



## **Jon Stanhope MLA**

### **CHIEF MINISTER**

ATTORNEY GENERAL MINISTER FOR THE ENVIRONMENT

MINISTER FOR ARTS, HERITAGE & INDIGENOUS AFFAIRS

MEMBER FOR GINNINDERRA

# **MEDIA RELEASE**

455/05

9 November 2005

## **TEAM TO REVIEW GOVERNMENT STRUCTURES, SPENDING**

Every area of government expenditure in the ACT would be put under the microscope over the coming months, as part of a broad-ranging functional review of government structures and programs, Chief Minister Jon Stanhope announced today.

“Four years after Labor came to power in the ACT, it is time to take stock, to get an objective analysis of whether resources are flowing smoothly to areas of highest priority and greatest community need,” Mr Stanhope said.

The review will be headed by the managing director of Actew Corporation, Michael Costello, who headed a similar, well-received review for the Government of Western Australia in 2002. Mr Costello will be assisted by former Australian Treasury officer Greg Smith, the Adjunct Professor of Economics and Social Policy at the Australian Catholic University.

“Australian governments are entering a new and challenging period,” Mr Stanhope said today. “Populations are ageing and demands on essential services like health are shifting. All governments need to periodically review their structures and programs, to see whether there might be better ways of addressing the core priorities, better ways of serving the community. And while governments are engaged in a constant process of internal review and minute realignment, every now and then it helps to have another perspective of the big picture, and of the detailed brushstrokes that make up that big picture.

“The first responsibility of any government is sound financial management, and this review will sharpen our capacity to deliver to all Canberrans the kind of world-class services to which they are accustomed, while ensuring that our systems are flexible enough and robust enough to accommodate change and meet unforeseen contingencies.”

Mr Stanhope said no area of government activity would be insulated from the review, and the scrutiny would drill right down to the level of individual programs. “We are keen to identify those areas where we are doing things right, where we are delivering to the people of Canberra effectively and efficiently,” he said. “But we also want to identify those areas where we could be doing better, where we need to concentrate greater resources or reduce red tape or improve our responsiveness.”

Mr Stanhope said the review would not replace regular expenditure review processes, but would provide a valuable perspective on government programs and structures.

He said Mr Costello brought considerable expertise and financial acumen to the review team. A former Deputy Managing Director of the Australian Stock Exchange and a former Director of both the Australian Trade Commission and the Export Finance Insurance Corporation, Mr Costello had been Secretary of both the Commonwealth Department of Foreign Affairs and Trade and the Commonwealth Department of Industrial Relations.

## **CABINET-IN-CONFIDENCE**

Mr Smith has conducted research on taxation policy for the Business Council of Australia and is on the board of the Australian Taxation Research Foundation. He is a former head of the Revenue Group in the Federal Treasury.

The Chief Executive of the Department of Economic Development, Shane Gilbert, has been transferred to provide assistance to the review team, Mr Stanhope said, a measure of the seriousness with which the Government regarded the review.

It is anticipated that the review team will present monthly progress reports to the Chief Minister and the Treasurer before presenting a final report to the ACT Cabinet in late March 2006.

The terms of reference for the review are attached.

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*Statement Ends*

**Media Contact:**

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***ACT Government***

Phone (02) 6205 0104

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COPY No. 20

# **TERMS OF REFERENCE**

COPY No. 25

# **STRATEGIC AND FUNCTIONAL REVIEW OF THE ACT PUBLIC SECTOR AND SERVICES TERMS OF REFERENCE**

Sound management requires that all government administrative arrangements and programs be reviewed periodically, to ensure that they are effectively meeting their objectives. This also helps ensure that expenditure is targeted at high priority needs, and the budget is balanced over time.

As the Government approaches its fifth anniversary in 2006, it is timely to conduct a full strategic and functional review of the ACT Public Sector and services to review the efficiency and effectiveness of major programs. The Government has appointed Mr Michael Costello as the expert reviewer to undertake the review.

## **Terms of reference**

Having regard to agreed Government priorities the Strategic and Functional Review will:

1. review the outlook for the ACT budget and identify the major medium term fiscal risks;
2. undertake a high level benchmarking of government expenditure in the ACT relative to other jurisdictions in Australia, drawing on available data (including data published by the Commonwealth Grants Commission and the Steering Committee for the Review of Government Service Provision);
3. consider all major areas of government expenditure and identify programs that could be delivered more efficiently or could be scaled back to more effectively meet whole of government objectives;
4. identify options to improve efficiency through more effective structures for government operations; and
5. make recommendations on specific options for reducing expenditures or increasing non-taxation revenues.

Mr Michael Costello as the expert reviewer will be supported by an ACT Government secretariat. A Cabinet-in-Confidence report will be provided to Cabinet to allow recommendations from the review to be considered in the 2006-07 Budget process.

**LETTER FROM THE  
CHIEF MINISTER TO  
MINISTERS**

COPY No. 25



## Jon Stanhope MLA

CHIEF MINISTER

ATTORNEY GENERAL MINISTER FOR THE ENVIRONMENT

MINISTER FOR ARTS, HERITAGE & INDIGENOUS AFFAIRS

MEMBER FOR GINNINDERRA

«Title» «FirstName» «LastName» MLA

«MinisterialTitle1»

«MinisterialTitle2»

«MinisterialTitle3»

«MinisterialTitle4»

«MinisterialTitle5»

«Address1»

«Address2»

«City» «State» «PostalCode»

Dear Minister

I am writing to you in relation to the *Strategic and Functional Review of the ACT Public Sector and Services*, agreed by Cabinet recently and which I announced on 9 November 2005.

