

Freedom of Information Request – [REDACTED]

Documents – Schedule 4 - Meredith Whitten

Folio no	Date	Document	Status	Reason for Exemption
1-6	24/09/2013	Email –WiRC brief	Partial release	FOI Act, s35
7-11	25/9/2013	Email –Doc 3	Partial release	FOI Act, s35
12-16	01/10/2013	Email – Improving information	Partial release	FOI Act, s35
17-18	Undated	Dot points on WIRC services	Full release	
19-20	01/10/2013	Email – WiRC model (attachment addressed at folios 12-15)	Full release	
21-24	01/10/2013	Email - Doc1.doc	Partial release	Copy: refer to folios 17-18
25-31	01/10/2013	Email - Brief Women's services	Partial release	FOI Act, s35
32-33	01/10/2013	Email –Improvements to women's services	Full release	
34-35	02/10/2013	Email –WiRC Model	Full release	
36	02/10/2013	Email –WiRC Model	Full release	
37	02/10/2013	Email – Consultations with WIRC staff	Full release	
38	02/10/2013	Email –Comms re WIRC	Full release	
39-40	02/10/2013	Email –Consultations with WIRC staff	Full release	
41-44	02/10/2013	Email – WiRC Issues and summary	Full release	
45	03/10/2013	Email – WiRC Issues and summary	Full release	
46-47	16/10/2013	Email – WiRC response	Full release	
48-50	16/10/2013	Email – Fwd: info/response	Not released	Copy: Refer to folios 51-54
51-54	16/10/2013	Email – Re: info/response	Full release	

Whitten, Meredith

From: Whitten, Meredith
Sent: Wednesday, 16 October 2013 6:43 PM
To: Violante, Victor
Subject: Re: Info/response

Sent from my iPad

On 16/10/2013, at 5:36 PM, "Violante, Victor" <Victor.Violante@act.gov.au> wrote:

Victor Violante
Adviser to Joy Burch MLA
0421 846 201
Sent from my iPhone

Begin forwarded message:

From: Fleta Page <fleta.page@fairfaxmedia.com.au>
Date: 16 October 2013 6:31:29 PM AEDT
To: "Violante, Victor" <Victor.Violante@act.gov.au>
Subject: Re: Info/response

Hi Victor,

Can you say whether or not the support groups (the website lists domestic violence and separation support groups) - and other social facilitators like the information sessions and Thinking Thursday lunchtime sessions will continue in the new model?

They strike me as the more likely to be dependent on a central location.

Cheers,
Fleta

Fleta Page

Journalist | The Canberra Times
02 6280 2249 or 0404 835 885
Twitter: @FletaTheTweeter
fleta.page@fairfaxmedia.com.au



On 16 October 2013 18:18, Violante, Victor <Victor.Violante@act.gov.au> wrote:



- There is a need to change the WiRC, which has been in place since the establishment of the centre 35 years ago. Online services means that women are sourcing information in other ways (either as a self service or through assistance services such as libraries, Canberra Connect, Citizen's Advice).
- This change is about reducing duplication in services while providing better outreach so that women have better access to our programs and services.
- This will be achieved in part by moving from a model where WiRC and its programs were based in one location to one where these services are based in the community.
- It is anticipated that these changes will commence to be implemented in late November 2013.
- Through an outreach approach, improved information services will be more accessible to a wider range of vulnerable women across Canberra. Women will be able to gain access to information services from a range of locations.
- Information and referral services will be available from government and community organisations located across Canberra, including in the Children and Family Centres, First Point/Gateway Services and Multicultural Women's Advocacy Inc.
- Referral and all other services will be also located in the Community Participation Group office in the Theo Notaras Multicultural Centre.
- Five current staff (sharing 3.45 FTEs) will be redeployed in vacant positions across the Community Services Directorate. There will not be any job losses through this change. The process of moving to the new approach will involve consultations with staff affected by this change.

- The suite of offerings we have in this area remains strong and their effectiveness will be enhanced through the increased outreach under the new model.
- CSD figures show that in 2012-13 more than 70% of interaction with staff at the WiRC were via telephone or email. Some 398 of these interactions were face-to-face visits and our aim is to increase these by moving our services into an increased range of areas.

Victor Violante

Media Adviser

Arts and Multicultural affairs Adviser

Office of Joy Burch, MLA

Minister for Education and Training

Minister for Children and Young People, Disability

Minister for Arts

Minister for Gaming and Racing

Minister for Multicultural Affairs

Minister for Women

Member for Brindabella

T. 02 6205 0145

M. 0421 846 201

E. victor.violante@act.gov.au

 This email, and any attachments, may be confidential and also privileged. If you are not the intended recipient, please notify the sender and delete all copies of this transmission along with any attachments immediately. You should not copy or use it for any purpose, nor disclose its contents to any other person.

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<image001.gif>

Whitten, Meredith

From: Violante, Victor
Sent: Wednesday, 16 October 2013 6:21 PM
To: Bennett, Erin; Burch, Joy; Cirson, Adina; Howson, Natalie; Manikis, Nic; Whitten, Meredith; Winter, Jancye; Dutt, Kanchan; Chapman, Sue
Subject: WiRC response

At the great time of 6pm I got a call from a CT journo about the WiRC changes, wanting a response tonight. I have provided the following:

- There is a need to change the WiRC, which has been in place since the establishment of the centre 35 years ago. Online services means that women are sourcing information in other ways (either as a self service or through assistance services such as libraries, Canberra Connect, Citizen's Advice).
- This change is about reducing duplication in services while providing better outreach so that women have better access to our programs and services.
- This will be achieved in part by moving from a model where WiRC and its programs were based in one location to one where these services are based in the community.
- It is anticipated that these changes will commence to be implemented in late November 2013.
- Through an outreach approach, improved information services will be more accessible to a wider range of vulnerable women across Canberra. Women will be able to gain access to information services from a range of locations.
- Information and referral services will be available from government and community organisations located across Canberra, including in the Children and Family Centres, First Point/Gateway Services and Multicultural Women's Advocacy Inc.
- Referral and all other services will be also located in the Community Participation Group office in the Theo Notaras Multicultural Centre.
- Five current staff (sharing 3.45 FTEs) will be redeployed in vacant positions across the Community Services Directorate. There will not be any job losses through this change. The process of moving to the new approach will involve consultations with staff affected by this change.
- The suite of offerings we have in this area remains strong and their effectiveness will be enhanced through the increased outreach under the new model.
- CSD figures show that in 2012-13 more than 70% of interaction with staff at the WiRC were via telephone or email. Some 398 of these interactions were face-to-face visits and our aim is to increase these by moving our services into an increased range of areas.

