there was support for a Reconciliation Day public holiday.</p>	7/6/16 to 2/9/16	Select Tender	\$45,755
Elton Consulting	<p><u>Tenant Relocation Project</u> Elton Consulting was contracted to provide an</p>	30/05/16 to 29/05/20	Select Tender	\$98,648



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	<p>Evaluation report on the Public Housing Renewal program. The scope of works are inclusive of an interim Evaluation Report, Key findings and a final report.</p> <p>During the course of the Evaluation, Elton consulting carried out consultations with: Key stakeholders, Community Partners, Tenants and Housing ACT Business Units and Staff involved in the program.</p>			
JFA Purple Orange	<p><u>Office of Senior Practitioner</u></p> <p>In January 2017, a discussion paper was released by consultants JFA Purple Orange as the first phase of a broader consultation strategy. A range of accessibility options were available including a website, a phone line, general and targeted community consultations and finally, consultations with professional agencies which continued through to June 2017.</p> <p>Feedback from the community identified restrictive practices as an issue in the ACT and the clear expectation community members have of the benefits an OSP will bring. The report prepared as a result of community consultations will inform the establishment of OSP in the ACT.</p>	23/1/17 to 30/6/17	Select Tender	\$120,000
Nous Group	<p><u>Working with Vulnerable People (Background Checking) Act 2011</u></p> <p>The Community Services Directorate undertook a legislative review of the <i>Working with Vulnerable People (Background Checking) Act 2011</i> to determine whether the Act, and the scheme it establishes, is fit-for-purpose given the risks to vulnerable people it is intended to mitigate.</p> <p>The review involved extensive consultation with Government and community stakeholders between August and December 2016 through public consultations, targeted workshops and interviews, an online survey and written submissions to a discussion paper.</p> <p>A report on the legislative review and its findings was tabled in the Legislative Assembly in November 2017.</p>	12/06/16 to 18/10/16	Select Tender	\$98,725
University of New	<p><u>Emergency Material and Financial Aid Project</u></p> <p>The Community Services Directorate (CSD) led a</p>	19/12/16 to 19/04/17	Select Tender	\$59,400



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South Wales	<p>redesign process to better understand the effectiveness of Emergency Material and Financial Aid (EMFA) programs as well as the nature of poverty and emerging needs of people in the ACT.</p> <p>To inform the redesign process, CSD commissioned the UNSW to develop a research paper on emergency relief and to facilitate a community forum with stakeholders.</p>			
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Approved for circulation to the Standing Committee on Health, Ageing and Community Services

Signature:

Date:

31/1/18

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