The Review is to be lead by Mr Michael Costello, with Mr Greg Smith as the second member of the review panel. Both the reviewers have extensive experience in public policy, resource allocation and public sector reform.

The Review will provide a valuable assessment as to whether resources are flowing to our highest priorities and in the most effective way. It will also provide an objective analysis of the Territory's financial performance and capacity for moving forward and meeting future challenges, such as the changing demographic environment in the ACT.

Our Government is committed to providing high quality services which meet the legitimate expectations of the community. If we are to do this, we must first and foremost maintain rigorous, high quality economic and fiscal management. We need to ensure that our resources are focussed on priority areas such as health and education, but that even within those priority areas, we deliver services in the most efficient and effective way.

For the ACT, the Review provides a timely opportunity to assess all programs, including those carried over from earlier times. The Review will also assess the machinery of government, management framework and structures, and key policy development and decision-making processes. The way the public service undertakes its business is also to be analysed.

## CABINET-IN-CONFIDENCE

None of this will be easy. Our already narrow revenue base is coming under increasing pressure as activity in the property market has slowed and in the face of a Commonwealth government that is markedly ungenerous to the ACT.

This will require of us difficult choices. We will often have to choose not just between a valuable program and an out-dated program, but between a valuable program and another worthwhile program that is of lesser priority. But I am determined, as I know are you all, that the Territory's economic management and financial resources are on a strong footing with the resilience to meet changing demand for services.

The timing for the Review is tight, with its report due in early April 2006, to allow recommendations to be incorporated into the 2006-07 Budget. Mr Costello is writing to all Chief Executives seeking full co-operation of their departments and associated bodies, and seeking essential data and other information to allow the Review to effectively undertake its task.

Given the Government's high priority for the Review, I am seeking your assistance in helping to define your portfolio priorities and ensuring that your agencies provide the maximum assistance to the Reviewers. The Review panel will consult closely with you and your agencies throughout its work

With your support, I am confident that the Review will prove invaluable to the Government in ensuring that together we continue to build a strong and sustainable future for the Territory.

Yours sincerely



Jon Stanhope MLA  
Chief Minister

6 DEC 2005

**LETTER FROM THE  
CHIEF MINISTER TO  
THE REVIEW  
CHAIRMAN**

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COPY No. 25





**Jon Stanhope** MLA

CHIEF MINISTER

ATTORNEY GENERAL MINISTER FOR THE ENVIRONMENT  
MINISTER FOR ARTS, HERITAGE & INDIGENOUS AFFAIRS

MEMBER FOR GINNINDERRA

Mr Michael Costello  
Managing Director  
ACTEW Corporation Limited  
GPO Box 366  
CANBERRA CITY ACT 2601

Dear Mr Costello

**Strategic and Functional Review of the ACT Public Sector and Services**

I am writing to confirm the Government's decision to undertake a broad Strategic and Functional Review of the ACT Public Sector and services, and to formally welcome your agreement to lead the review.

I understand that the ACTEW Board has agreed to your role in undertaking the review in addition to your existing responsibilities.

In summary, it is proposed that the review will address the outlook for the ACT and will include a high-level benchmarking of government expenditure, consider the effectiveness of government policies and programs and assess the structure of government operations.

The Government has agreed to the Terms of Reference for the review and these are provided at **Attachment A**.

To assist with the review and to ensure appropriate resources are provided, a dedicated secretariat function will be provided by the ACT Government.

As you are aware, the Government has also agreed to appoint Mr Greg Smith to the review team.

Once again, I very much welcome your agreement to lead this important review.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Jon Stanhope'.

Jon Stanhope MLA  
Chief Minister

30 NOV 2005

# **ADDITIONAL TERM OF REFERENCE**

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**CABINET-IN-CONFIDENCE**

**CABINET-IN-CONFIDENCE**



**Jon Stanhope** MLA

CHIEF MINISTER

ATTORNEY GENERAL MINISTER FOR THE ENVIRONMENT

MINISTER FOR ARTS, HERITAGE & INDIGENOUS AFFAIRS

MEMBER FOR GINNINDERRA

Mr Michael Costello  
Chair  
Strategic and Functional Review  
GPO Box 158  
CANBERRA ACT 2601

Dear Mr Costello

Further to our meeting on 17 March 2006, I am writing to request the Strategic and Functional Review ("the Review") to consider an additional term of reference.

The terms of reference for the Review require the Review inter alia to make recommendations on specific options relating to non-taxation revenues.

However, as discussed at our meeting, I would find it beneficial if the Review could report more broadly on revenue matters. Accordingly, I have agreed to expand the terms of reference to incorporate an additional item:

"6. investigate and report on options in relation to taxation revenues."

I would be grateful if the Review could address this additional matter in its report to Cabinet.