Victor Violante

Media Adviser

Arts and Multicultural affairs Adviser

Office of Joy Burch, MLA

Minister for Education and Training

Minister for Children and Young People, Disability

Minister for Arts

Minister for Gaming and Racing

Minister for Multicultural Affairs

Minister for Women

Member for Brindabella

T. 02 6205 0145

M. 0421 846 201

E. victor.violante@act.gov.au

45
Whitten, Meredith

From: Whitten, Meredith
Sent: Thursday, 3 October 2013 8:15 AM
To: Manikis, Nic
Subject: FW: Comms re WIRC - please contact Paul Wyles

Hi Nic

Just to follow-up from yesterday - would you please liaise with Paul Wyles about the possible impact of the WIRC changes on child and family centres. Many thanks

Meredith Whitten | Executive Director |
Phone 620 79031 | Fax 620 50343 | Mobile 0419 426 308 | Policy and Organisational Services
| Community Services Directorate | ACT Government Level 4, 11 Moore Street CANBERRA ACT
2601 | GPO Box 158 Canberra ACT 2601 | www.act.gov.au |

-----Original Message-----

From: Howson, Natalie
Sent: Wednesday, 2 October 2013 5:38 PM
To: Whitten, Meredith
Subject: Comms re WIRC

What are you planning re Office for Women, OCYFS and Participation office staff ?

Natalie Howson

Director General
Community Services Directorate
Ph 02 6205 5335

Whitten, Meredith

From: Whitten, Meredith
Sent: Wednesday, 2 October 2013 7:04 PM
To: Violante, Victor; Bennett, Erin; Tardif, Phillip; Howson, Natalie; Chapman, Sue; Manikis, Nic; Robinson, Jodie; Callen, Michelle; Dutt, Kanchan
Subject: WIRC Summary
Attachments: WIRC Issues.doc

Please find attached revised dot points which summarises the proposed approach.

Meredith Whitten | Executive Director |
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Issues Summary – Women's Services

- There is an emerging need to change the WiRC model that has been in place since the establishment of the centre 35 years ago. We need to ensure that women have support they need when and where they need it.
- This change is about reducing duplication in services while providing better outreach so that women have better access to our programs and services.
- This will be achieved in part by moving from a model where WiRC and its programs were based in one location to one where these services are based in the community.
- The suite of offerings we have in this area remains strong and their effectiveness will be enhanced through the increased outreach under the new model. This is being achieved while remaining true to the ACT Government's aim of fiscal responsibility.
- These changes will also see savings in administrative costs and a portion of these savings will be reinvested into the community sector.
- Online services means that women are sourcing information in other ways (either as a self service or through assistance services such as libraries, Canberra Connect, Citizen's Advice).
- There will not be any job losses through this change. The process of moving to the new approach will involve consultations with staff affected by this change.
- Our research shows that in 2012-13 there were a total of 12,376 various forms of interaction with staff at the WiRC and of these 8,759, or more than 70%, were via telephone or email. Some 398 of these interactions were face-to-face visits and our aim is to increase these by moving our services into an increased range of areas.
- The broader Office for Women will remain and continue to deliver strategic advice.

What are the current services offered by WiRC?

- Women's Information and Referral Centre provides an information and referral service.
- Current WiRC services include:
 - online directory of women's services and a calendar of what's on for *Women in the ACT*. See Women ACT website at www.women.act.gov.au.
 - The ACT Women's Return to Work Grants Program provides women returning to the paid workforce with financial assistance of up to \$1,000 personal and professional development courses, information sessions and support groups;
 - Internet access and training through the Broadband for Seniors Program;
 - partnerships to deliver support programs;
 - a lending library; and

- WIRC commenced delivering financial Literacy training sessions targeting women on low to moderate incomes, over the age of 60 years; and living in crisis accommodation and government housing.

How many clients use these services?

- The number of clients is not recorded as the client relationship is not necessarily on-going.

How many contacts or occasions of service are there?

- In 2012 2013, total WIRC contacts were 12,376 – mostly by phone or on-line.

Type of Contacts	Number of Contacts
Telephone	5,693
Emails received	3,066
Drop-in visits	1,698
Attendees for courses, support groups and information sessions	729
Face to face scheduled appointments	398
Accessing the internet and library use	380
Faxes and postings	412
Total number of Contacts	12,376

When will improvement measures be implemented?

- Improvement measures will be implemented in late November 2013.

What will improved services look like?

- Through an outreach approach, improved information services will be more accessible to a wider range of vulnerable women across Canberra. Women will be able to gain access to information services from a range of locations.
- Information and referral services will be available from government and community organisations located across Canberra, including in the Children and Family Centres, First Point/Gateway Services and Multicultural Womens Advocacy Inc.
- Referral and all other services will be also located in the Community Participation Group office in the Theo Notaras Multicultural Centre.

Any impact on staffing?

- Yes. Five current staff (sharing 3.45FTEs) will be redeployed in vacant positions across the Community Services Directorate.

What is the Community Participation Group?

- The new WIRC service will be part of the Community Participation Group.
- This Group supports relevant Ministers in their roles in the:
 - community, Assembly and in Commonwealth/State forums;

- setting the framework agenda for government strategies and actions in relation to advancing the interests of three constituency groups (multicultural, women and seniors);
 - takes a leading role in facilitating a number of community related events and activities; and
 - implements a range of services and programs relevant to the three constituency groups.
-

Whitten, Meredith

From: Whitten, Meredith
Sent: Wednesday, 2 October 2013 5:57 PM
To: Howson, Natalie
Subject: RE: Consultations with WIRC staff

Natalie

Fine. We are at the start of the consultations.

Staff will be involved in the design of the new service. Nic and I will support the team and the individuals. OfW will also support the WIRC staff.