Yours sincerely

Jon Stanhope MLA  
Chief Minister

22 MAR 2006

ACT LEGISLATIVE ASSEMBLY

London Circuit, Canberra ACT 2601 GPO Box 1020, Canberra ACT 2601

Phone (02) 6205 0104 Fax (02) 6205 0433

**CABINET-IN-CONFIDENCE**



**SCHEDULE OF  
REVIEW MEETINGS  
WITH MINISTERS**

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COPY No. 25

**MINISTER'S MEETINGS**

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<b>Date</b>	<b>Meeting / Agency</b>	<b>Attendee</b>
<b>17 November 05</b>	Chief Minister (Preliminary Reviewers Meeting)	Jon Stanhope MLA
<b>12 December 05</b>	Chief Minister, Attorney General, Minister for the Environment, Minister for Arts, Heritage and Indigenous Affairs with the Minister for Education and Training, Children, Youth and Family Support, Minister for Women, Minister for Industrial Relations to discuss Education	Jon Stanhope MLA  Katy Gallagher MLA
<b>16 December 05</b>	Minister of Health, Minister for Planning - Functional Review	Simon Corbell MLA
<b>20 December 05</b>	Minister for Urban Services, Minister for Disability, Housing and Community Services, Minister for Police and Emergency Services-	John Hargreaves MLA
<b>10 January 06</b>	Deputy Chief Minister, Treasurer, Minister for Economic Development Business and Tourism, Minister for Sport, Gaming and Racing	Ted Quinlan MLA
<b>3 February 06</b>	Functional Review Chief Minister's Update	Jon Stanhope MLA
<b>21 February 06</b>	Functional Review – Emergency Services Authority	John Hargreaves MLA
<b>21 February 06</b>	Update on Issues	Simon Corbell MLA
<b>21 February 06</b>	Functional Review Chief Minister's Update	Jon Stanhope MLA
<b>28 February 06</b>	Minister for Education	Katy Gallagher MLA
<b>17 March 06</b>	Functional Review Chief Minister's Update	Jon Stanhope MLA
<b>23 March 06</b>	Ministerial Planning Day	Review Committee Attendance & Presentation
<b>24 March 06</b>	Minister for Health and Planning	Simon Corbell MLA
<b>3 April 06</b>	Functional Review Chief Minister's Update	Jon Stanhope MLA

**LETTER FROM  
REVIEW CHAIRMAN  
TO ALL AGENCIES**

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COPY No. 25



## FUNCTIONAL REVIEW OF THE ACT GOVERNMENT BUDGET AND SERVICES

CABINET-IN-CONFIDENCE

Mr Mike Harris  
Chief Executive  
Chief Ministers Department

Dr Paul Grimes  
Chief Executive  
Department of Treasury

Mr Mike Zissler  
Chief Executive  
Department of Urban Services

Dr Tony Sherbon  
Chief Executive  
ACT Health

Ms Elizabeth Kelly  
A/g Chief Executive  
Department of Justice and Community  
Safety

Ms Sandra Lambert  
Chief Executive  
Department of Disability, Housing and  
Community Services

Dr Michele Bruniges  
Chief Executive  
Department of Education and Training

Mr Neil Savery  
Chief Planning Executive  
ACT Planning and Land Authority

Mr Lincoln Hawkins  
A/g Chief Executive  
Department of Economic Development

Mr Peter Dunn  
Commissioner  
Emergency Services Authority

Mr Peter Veenker  
Chief Executive  
Canberra Institute of Technology

Ms Anne Skewes  
Chief Executive Officer  
Land Development Agency

Dear Chief Executive

### FUNCTIONAL REVIEW OF THE ACT GOVERNMENT BUDGET AND SERVICES

You will be aware that on 9 November 2005 the Chief Minister announced a broad ranging *Functional Review of the ACT Government Budget and Services*. A copy of the media release and terms of reference are attached.

In announcing the review, the Chief Minister said that “it is time to get an objective analysis of whether resources are flowing smoothly to areas of highest priority and greatest community need”. The Chief Minister also stressed the need to achieve this in an environment of sound financial management.

I have been asked to lead the Review, with the assistance of Mr Greg Smith, formerly a Deputy Secretary in the Commonwealth Treasury responsible in recent years for budget and revenue policies.

## **CABINET-IN-CONFIDENCE**

The task is to support the Government's commitment to quality services to the community into the longer-term, including in health and education, and to ensure that resources are efficiently and effectively directed to the Government's key priorities in a long-term and continuing basis. This involves making sure that public sector activities are consistent and aligned with Government priorities, as well as ensuring that service delivery is as cost effective as possible.

As you know, the list of good things governments can do is endless but the resources available to do them are limited. Thus the choices a government has to make more often are not between good and outdated activities, but between activities that are all good and beneficial in some degree.

The Review is not limited in scope, and all areas of administration, structure, management and service delivery are open for consideration. The Review will consider the machinery of government, management framework and structures, key policy development and decision-making processes, and organisational structures and frameworks in place for delivering outcomes.

The Chief Minister has stressed that the Review has very high priority. Accordingly I seek your personal cooperation in its conduct and in the timely provision of information as set out below.

### **Portfolio Priorities**

Within each portfolio, there needs to be a clear sense of Government priorities. This requires a detailed explanation of outputs, at a sufficient level of detail, to inform choices between alternative activities. On this basis, I request that a list of detailed priorities signed off by both you and your Minister be prepared and submitted to the Review to ensure the panel and Government have a clear awareness of each portfolio's highest priorities and areas of greatest need.