Meredith Whitten | Executive Director |
Phone 620 79031 | Fax 620 50343 | Mobile 0419 426 308 |
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Level 4, 11 Moore Street CANBERRA ACT 2601 | GPO Box 158 Canberra ACT 2601 | www.act.gov.au |

From: Howson, Natalie
Sent: Wednesday, 2 October 2013 5:36 PM
To: Whitten, Meredith
Subject: Re: Consultations with WIRC staff

How did it go?

Natalie Howson

Director General
Community Services Directorate
Ph 02 6205 5335

On 02/10/2013, at 5:33 PM, "Whitten, Meredith" <Meredith.Whitten@act.gov.au> wrote:

Please find the extract from the CCN report today.
Nic will provide a more detail separately.

- Met with WIRC staff and Office for Women today.
- Meeting with CPSU at 2pm tomorrow.

Community Services

Issue: Consultations with staff commenced on changes to Women's Information and Referral Centre (WIRC).

Talking points:

- This change is about minimising duplication while providing better outreach and services for women.
- We are moving from one centralised location that had been the location for the Women's Information and Referral Centre to a model where we reach more people throughout the community.
- The services provided through WIRC are part of a suite of services that we provide to women that remains strong and will be enhanced by this change.
- We are talking to staff and unions to work through this process.

Meredith Whitten | Executive Director |
Phone 620 79031 | Fax 620 50343 | Mobile 0419 426 308 |
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Whitten, Meredith

From: Whitten, Meredith
Sent: Wednesday, 2 October 2013 5:47 PM
To: Howson, Natalie
Subject: RE: Comms re WIRC

Natalie

Nic is preparing the message to staff. We have met with OFW and WIRC and will meet with the union tomorrow at 2.00pm.

Meredith Whitten | Executive Director |
Phone 620 79031 | Fax 620 50343 | Mobile 0419 426 308 | Policy and Organisational Services
| Community Services Directorate | ACT Government Level 4, 11 Moore Street CANBERRA ACT
2601 | GPO Box 158 Canberra ACT 2601 | www.act.gov.au |

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Sent: Wednesday, 2 October 2013 5:38 PM
To: Whitten, Meredith
Subject: Comms re WIRC

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Natalie Howson

Director General
Community Services Directorate
Ph 02 6205 5335

Whitten, Meredith

From: Whitten, Meredith
Sent: Wednesday, 2 October 2013 5:33 PM
To: Violante, Victor; Tardif, Phillip; Bennett, Erin; Manikis, Nic; Dutt, Kanchan; Chapman, Sue; Howson, Natalie
Subject: Consultations with WIRC staff

Please find the extract from the CCN report today.
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- The services provided through WiRC are part of a suite of services that we provide to women that remains strong and will be enhanced by this change.
- We are talking to staff and unions to work through this process.

Meredith Whitten | Executive Director |

Phone 620 79031 | Fax 620 50343 | Mobile 0419 426 308 |

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Whitten, Meredith

From: Manikis, Nic
Sent: Wednesday, 2 October 2013 8:56 AM
To: Whitten, Meredith
Subject: RE: WiRC Model

Meredith

I am working up a comm plan and should have a draft ready by next day or so. I have spoken with Kanchan about this task.

Cheers

nic

-----Original Message-----

From: Whitten, Meredith
Sent: Wednesday, 2 October 2013 7:56 AM
To: Manikis, Nic
Subject: FW: WiRC Model

Nic

Advice from Natalie below.

I have responded by saying the staff and union are yet to be informed and that you and I will meet with WiRC and the union separately to inform them of the decision.

Communication plan is needed - have you talked with Kanchan?

Meredith Whitten | Executive Director |
 Phone 620 79031 | Fax 620 50343 | Mobile 0419 426 308 | Policy and Organisational Services
 | Community Services Directorate | ACT Government Level 4, 11 Moore Street CANBERRA ACT
 2601 | GPO Box 158 Canberra ACT 2601 | www.act.gov.au |

-----Original Message-----

From: Howson, Natalie
Sent: Tuesday, 1 October 2013 4:55 PM
To: Callen, Michelle; Chapman, Sue; Whitten, Meredith
Cc: Robinson, Jodie
Subject: Re: WiRC Model

Hi

I have approved the brief but annotated on it that a comms plan that is able to be activated as soon as staff are informed will be prepared. Noting the timeline I assume staff have been informed. So we need to have at least some talking points available should the decision to change the service get into the Punic domain. Once the CPSU are informed I would like some key members of the WSN and MACWA informed and all EXec should be aware of what is going on in case they are asked about the changes by others. Staff of Wirc will be best placed to determine who should be informed I suspect.

Meredith / sue will you be dropping in to London Circuit ?

Natalie Howson
 Director General
 Community Services Directorate
 Ph:02 62055335

Whitten, Meredith

From: Whitten, Meredith
Sent: Wednesday, 2 October 2013 7:54 AM
To: Howson, Natalie; Callen, Michelle; Chapman, Sue
Cc: Robinson, Jodie
Subject: RE: WiRC Model

Natalie

The staff have not been informed of the changes and neither has the CPSU. Nic and I will discuss next steps. I will meet with WiRC with Nic about the decision. Thanks

Meredith Whitten | Executive Director |
Phone 620 79031 | Fax 620 50343 | Mobile 0419 426 308 | Policy and Organisational Services
| Community Services Directorate | ACT Government Level 4, 11 Moore Street CANBERRA ACT
2601 | GPO Box 158 Canberra ACT 2601 | www.act.gov.au |

-----Original Message-----

From: Howson, Natalie
Sent: Tuesday, 1 October 2013 4:55 PM
To: Callen, Michelle; Chapman, Sue; Whitten, Meredith
Cc: Robinson, Jodie
Subject: Re: WiRC Model

Hi

I have approved the brief but annotated on it that a comms plan that is able to be activated as soon as staff are informed will be prepared. Noting the timeline I assume staff have been informed. So we need to have at least some talking points available should the decision to change the service get into the Punic domain. Once the CPSU are informed I would like some key members of the WSN and MACWA informed and all Exec should be aware of what is going on in case they are asked about the changes by others. Staff of WiRC will be best placed to determine who should be informed I suspect.

Meredith / sue will you be dropping in to London Circuit ?