In providing this information, I suggest the focus should be on a limited number of key priorities for your Department, and major expectations from your Minister. The Review will not be assisted by an indiscriminate listing - genuine choice has to be available. As I mentioned earlier, the Review will need to recommend to the Government choices between activities, all of which may be worthwhile.

This information is required to be provided to the Secretariat by ***Monday 19 December 2005.***

### **Review Process and Data Requirements**

As you may be aware from the attached terms of reference, the key areas outlined for review include:

- the budget outlook and fiscal risks;
- all areas of government expenditures by agency (including benchmarking);
- the structure and operations of the government; and
- options for reducing expenditure and/or increasing non-taxation revenues.



## **CABINET-IN-CONFIDENCE**

The review team faces a formidable task that must be completed in extraordinarily short timeframes. The objective is to have the bulk of the data collection and analysis work completed by January 2006. While it is our responsibility to make judgements and recommendations to the Government, the quality and accuracy of our work depends heavily on the quality, relevance, accuracy and timeliness of the data and other assistance we are requesting of each agency (see below).

The Government has confirmed that this is to be a review of the entire ACT public sector and not just the 12 Departments and Authorities to which this letter is addressed. Our work is clearly intended to encompass all agencies, including statutory authorities. It would be appreciated if you would forward this request to all other agencies and relevant areas within your portfolio grouping (with the exception of Territory Owned Corporations, which will be contacted separately), and ask them to forward their responses direct to the Secretariat.

### **Outputs and Activities**

Ultimately, the ownership of the data, and responsibility for advice and knowledge of the services provided to the Review is with each agency. The quality of the information provided will be reflected in the final report and outcomes.

That said, the review team would like to drill down below the broad information available from budget and annual reporting documentation, so we can identify:

- what exactly does your agency do in detail, i.e., what activities are undertaken to support your outputs and outcomes? For this you should differentiate front line services to the community, the ancillary services component of front line services, corporate services and executive and policy services.
- why does the agency undertake a particular activity, i.e., what particular needs does it meet and who benefits?
- the priority explicitly attached to the activities by the Government.
- how much does each activity cost, what revenues are received from the activity and what staffing (FTE) resources, and/or consultancies are utilised in carrying out the activity?

A proforma data request (attached) has been prepared to identify what is needed from each agency in a manner that can address each of these points, however, any additional information that may further assist in the assessment and analysis of this information, such as the following, would be very welcome:

- what benchmarks do you use to measure performance, how were these benchmarks derived, and do these activities rank with Government priorities?
- what has been done to assure that the activities are the most cost-effective means available to achieve intended outcomes?

I stress again that your personal contribution to the provision of information in the proforma is necessary if we are to work with the highest quality information that might be available.

This information and data request is required to be provided to the Secretariat by **Monday 16 January 2006**.

**Non Taxation Revenues**

The Terms of Reference for the Review requires assessment and analysis of all non-taxation revenues and options for new sources of revenues.

To assist the Review, information on all non-taxation revenues collected by your agency is sought, as well as assessment of the cost effectiveness of achieving these revenues.

Your advice on additional non-tax revenue opportunities would also be helpful, as well as any other suggestions for consolidating and/or expanding the Territory's revenue base.

This information, where applicable, is required to be provided to the Secretariat by ***Monday 16 January 2006***.

**Asset Management**

An important aspect of the review is the balance sheet operations of agencies including asset management policies and practices, investment and cash management issues.

For this exercise the Review requires information on the nature of the assets that your agency has or controls and the uses to which those assets are put (for instance, how they contribute to the agency's outcome/outputs). Information is also sought on current asset management plans for various categories of assets held or administered by your agency. Attached is a proforma for providing this information.

Given the significant amount of information being sought on the activity and recurrent operations of each agency, we understand that the balance sheet and asset management information of agencies may not be immediately available and request that this information be provided to the Secretariat by ***Monday 16 January 2006***.

**Co-Existing Reviews**

We appreciate that the business of government is premised on continuous change and understand that much work may have already been done within agencies in the past, and/or may be presently in train. In undertaking our work, it will be important that we have a full understanding of all the reviews, reforms and other structural changes previously completed, or currently in train. Of particular interest will be advice on those reviews generated through the life of the current Government and the status of those reviews in terms of implementation. It would be appreciated if any information or available reports can be provided to the Secretariat.

This information, where applicable, is required to be provided to the Secretariat by ***Monday 19 December 2005***.

**Forums and Committees**

Of special interest to the Review is the range of consultative mechanisms across the Government, and with the community. This includes all consultative forums, management planning and co-ordination committees, inter-departmental committees, and community forums etc. It will be important for the Review to understand the lead

agency, level of representations, their occurrence, governance arrangements, the costs involved and the benefits to meeting government priorities.

This information, where applicable, is required to be provided to the Secretariat by ***Monday 19 December 2005.***

### **Opportunities for Input**

In commencing our work, we are also keen to have your views and suggestions on critical options and opportunities that exist across your portfolio, and for the service as a whole. It will be most helpful if you could critically assess your operations and bring forward any opportunities that you consider worthwhile to be pursued.

The Review is to be discussed at the next Ministerial Advisory Group (MAG) meeting, scheduled for 28 November 2005. In the meantime, Mr Greg Smith and I will also arrange to meet with you to outline the Review's approach and our requirements.