Natalie Howson
Director General
Community Services Directorate
Ph: 02 62055335

On 01/10/2013, at 2:36 PM, "Callen, Michelle" <Michelle.Callen@act.gov.au> wrote:

> Dear Helen
>
> Please find attached a brief on the WiRC Model that was requested by
> the Minister for Women for discussion at tomorrow's meeting. Please
> note the Director-General has the original copy of the brief. Please
> let me know if you need further information, thank you Michelle
>
>
> Michelle Callen | Executive Officer to the Deputy Director-General |
> Phone: 02 6205 3568 | Fax: 02 6207 1552 Community Services Directorate
> | ACT Government Level 8 11 Moore St Canberra City | GPO Box 158
> Canberra ACT 2601 | www.act.gov.au
>
>

On 01/10/2013, at 2:36 PM, "Callen, Michelle" <Michelle.Callen@act.gov.au> wrote:

> Dear Helen

>

> Please find attached a brief on the WiRC Model that was requested by
> the Minister for Women for discussion at tomorrow's meeting. Please
> note the Director-General has the original copy of the brief. Please
> let me know if you need further information, thank you Michelle

>

>

> Michelle Callen | Executive Officer to the Deputy Director-General|
> ~~Phone: 02 6205 3568 | Fax: 02 6207 1552 Community Services Directorate~~
> | ACT Government Level 8 11 Moore St Canberra City| GPO Box 158
> Canberra ACT 2601 | www.act.gov.au

>

>

> -----Original Message-----

> From: Pugh, Karen

> Sent: Tuesday, 1 October 2013 2:01 PM

> To: Callen, Michelle

> Subject: Emailing: Improving information

>

> As discussed

> Your message is ready to be sent with the following file or link attachments:

>

> Improving information

>

>

> Note: To protect against computer viruses, e-mail programs may prevent sending or
> receiving certain types of file attachments. Check your e-mail security settings to
> determine how attachments are handled.

> <Improving information.pdf>

Whitten, Meredith

From: Pender, Helen
Sent: Tuesday, 1 October 2013 5:13 PM
To: Whitten, Meredith; Beer, Kylie; Manikis, Nic; Chapman, Sue; Callen, Michelle
Subject: RE: Improvements to women's services

Importance: High

Hi all

Apologies as I have made a mistake in the request regarding what needs to come over as a formal brief.

The dot points sent over that were required by COB today are fine and no need for anything else regarding those.

The brief titled improving information and referral services needs to come over formally in a purple folder. (this came over in an email to the DLO and advisor today)

So sorry for the mix up

Helen

Helen Pender | Directorate Liaison Officer
 Phone 02 6205 0175 | e-mail helen.pender@act.gov.au
 Office of Minister Burch MLA | Office of Minister Barr MLA
Community Services | ACT Government
 PO Box 1020 Canberra ACT 2601

From: Whitten, Meredith
Sent: Tuesday, 1 October 2013 3:51 PM
To: Beer, Kylie; Manikis, Nic; Chapman, Sue; Pender, Helen; Callen, Michelle
Subject: Improvements to women's services

Helen and Kylie

As requested.

Meredith Whitten | Executive Director |
 Phone 620 79031 | Fax 620 50343 | Mobile 0419 426 308 |
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 Level 4, 11 Moore Street CANBERRA ACT 2601 | GPO Box 158 Canberra ACT 2601 | www.act.gov.au |

From: Pender, Helen
Sent: Tuesday, 1 October 2013 12:15 PM
To: Manikis, Nic
Cc: Whitten, Meredith; Beer, Kylie; Bamford, Michelle
Subject: FW: Improvements to women's services
Importance: High

Hi Nic

Please see request below from the Ministers Office. I am sorry but I am not up to speed with who the contacts are now in the office for women and so I am fwding directly to you.

Please note there is a very short time frame and responses are required by COB today.

Also can the response come via Kylie Beer who is the new DLO for CSD and commenced work today. Please copy me in also as I am still here until Friday.

Thanks

Helen Pender | Directorate Liaison Officer
 Phone 02 6205 0175 | e-mail helen.pender@act.gov.au
 Office of Minister Burch MLA | Office of Minister Barr MLA
Community Services | ACT Government
 PO Box 1020 Canberra ACT 2601

From: Bennett, Erin
Sent: Tuesday, 1 October 2013 12:10 PM
To: Pender, Helen
Cc: Manikis, Nic
Subject: Improvements to women's services

Good Afternoon

We have a few questions re: improvements to women's services

- What are the current services offered by WIRC?
- How many clients use these services?
- When will improvement measures be implemented?
- What will improved services look like?
- Any impact on staffing?

We need these answers by COB today.

Cheers
 Erin

Erin Bennett | Women's Adviser & Electorate Adviser to Joy Burch MLA
 ACT Minister for Women | ACT Minister for Education & Training | ACT Minister for Multicultural Affairs | ACT Minister for Disability, Children & Young People | ACT Minister for the Arts | ACT Minister for Gaming and Racing | Member for Brindabella
 P: (02) 620 55420 | F: (02) 620 53165
 E: erin.bennett@act.gov.au



please consider the environment before printing this email. If printing is necessary - print double sided

Whitten, Meredith

From: Whitten, Meredith
Sent: Tuesday, 1 October 2013 4:31 PM
To: Manikis, Nic
Subject: Brief Women's services 1 10 13
Attachments: Brief Women's services 1 10 13.doc

Hi Nic

I have prepared this brief and will seek agreement from Sue to sign it. With thanks

Meredith Whitten | Executive Director |
Phone 620 79031 | Fax 620 50343 | Mobile 0419 426 308 |
Policy and Organisational Services | Community Services Directorate | ACT Government
Level 4, 11 Moore Street CANBERRA ACT 2601 | GPO Box 158 Canberra ACT 2601 | www.act.gov.au |



Cabinet-In-Confidence

Date 1 October 2013

To Minister for Women

- Director-General
- Deputy Director-General

From Executive Director Policy and Organisational Services

File no

Subject Improving Information and Referral Services for Women in the ACT

Critical Date

Urgent – there is a requirement to give at least three months notice to terminate the lease of the offices that currently accommodate the *Womens Information and Referral Centre* (WIRC) on London Circuit. The lease is due to expire in January 2014.

Purpose

To seek your agreement of the change process to improve information and referral services for women in the ACT, and to make the services sustainable into the future.