### **Public Submissions and Consultation**

As part of the Review, we will seek public input to the issues within the Terms of Reference. Given the tight timeframes public comment is expected to be sought in December 2005 / January 2006. Further advice will be provided to you and your agency as these arrangements are firmed-up and advertised in *The Canberra Times* and other publicity sources.

### **Timing**

The timing of the Review is tight, with a final report to the Government in early April 2006. The Government gives this Review high priority, and I am seeking full co-operation to the Reviewers and Secretariat by all executives and managers across your portfolio, and associated bodies.

### **Contact with Agencies**

The Review Secretariat comprises Treasury officers, and agency seconded senior executives.

In moving forward, the Secretariat will contact your department (through the agency representatives on the Review where available) and seek advice, information and data as required. The Secretariat will also assist to settle any difficulties in respect of data requests.

All information can be provided by either:

- Electronic email to: [functionalreview@act.gov.au](mailto:functionalreview@act.gov.au)
- Mail or courier to: Attention: Khalid Ahmed  
Functional Review Secretariat  
Level 3  
Canberra Nara Centre  
GPO Box 158  
CANBERRA ACT 2601

**CABINET-IN-CONFIDENCE**

Where possible it would be appreciated if material could be provided via electronic mail.

I would be happy to meet and discuss the work required, and I thank you in anticipation of the receipt of information from your agency. The Review Panel proposes to maintain active consultation with you at all stages of the Review and looks forward to a continuing effective engagement with your agency.

Yours sincerely



Michael Costello  
Chair  
ACT Government Functional Review

28 November 2005

cc. All territory authorities

COPY No. 25

**SUMMARY OF INFORMATION REQUESTED FROM AGENCIES**

<b>Information Requested</b>	<b>Date Information Required</b>
Portfolio Priorities	19 December 2005
Co-Existing Reviews	19 December 2005
Forums and Committees	19 December 2005
Community Grants Information	13 January 2006
Activities and Output Data	16 January 2006
Non-Taxation Revenues and Options	16 January 2006
Asset Management Information	16 January 2006
Service Agreements and Sub Sector Funding Plans	25 January 2006
Shared Services (Corporate Support) Information on Facilities Management, Financial Services and Human Resource Services time allocation	25 January 2006
Legal Services	1 February 2006
Information on Legal Service Costs	
Aboriginal and Torres Strait Islander Programs and Policies	10 February 2006
Shared Services (Corporate Support) – Additional Information regarding Financial, Human Resources and Fleet activity levels including copies of invoices for advertisements and stationery items	20 February 2006
Regulatory Function – details of regulated Acts and operational units, Regulatory Activity and Processes	20 February 2006

Additionally, some agencies provided specific information as requested by the review.

**ADVERTISEMENT  
CALLING FOR PUBLIC  
SUBMISSIONS**

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COPY No. 25



**ACT Government**

## **Strategic and Functional Review of the ACT Public Sector and Services**

### **Invitation to make Submissions**

Members of the public, unions, community and business organisations are invited to make submissions to the Strategic and Functional Review of the ACT Public Sector and Services (the Review).

The key aim of the Review is to assess the appropriateness, effectiveness and efficiency of services delivered to the people of the ACT and the structures and funding to support those services.

Broadly, having regard to key Government priorities, the Review will

1. review the outlook for the ACT budget and major medium term fiscal risks;
2. undertake a high level benchmarking of government expenditure in the ACT relative to other jurisdictions in Australia;
3. consider all major areas of government expenditure and also consider the efficient and effective delivery of programs;
4. assess the structures of government operations; and
5. identify options for reducing expenditures or increasing non-taxation revenues.

The Review team will report to Government in April 2006.

Submissions should address the broad areas outlined above. The Chief Minister's media release and detailed terms of reference can be found at [www.chiefminister.act.gov.au](http://www.chiefminister.act.gov.au)

**The closing date** for submissions is Friday 17 February 2006.

Submissions can be provided by either:

**Email to:** [functional\\_review@act.gov.au](mailto:functional_review@act.gov.au)

**Mail or courier to:** Executive Director  
Strategic and Functional Review Secretariat  
Level 3 - Canberra Nara Centre  
GPO Box 158  
CANBERRA ACT 2601

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# **SUMMARY OF PUBLIC SUBMISSIONS**

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COPY No. 25



## CABINET-IN-CONFIDENCE

No.	Public Submission Received From	Key Issues	Date Submission Received
1.	Dr Chris Aulich Associate Professor & Director Centre for Research in Public Sector Management University of Canberra	Government Structure	31 January 2006
2.	Professor Roger Wettenhall Visiting Professor Centre for Research in Public Sector Management University of Canberra	Government Structure	3 February 2006
3.	Infrastructure Partnerships Australia Director - Public Affairs	PPP Opportunities in the delivery of Government Services or Infrastructure	1 February 2006
4.	Something Ventured Pty Ltd (Business Facilitators CanBAS) Director	Business Services Delivery and Arrangements	2 February 2006
5.	Australian Education Union Branch Secretary	Provision of documents relating to: performance, funding, school size, and teacher remuneration	17 February 2006
6.	Rhodium Asset Solutions Chief Executive Officer	Business Considerations for the future of Rhodium Asset Solutions	February 2006
7.	Canberra Taxi Proprietors Association Limited Chairman	Need for a Transport Advisory Committee	17 February 2006
8.	ASF Limited Executive Director	Maintenance of ASF Grant Funding	17 February 2006
9.	ACTSport Chief Executive Officer	Cohesion and Synergy between the Sport & Recreation Industry and Government	17 February 2006
10.	YMCA of Canberra Older Adult Program Manager	ACT Government Grant System	17 February 2006
11.	City Heart Canberra President Canberra City Heart Business Association Inc.	- Area Benefit Levy - Ministerial Portfolios - Infrastructure Bonds to financial capital works	17 February 2006
12.	Citizens Advice Bureau Manager	Centralisation and outsourcing of Government Directory and Information Management functions	17 February 2006
13.	Tourism Industry Council (ACT & Region) Executive Director	Tourism and Events Issues	17 February 2006
14.	COTA (ACT) Policy Officer Hughes Community Centre	Range of suggestions regarding health and aged care, housing, accommodation and community services	17 February 2006
15.	ACTCOSS Director	- Role of Government - Government Fiscal Policy - Community Sector Service Delivery - Capacity and Viability of the Community Sector	17 February 2006

## CABINET-IN-CONFIDENCE

No.	Public Submission Received From	Key Issues	Date Submission Received
16.	Canberra Business Council Executive Director	<ul style="list-style-type: none"> <li>- Economic Growth</li> <li>- Territory Owned Assets</li> <li>- Land Development and Planning</li> <li>- Business Programs</li> <li>- Tourism</li> <li>- Capital Infrastructure</li> <li>- Capital Works &amp; Procurement</li> <li>- Education</li> <li>- Public Sector Size</li> <li>- The Region</li> </ul>	17 February 2006
17.	Conservation Council of the Southern Region and Canberra	<ul style="list-style-type: none"> <li>- No savings be applied to Environment</li> <li>- Community Sector partnership</li> <li>- Environmental revenue options and cost savings</li> <li>- Tourism Duplication</li> </ul>	19 February 2006
18.	Canberra Institute Director	Government Structure	20 February 2006
19.	Property Council of Australia Catherine Cater ACT Executive Director	Suggestions for cost efficiencies (planning and land) Government Structure	22 February 2006
20.	ACT Human Rights and Discrimination Commissioner Dr Helen Watchirs	Functions & Legislative requirements of Commission and options for savings	14 February 2006
21.	Community and Health Services Complaints Commissioner Roxanne Shaw	Functions & legislative requirements of Commission and options for savings	17 February 2006
22.	Office of the Small Business Commissioner Dr Michael Schaper Small Business Commissioner	Activities and role of the Commission	7 February 2006
23.	Elections ACT ACT Electoral Commission	Functions & legislative requirements of Commission and options for savings or alternative governance arrangements	10 February 2006
24.	Australian Hotels Association	Tourism related funding and expenditure increased	18 February 2006
25.	Brian H Roberts	<ul style="list-style-type: none"> <li>- Centralised E Document Library</li> <li>- In-house Research Institute &amp; Strategic Thinkers</li> <li>- WofG Education and Professional Development Fund</li> </ul>	6 March 2006

# **COMMUNITY AND INDUSTRY FORUMS AND MEETINGS**

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COPY No. 25

**REVIEW FORUMS AND MEETINGS WITH THE PUBLIC**

<b>13 January 06</b>	Business and Industry	<ul style="list-style-type: none"><li>- Canberra Business Council</li><li>- ACT and Region Chamber of Commerce and Industry</li><li>- Property Council of the ACT</li><li>- Master Builders Association of the ACT</li><li>- Housing Industry Association ACT</li></ul>
<b>17 January 06</b>	Unions	<ul style="list-style-type: none"><li>- Unions ACT</li><li>- CPSU</li><li>- Australian Nursing Federation</li><li>- Australian Education Union</li></ul>
<b>20 January 06</b>	Peak Community Groups	<ul style="list-style-type: none"><li>- ACTCOSS</li><li>- ACROD ACT Division</li><li>- Conservation Council of the South East Region and Canberra</li></ul>
<b>3 February 06</b>	Commissioners	<ul style="list-style-type: none"><li>- Small Business Commissioner</li><li>- Health Services Commissioner</li><li>- Commissioner for the Environment</li><li>- Electoral Commissioner</li><li>- ACT Human Rights and Discrimination Commissioner</li></ul>
<b>28 February 06</b>	Canberra Tourism Board	Chair Canberra Tourism Board
<b>24 March 06</b>	actsport – Joan Perry	Chief Executive Officer – actsport
<b>24 March 06</b>	Professor Ian Chubb	Australian National University (ANU)

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# MEETINGS AND INTERVIEWS

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## **CHIEF EXECUTIVE MEETINGS**