Background

The ACT Government values the contribution that women make to our community and recognises that some women are vulnerable and require support to address their needs. The WIRC was established as a Shopfront Service in 1978. It is now part of the Office for Women (OfW) and is located at 13 London Circuit in the city.

The current services provided by WIRC include:

- (a) women's *Return to Work Grants*;
- (b) lending Library – a small but comprehensive collection of books and resource material relating to women and women's issues;
- (c) free computer and internet access services;
- (d) personal development courses for women;
- (e) support groups; and
- (f) *What's on for Women* publication and online resource includes: information on courses, workshops and support programs in the ACT.

WIRC is staffed by five permanent officers as 3.45 budgeted FTEs comprising:
Administrative Services Officer level 6 (one FTE);
Administrative Services Officer level 5 (one FTE);
Administrative Services Officer level 4 (two total 1.2 FTE); and
Administrative Services Officer level 4 (one at 0.2 FTE).

Rationale for Change

Since its establishment in 1978, WIRC's operations have been largely confined to a central location in the city. Whilst the reporting responsibility has been through OfW, WIRC has operated somewhat independently.

There is an emerging need to change the WIRC service model which has been operating for 35 years. This has occurred as a result of growth of the city, the limitations placed on the location of the service and need to provide an opportunity for access by all clients who are entitled to services and programs. Further we need to tailor responses that address the needs of those women who are most vulnerable in our community.

In addition to this, the tightening fiscal environment means making better use of limited resources to deliver the core function of WIRC which is to provide information and referral services that assist disadvantaged women in the ACT.

Proposed future model

The proposed future model is based on accessible information and referral services across the city for all women. These services should be nimble and agile and available from a range of locations across the city.

The model requires the operational functions of WIRC be fully integrated in the OfW which is part of the Community Participation Group. The community engagement activities with women currently undertaken by WIRC and the OfW would be integrated into the broader work of the Community Participation Group. It is anticipated that this will result in a more streamlined, consistent and deeper engagement with women in our community, particularly those who are isolated and vulnerable, through increased outreach activities, among other things.

Objective

The objective of the change is to achieve significant improvements to access to information and referral services for disadvantaged women in the ACT and to achieve required savings in 2013-14 (and into the out years).

Scope

The scope of the change for WIRC is to achieve a new service model which will result in:

- (a) integrated delivery of better quality information and referral services located within the OfW, Community Participation Group – this could involve the *Return to Work Officer* operating from the three Child and Family Centres on a rotational basis, staff in the new model would provide information to outreach locations, telephone queries taken by staff members in the Community Participation Group, and administrative functions integrated into the functions of the Community Participation Group;
- (b) multiple points of access to relevant information for women - single source of expertise distributed to new access networks at a location convenient to many women across the community;
- (c) identifying new partnerships between the Community Participation Group and the community, and strengthening current ones. For example, stronger relationships would be forged around WIRC business with Relationships Australia, Citizens Advice Bureau, Multicultural Women's Advocacy, Gateway/first point, and three Child and Family Centres. The new service model will encourage CSD to develop additional partnerships with community service providers; and
- (d) achieving the required 2013-14 savings from the WIRC budget.

Timeline for Implementation

It is proposed that the new service model for WIRC be in place by 1 December 2013 subject to the successful implementation of the consultation strategy. The key milestones for the change process are as follows:

- (a) immediate discussions with Minister for Women about the proposed changes to the WIRC service model;
- (b) last week of September 2013 – preliminary advice to accommodation area that WIRC office lease will not be renewed;
- (c) first week October 2013 – discussion with the Community and Public Service Union (CPSU) in accordance with Section G – *Communication and Consultation of the Community Services Directorate's Enterprise Agreement 2011-13* and, concurrently, commence consultation with affected staff;
- (d) second week October 2013 – consultation strategy completed and signed by Deputy Director General CSD;
- (e) implementation of the consultation strategy commencing second week of October 2013 through to mid November 2013;
- (f) commence new arrangements for WIRC as an integral part of the OfW in Community Participation Group on 1 December 2013.

Media Issues

It is anticipated that there may be media interest in the new approach to providing information and referral services to women in the ACT. It is proposed that a media plan be prepared to support the change process which would include the identification of community third party endorsers for the change. An issues summary is at Attachment A.

Consultation

A detailed consultation strategy will be prepared outlining details for the engagement of the following groups of people in the proposed change process for WIRC:

- (a) CPSU (for immediate discussion of proposed changes);
- (b) WIRC staff affected;
- (c) Community Participation Group;
- (d) Ministerial Women's Advisory Council; and
- (e) Womens sector organisations in the ACT.

The consultation strategy will be completed in the first week of October 2013.

Financial Implications

The WIRC budget for 2013-14 is \$0.323m, comprising \$0.161m for salaries and \$0.162m operational expenses.

For the 2012-13 WIRC budget, the budgeted funding for employees was \$0.325m.

In 2013-14, the WIRC budgeted funding for employees expenses was reduced to \$0.161m – an effective reduction of \$0.164m.

Effectively, this relates to a reduction of 3 FTE for 6 months or 1.5 FTE for 12 months.

There is currently an administration budget of \$0.162m, of which approximately \$0.048m is for the lease costs on the WIRC accommodation so far this financial year. There will be relocation expenditure and possible make good costs on expiry of the current lease. This will further reduce the administration budget.

27

The current lease for the office accommodating WIRC is \$0.076m per annum – therefore the saving if the lease is terminated in January 2014 is in the order of \$0.028m.

35

As WIRC currently has a full complement of staff and it is planned that it will maintain this level until 30 November 2013 as we progress the change process, it is envisaged that the employees expenses for the five months of this financial year will be approximately \$0.116m – representing an underspend of \$0.044m. These funds provide a buffer should slippage occur in implementing the change process.

Recommendation

That you:

- Agree to commence a change management process to achieve enhanced service delivery for WIRC;
- Note that a consultation strategy and media plan will be prepared to support this change process;
- Note the objective, scope and timeline for the implementation of the change process for WIRC described in this brief; and
- Note the information in the brief.

Meredith Whitten
Executive Director
Policy and Organisational Services

NOTED/ AGREED/ NOT AGREED/ PLEASE DISCUSS

September/ 2013

Joy Burch MLA

Minister for Women

Issues Summary – Women's Services

What are the current services offered by WIRC?

- Women's Information and Referral Centre (WIRC) provides a free information and referral service on a range of issues in a supportive and confidential environment. This enables ACT women and their families to make informed decisions and achieve self-determination. Information about the services including an online directory of women's services and a bi-annual calendar of what's on for *Women in the ACT*, are available on the Women ACT website at www.women.act.gov.au.
- The ACT Women's Return to Work Grants Program, administered by WIRC, is an ACT Government initiative which provides women returning to the paid workforce with assistance in reaching this goal.
 - Successful applicants are able to access financial assistance of up to \$1,000 to support their return to work.
- Other services offered by WIRC include:
 - accurate information and appropriate referrals including following up on Supportlink client referrals received directly from the Australian Federal Police;
 - face-to-face appointments;
 - personal and professional development courses, information sessions and support groups;
 - free internet access and training through the Broadband for Seniors Program;
 - Outreach information sessions on WIRC services, programs and courses;
 - partnerships to deliver support programs. For example in WIRC partnered with Disability ACT and Carers ACT to provide a six week course on Self Esteem and Assertiveness for women carers. The course responded to an identified gap in service provision for women carers experiencing low self-esteem. WIRC provided the coordination for this project; and
 - lending library.
- WIRC has commenced delivering a series of free financial Literacy training sessions targeting women:
 - on low to moderate incomes;
 - over the age of 60 years; and
 - living in crisis accommodation and government housing.

Three sessions have occurred with further session planned in November 2013.

How many clients use these services?

- The service is available to the ACT community, principally women.
- The client relationship is not necessarily on-going and the number of clients is not recorded.
- The Directorate records contacts made with the total WIRC contacts of 12,376 in 2012 13. The breakdown of the contacts are below:

Type of Contacts	Number of Contacts
Telephone	5,693
Emails received	3,066
Drop-in visits	1,698
Attendees for courses, support groups and information sessions	729
Face to face scheduled appointments	398
Accessing the internet and library use	380
Faxes and postings	412
Total number of Contacts	12,376

When will improvement measures be implemented?

It is anticipated that improvement measures will commence to be implemented in late November 2013.

What will improved services look like?

Through an outreach approach, improved information services will be more accessible to a wider range of vulnerable women across Canberra. Women will be able to gain access to information services from a range of locations.

Information and referral services will be available from government and community organisations located across Canberra, including in the Children and Family Centres, First Point/Gateway Services and Multicultural Womens Advocacy Inc.

Referral and all other services will be also located in the Community Participation Group office in the Theo Notaras Multicultural Centre.

Any impact on staffing?

Yes. Five current staff (sharing 3.45FTEs) will be redeployed in vacant positions across the Community Services Directorate.

Whitten, Meredith

From: Whitten, Meredith
Sent: Tuesday, 1 October 2013 3:51 PM
To: Beer, Kylie; Manikis, Nic; Chapman, Sue; Pender, Helen; Callen, Michelle
Subject: Improvements to women's services
Attachments: Doc1.doc

Helen and Kylie

As requested.

Meredith Whitten | Executive Director |
 Phone 620 79031 | Fax 620 50343 | Mobile 0419 426 308 |
 Policy and Organisational Services | Community Services Directorate | ACT Government
 Level 4, 11 Moore Street CANBERRA ACT 2601 | GPO Box 158 Canberra ACT 2601 | www.act.gov.au |

From: Pender, Helen
Sent: Tuesday, 1 October 2013 12:15 PM
To: Manikis, Nic
Cc: Whitten, Meredith; Beer, Kylie; Bamford, Michelle
Subject: FW: Improvements to women's services
Importance: High

Hi Nic

Please see request below from the Ministers Office. I am sorry but I am not up to speed with who the contacts are now in the office for women and so I am fwding directly to you.

Please note there is a very short time frame and responses are required by COB today.

Also can the response come via Kylie Beer who is the new DLO for CSD and commenced work today. Please copy me in also as I am still here until Friday.

Thanks

Helen Pender | Directorate Liaison Officer
 Phone 02 6205 0175 | e-mail helen.pender@act.gov.au
 Office of Minister Burch MLA | Office of Minister Barr MLA
Community Services | ACT Government
 PO Box 1020 Canberra ACT 2601

From: Bennett, Erin
Sent: Tuesday, 1 October 2013 12:10 PM
To: Pender, Helen
Cc: Manikis, Nic
Subject: Improvements to women's services

Good Afternoon

We have a few questions re: improvements to women's services

- What are the current services offered by WIRC?
- How many clients use these services?
- When will improvement measures be implemented?

- What will improved services look like?
- Any impact on staffing?

We need these answers by COB today.

Cheers

Erin

Erin Bennett | Women's Adviser & Electorate Adviser to Joy Burch MLA

ACT Minister for Women | ACT Minister for Education & Training | ACT Minister for Multicultural Affairs | ACT Minister for Disability, Children & Young People | ACT Minister for the Arts | ACT Minister for Gaming and Racing | Member for Brindabella

P: (02) 620 55420 | F: (02) 620 53165

E: erin.bennett@act.gov.au



please consider the environment before printing this email. if printing is necessary - print double sided.

Whitten, Meredith

From: Manikis, Nic
Sent: Tuesday, 1 October 2013 2:39 PM
To: Callen, Michelle; Whitten, Meredith
Subject: RE: WiRC Model

Michelle

Please send this over to Erin and ask her to obtain Minister's signature on it .

Thank you

Nic

-----Original Message-----

From: Callen, Michelle
Sent: Tuesday, 1 October 2013 2:38 PM
To: Whitten, Meredith; Manikis, Nic
Subject: FW: WiRC Model

Hello Meredith and Nic - FYI, with regards Michelle

-----Original Message-----

From: Callen, Michelle
Sent: Tuesday, 1 October 2013 2:37 PM
To: Pender, Helen; Howson, Natalie
Cc: Chapman, Sue; Robinson, Jodie
Subject: WiRC Model

Dear Helen

Please find attached a brief on the WiRC Model that was requested by the Minister for Women for discussion at tomorrow's meeting. Please note the Director-General has the original copy of the brief. Please let me know if you need further information, thank you Michelle

Michelle Callen | Executive Officer to the Deputy Director-General|
 Phone: 02 6205 3568| Fax: 02 6207 1552
 Community Services Directorate | ACT Government Level 8 11 Moore St Canberra City| GPO Box 158 Canberra ACT 2601 | www.act.gov.au

-----Original Message-----

From: Pugh, Karen
Sent: Tuesday, 1 October 2013 2:01 PM
To: Callen, Michelle
Subject: Emailing: Improving information

As discussed

Your message is ready to be sent with the following file or link attachments:

Improving information

Note: To protect against computer viruses, e-mail programs may prevent sending or receiving certain types of file attachments. Check your e-mail security settings to determine how attachments are handled.