<b>Date</b>	<b>Meeting / Agency</b>	<b>Attendee<sup>1</sup></b>
29 November 05	Initial Review Meeting with the Chief Minister's Department	Chief Executive – Chief Minister's Department
29 November 05	Initial Review Meeting with the Department of Treasury	Chief Executive – Department of Treasury
5 December 05	Initial Review Meeting with the Department of Justice and Community Safety	Acting Chief Executive – Justice and Community Safety
7 December 05	Initial Review Meeting with ACT Health	Chief Executive – ACT Health
9 December 05	Initial Review Meeting with the Department Education and Training	Chief Executive – Education and Training
12 December 05	Initial Review Meeting with the Emergency Services Authority	Commissioner – ESA
12 December 05	Initial Review Meeting with the Department of Urban Services	Chief Executive – Urban Services
12 December 05	Initial Review Meeting with the ACT Planning and Land Authority	Chief Executive – ACTPLA
13 December 05	Initial Review Meeting with the Land Development Agency	Chief Executive Officer- LDA
13 December 05	Initial Review Meeting with the Canberra Institute of Technology	Chief Executive Officer- CIT
14 December 05	Initial Review Meeting with the Department of Economic Development	Chief Executive – Economic Development
19 December 05	Initial Review Meeting with the Department of Disability, Housing and Community Services	Chief Executive – Disability, Housing and Community Safety Services
18 January 06	Follow up meeting with Disability, Housing and Community Services	Chief Executive – Disability, Housing and Community Safety Services
19 January 06	Initial Meeting with Department of Justice and Community Safety	Deputy Chief Executive – Justice and Community Safety
25 January 06	Initial Meeting with Cultural Facilities Corporation	Chief Executive Officer – Cultural Facilities Corporation
25 January 06	Disability, Housing and Community Services – Further discussions	Chief Executive – Disability, Housing and Community Services
1 February 06	Education Package Discussion	Chief Executive - Education and Training
1 February 06	Initial Review Meeting with ACTION	Chief Executive Officer - ACTION
3 February 06	Justice and Community Safety	Chief Executive – Justice and Community Safety
8 February 06	Review and Ambulance Pricing Issues	Chief Executive Officer – ICRC
8 February 06	Functional Review Meeting and Discussion	Chief Executives of CMD and Treasury
20 February 06	Disability, Housing and Community Services – Structure discussions	Chief Executive – Disability, Housing and Community Services
20 February 06	Initial Meeting with Auditor General	Auditor General
23 February 06	ACT Health – Growth Issues	Chief Executive – ACT Health
24 February 06	Strategic Asset Management and Infrastructure Matters – Presentation	Chief Executive – Urban Services

<sup>1</sup> Agency Chief Executive's may have invited other attendees at their discretion.

## **CABINET-IN-CONFIDENCE**

<b>Date</b>	<b>Meeting / Agency</b>	<b>Attendee<sup>1</sup></b>
	from Department of Urban Services	
<b>24 February 06</b>	Arts, Heritage and Environment	Executive Director - Environment
<b>24 February 06</b>	Department of Economic Development	Chief Executive – Economic Development
<b>24 February 06</b>	Discussion on Shared Services with Department of Urban Services	Chief Executive – Urban Services
<b>9 March 06</b>	Discuss Shared Services with Department of Treasury	Chief Executive - Treasury
<b>24 March 06</b>	ACT Health – Expenditure Growth Issues	Chief Executive – ACT Health
<b>24 March 06</b>	Land Development Agency	Chief Executive Officer and Chairman – LDA
<b>27 March 06</b>	Department of Education and Training	Chief Executive – Education and Training
<b>30 March 06</b>	ACT Planning and Land Authority	Chief Executive – ACTPLA
<b>31 March 06</b>	ACTION Authority	Acting Chief Executive Officer – ACTION
<b>31 March 06</b>	Emergency Services Authority	Commissioner - ESA
<b>31 March 06</b>	Department of Education and Training	A/g Chief Executive – Education and Training
<b>31 March 06</b>	Department of Economic Development	Chief Executive – DED

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<b>CONSULTANT</b>	<b>AREA OF EXPERTISE</b>
Professor Richard Teece The University of Melbourne Department of Education Policy and Management	Education
Professor Gerald Burke Of (Monash University) Dr Chris Selby-Smith	ACER Centre for the Economic and Education and Training (CEET)
Dr Ken Rowe Dr Phillip McKenzie	ACER – Australian Council for Educational Research
Clem Doherty and Terry Hillsberg	Machinery of Government
John Langoulant	Extensive Public Sector Management including WA Functional Review and Procurement Reforms
Alan Bansemer and Bernie McKay	Health
Prudence Ford	WA Functional Review including Implementation of WA Shared Service Arrangements
Ian Thomson	Professional Accounting Services
Jack Radik - Valuesourcing	Information Technology
Price Waterhouse Coopers	Independent Assessment of Rhodium Asset Solutions
<b>EXPERT ADVICE</b>	
Professor Mick Reid	Health
EG Property Group	Planning and Land Development
Jim Soorley / ABNAMro	Public Private Partnerships (PPP)
Jim Soorley / UCMS Capita	Shared Service Arrangements

**ABBREVIATIONS  
AND ACRONYMS  
USED IN THE  
REPORT**

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## **ABBREVIATIONS AND ACRONYMS**