> -----Original Message-----

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> As discussed

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> <Improving information.pdf>

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Whitten, Meredith

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To: Whitten, Meredith; Manikis, Nic
Subject: FW: WiRC Model
Attachments: Improving information.pdf

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Michelle Callen | Executive Officer to the Deputy Director-General|
Phone: 02 6205 3568 | Fax: 02 6207 1552
Community Services Directorate | ACT Government Level 8 11 Moore St Canberra City | GPO Box 158 Canberra ACT 2601 | www.act.gov.au

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ACT

Government

Community Services

Cabinet-In-Confidence

Date 25 September 2013

To Minister for Women

- Director-General
- Deputy Director-General *30 1/10/13.*

cc

From Executive Director Policy and Organisational Services

File no

Subject Improving Information and Referral Services for Women in the ACT

Critical Date

Urgent – there is a requirement to give at least three months notice to terminate the lease of the offices that currently accommodate the *Womens Information and Referral Centre* (WIRC) on London Circuit. The lease is due to expire in January 2014.

Purpose

To seek your agreement of the change process to improve information and referral services for women in the ACT, and to make the services sustainable into the future.

Background

The ACT Government values the contribution that women make to our community and recognises that some women are vulnerable and require support to address their needs. The WIRC was established as a Shopfront Service in 1978. It is now part of the Office for Women (OfW) and is located at 13 London Circuit in the city.

The current services provided by WIRC include:

- (a) women's *Return to Work Grants*;
- (b) lending Library – a small but comprehensive collection of books and resource material relating to women and women's issues;
- (c) free computer and internet access services;
- (d) personal development courses for women;
- (e) support groups; and
- (f) *What's on for Women* publication and online resource includes: information on courses, workshops and support programs in the ACT.

WIRC is staffed by five permanent officers as 3.45 budgeted FTEs comprising:
Administrative Services Officer level 6 (one FTE);
Administrative Services Officer level 5 (one FTE);
Administrative Services Officer level 4 (two total 1.2 FTE);
Administrative Services Officer level 4 (one at 0.2 FTE);

Rationale for Change

Since its establishment in 1978, WIRC's operations have been largely confined to a central location in the city. Whilst the reporting responsibility has been through OfW, WIRC has operated somewhat independently.

There is an emerging need to change the WIRC service model which has been operating for 35 years. This has occurred as a result of growth of the city, the limitations placed on the location of the service and need to provide an opportunity for access by all clients who are entitled to services and programs. Further we need to tailor responses that address the needs of those women who are most vulnerable in our community.

In addition to this, the tightening fiscal environment means making better use of limited resources to deliver the core function of WIRC which is to provide information and referral services that assist disadvantaged women in the ACT.

Proposed future model

The proposed future model is based on accessible information and referral services across the city for all women. These services should be nimble and agile and available from a range of locations across the city.

The model requires the operational functions of WIRC be fully integrated in the OfW which is part of the Community Participation Group. The community engagement activities with women currently undertaken by WIRC and the OfW would be integrated into the broader work of the Community Participation Group. It is anticipated that this will result in a more streamlined, consistent and deeper engagement with women in our community, particularly those who are isolated and vulnerable, through increased outreach activities, among other things.

Objective

The objective of the change is to achieve significant improvements to access to information and referral services for disadvantaged women in the ACT and to achieve required savings in 2013-14 (and into the out years).

Scope

The scope of the change for WIRC is to achieve a new service model which will result in:

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Timeline for Implementation

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- (a) immediate discussions with Minister for Women about the proposed changes to the WIRC service model;
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Media Issues

It is anticipated that there may be media interest in the new approach to providing information and referral services to women in the ACT. It is proposed that a media plan be prepared to support the change process which would include the identification of community third party endorsers for the change.

Consultation

A detailed consultation strategy will be prepared outlining details for the engagement of the following groups of people in the proposed change process for WIRC:

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Recommendation

That you:

- Agree to commence a change management process to achieve enhanced service delivery for WIRC;
- Note that a consultation strategy and media plan will be prepared to support this change process;
- Note the objective, scope and timeline for the implementation of the change process for WIRC described in this brief; and
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Meredith Whitten
Executive Director
Policy and Organisational Services

NOTED/ AGREED/ NOT AGREED/ PLEASE DISCUSS
September / 2013
Joy Burch MLA
Minister for Women

Whitten, Meredith

From: Fitzgerald, Fran
Sent: Wednesday, 25 September 2013 3:27 PM
To: Whitten, Meredith; Manikis, Nic
Subject: Doc3
Attachments: Doc3.doc

Meredith

Brief with further changes to Ministers signature block.

Regards

Fran

Fran Fitzgerald | Executive Assistant to Meredith Whitten | Executive Director, Policy & Organisational Services
Ph 620 50753 | Fax 620 50343 | RED Contact Officer
Community Services Directorate | **ACT Government**
Level 4, 11 Moore St City | GPO Box 158 Canberra ACT 2601 | fran.fitzgerald@act.gov.au



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Cabinet-In-Confidence

Date 25 September 2013

To Minister for Women

- Director-General
- Deputy Director-General

cc

From Executive Director Policy and Organisational Services

File no

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The WIRC budget for 2013-14 is \$0.323m, comprising \$0.161m for salaries and \$0.162m operational expenses.

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For the 2012-13 WIRC budget, the budgeted funding for employees was \$0.325m.

In 2013-14, the WIRC budgeted funding for employees expenses was reduced to \$0.161m – an effective reduction of \$0.164m.

Effectively, this relates to a reduction of 3 FTE for 6 months or 1.5 FTE for 12 months.