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ABS	Australian Bureau of Statistics
ACCC	Australian Competition and Consumer Commission
ACROD	The disability service providers' national peak body (ACT division)
ACTAS	ACT Academy of Sport
ACTAWE	ACT Average Weekly Earnings
ACTC	Australian Capital Tourism Corporation
ACTCOSS	ACT Council of Social Service
ACTEW	ACT Electricity and Water Corporation
ACTG&R	ACT Gambling and Racing Commission
ACTIA	ACT Insurance Authority
ACTITAA	ACT Industry Training Advisory Association
ACTPLA	ACT Planning and Land Authority
ACTPS	ACT Public Service
AEP	Alternative Education Program
AEU	Australian Education Union
AFP	Australian Federal Police
ACHAs	Australian Health Care Agreements
AHURI	Australian Housing and Urban Research Institute
AIE	Academy of Interactive Entertainment
ANAO	Australian National Audit Office
ANTA	Australian National Training Authority
ANTS	A New Tax System
ACVL	Australian Capital Ventures Ltd
ANU	Australian National University
ATO	Australian Taxation Office
ATSI	Aboriginal and Torres Strait Islander
AUV	Average Unimproved Land Value
AWE	Average Weekly Earnings
AWOTE	Average Weekly Ordinary Time Earnings
CBC	Canberra Business Council
CCSERC	Conservation Council of the South-East Region and Canberra
CEO	Chief Executive Officer
CFC	Cultural Facilities Corporation
CFU	Central Financing Unit
CGC	Commonwealth Grants Commission
CHC	Community Housing Canberra
CHRIS21	Human Resources System Solution Project
CIT	Canberra Institute of Technology
CMD	Chief Minister's Department
COAG	Council of Australian Governments
COTA	Council On The Ageing
CPA	Competition Principles agreement
CPDG	Capital Planning and Development Group
CPI	Consumer Price Index
CSHA	Commonwealth State Housing Agreement
CSS	Commonwealth Superannuation Scheme
CSO	Community Service Obligations

## CABINET-IN-CONFIDENCE

CSTDA	Commonwealth State/Territory Disability Agreement
CUPP	Canberra Urban Parks and Places
CYFS	Children's, Youth and Family Services
DED	Department of Economic Development
DET	Department of Education and Training
DHCS	Disability, Housing and Community Services
DPP	Director of Public Prosecutions
DRG	Diagnostic Related Group
DUS	Department of Urban Services
DT	Department of Treasury
EBA	Enterprise Bargaining Agreement
EBT	Expense(s) on Behalf of the Territory
EDMS	Electronic Document Management System
EEO	Equal Employment Opportunity
EPIC	Exhibition Park In Canberra
ERC	Expenditure Review Committee
ESA	Emergency Services Authority
ESD	Electronic Service Delivery
FHOG	First Home Owner Grant Scheme
FMA	<i>Financial Management Act 1996</i>
FOI	Freedom of Information
FTE	Full-time Equivalent (in relation to staff positions)
GAAP	Generally Accepted Accounting Principles
GBEMU	Government Business Enterprise Monitoring Unit
GDP	Gross Domestic Product
GFS	Government Finance Statistics
GGG	General Government Sector
GMA	Guaranteed Minimum Amount
GPO	Government Payment for Output
GPs	General Practitioners
GSP	Gross State Product
GSO	Government Solicitor's Office
GST	Goods and Services Tax
HACC	Home and Community Care
HBSC	Home Buyer Concession Scheme
HFE	Horizontal Fiscal Equalisation
HRMS	Human Resource Management System
ICRC	Independent Competition and Regulatory Commission
ICT	Information and Communications Technology
IDMS	Integrated Document Management System
IEC	Introductory English Centres
IGA	Intergovernmental Agreement on the Reform of Commonwealth-State Financial Relations
IMF	International Monetary Fund
InTACT	Information Technology in the ACT
IR	Industrial Relations
IT	Information Technology
JACS	Justice and Community Safety
LAMS	Legislative Assembly Ministerial Staff
LCA	Loan Council Allocation

## CABINET-IN-CONFIDENCE

LCM	Little Company of Mary
LDA	Land Development Agency
LHS	Left Hand Side
MAP	Management Assessment Panel
MBA	Master Builders Association
MNW	Minor New Works
MYEFO	Mid-Year Economic and Fiscal Outlook
NCA	National Capital Authority
NCC	National Competition Council
NGO	Non-Government Organisation
NHCDC	National Hospital Cost Data Collection
OBDT	Office of Business Development and Tourism
OCYFS	Office of Children, Youth and Family Services
OECD	Organisation for Economic Co-operation and Development
OGF	Oracle Government Financials
OH&S	Occupational Health and Safety
OSPA	Office of Strategy and Public Administration
PAFA	Purchasing and Funding Agreement
PCB	Project Concept Brief
PHIAC	Private Health Insurance Administration Council
PRHP	Public Rental Housing Program
PSS	Public Sector Superannuation Scheme
PSSAP	Public Sector Superannuation Accumulation Plan
PTE	Public Trading Enterprise
RGO	Registrar General's Office
RHS	Right Hand Side
RIS	Regulatory Impact Statement
ROGS	Report on Government Services
RSI	Relative Stay Index
RSPCA	Royal Society for the Prevention of Cruelty to Animals
RTO's	Registered Training Organisations
SAAP	Supported Accommodation Assistance Program
SAAPV	Supported Accommodation Assistance Program Five
SACS	Social and Community Service Award
SFD	State Final Demand
SFN	Special Fiscal Needs
SLA	Service Level Agreement
SPA	Superannuation Provision Account
SPPs	Specific Purpose Payments
TAE	Training and Adult Education
TAFE	Technical and Further Education
TCH	The Canberra Hospital
TRA	Territory Records Act
TUC	Territory Unencumbered Cash
UPF	Uniform Presentation Framework
VET	Vocational Education and Training
VETA	Vocational Education and Training Authority
VMO	Visiting Medical Officer