There is currently an administration budget of \$0.162m, of which approximately \$0.048m is for the lease costs on the WIRC accommodation so far this financial year. There will be relocation expenditure and possible make good costs on expiry of the current lease. This will further reduce the administration budget.

The current lease for the office accommodating WIRC is \$0.076m per annum – therefore the saving if the lease is terminated in January 2014 is in the order of \$0.028m.

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As WIRC currently has a full complement of staff and it is planned that it will maintain this level until 30 November 2013 as we progress the change process, it is envisaged that the employees expenses for the five months of this financial year will be approximately \$0.116m – representing an underspend of \$0.044m. These funds provide a buffer should slippage occur in implementing the change process.

Recommendation

That you:

- Agree to commence a change management process to achieve enhanced service delivery for WIRC;
- Note that a consultation strategy and media plan will be prepared to support this change process;
- Note the objective, scope and timeline for the implementation of the change process for WIRC described in this brief; and
- Note the information in the brief.

Meredith Whitten
Executive Director
Policy and Organisational Services

NOTED/ AGREED/ NOT AGREED/ PLEASE DISCUSS

September/ 2013
Joy Burch MLA
Minister for Women

Whitten, Meredith

From: Manikis, Nic
Sent: Tuesday, 24 September 2013 12:56 PM
To: Whitten, Meredith; Fitzgerald, Fran
Cc: Whitten, Meredith; Polkinghorne, Peter
Subject: wirc brief
Attachments: wirc brief.docx

Meredith

This brief has benefited from input from both Maree and Peter. For your consideration.

Cheers

nic



Organisation-In-Confidence

Date

24 September 2013

To

Deputy Director-General

From

Executive Director Policy and Organisational Services

Subject

Improving Information and Referral Services for Women in the ACT

Critical Date 1 October 2013

Urgent – there is a requirement to give at least three months notice to terminate the lease of the offices that currently accommodate the *Womens Information and Referral Centre* (WIRC) on London Circuit. The lease is due to expire in January 2014.

Purpose

To seek your endorsement of the change process described in this brief to enhance information and referral services for women in the ACT.

Background

The ACT Government values the contribution that women make to our community and recognises that some women are vulnerable and require support to address their needs.

The WIRC was established as a Shopfront Service in 1978. It is now part of the Office for Women (OfW) and is located at 13 London Circuit in the city.

The current services provided by WIRC include:

- (a) women's *Return to Work Grants*;
- (b) lending Library – a small but comprehensive collection of books and resource material relating to women and women's issues;
- (c) free computer and internet access services;
- (d) personal development courses for women;
- (e) support groups; and
- (f) *What's on for Women* publication and online resource includes: information on courses, workshops and support programs in the ACT.

WIRC is staffed by five permanent officers as 3.45 budgeted FTEs comprising:

- Administrative Services Officer level 6, (one FTE);
- Administrative Services Officer level 5, (one FTE);
- Administrative Services Officer level 4, (one at 1.2 FTE); and
- Administrative Services Officer level 4, (one at 0.2 FTE)

Rationale for Change

Since its establishment in 1978, WIRC's operations have been largely confined to a central location in the city. Whilst the reporting responsibility has been through OfW, WIRC has operated somewhat independently.

There is an emerging need to change the WIRC service model which has been operating for 35 years. This has occurred as a result of the growth of the city, the limitations placed on the location of the service and need to provide an opportunity for access by all clients who are entitled to services and programs. Further we need to tailor responses that address the needs of those women who are most vulnerable in our community.

In addition to this, the tightening fiscal environment means making better use of limited resources and continue to deliver the core function of WIRC which is to provide information and referral services that assist disadvantaged women in the ACT.

Proposed future model

The proposed future model is based on accessible information and referral services across the city for all women. These services should be nimble and agile and available from a range of locations across the city.

The model requires the operational functions of WIRC be fully integrated in the OfW which, is part of the Community Participation Group. The community engagement activities with women currently undertaken by WIRC and the Of W would be integrated into the broader work of the Community Participation Group. It is anticipated that this will result in a more streamlined, consistent and deeper engagement with women in our community, particularly those that are isolated and vulnerable.

Objective

The objective of the change is to achieve significant improvements to access to and information and referral services for women in the ACT and to achieve the identified savings in 2013-14 (and into the out years).

Scope

The scope of the change for WIRC is to achieve a new service model which will result in:

- (a) integrated delivery of better quality information and referral services located within the OfW, Community Participation Group – this could involve the *Return to Work Officer* operating from the three Child and Family Centres on a rotational basis, staff in the new model would provide information to outreach locations, telephone queries taken by staff members in the Community Participation Group, and administrative functions integrated into the functions of the Community Participation Group;
- (b) multiple points of access to relevant information for women - single source of expertise distributed to new access networks at a location convenient to many women across the community;
- (c) identifying new partnerships between the Community Participation Group and the community and strengthening current ones. For example, stronger relationships would be forged around WIRC business with Relationships Australia, Citizens Advice Bureau, Multicultural Women's Advocacy, Gateway/first point, and three Child and Family Centres. The new service model will force us to partner more with community service providers; and
- (d) achieving the identified 2013-14 savings from the WIRC budget

Timeline for Implementation

It is proposed that the new service model for the OfW be in place by 1 December 2013 subject to the successful implementation of the consultation strategy. The key milestones for the change process are as follows:

- (a) immediate discussions with Minister for Women about the proposed changes to the service model;
- (b) last week of September 2013 – discussion with the Community and Public Sector Union (CPSU) accordance with Section G – Communication and Consultation of the *Community Service Directorate's Enterprise Agreement 2011-13* and, concurrently, commence consultation with affected staff ;
- (c) last week of September 2013 - advise accommodation area that WIRC office lease will not be renewed;
- (d) first week October 2013 – consultation strategy completed and signed by Deputy Director General CSD;

- (e) implementation of the consultation strategy commencing second week of October 2013 through to mid November 2013; and
- (f) commence new service model as an integral part of the OfW in Community Participation Group on 1 December 2013.

Media Issues

It is anticipated that there may be media interest in the new approach to providing information and referral services to women in the ACT. It is proposed that a media plan be prepared to support the change process which would include the identification of community third party endorsers for the change.

Consultation

A detailed consultation strategy will be prepared outlining details for the engagement of the following groups of people in the proposed change process for WIRC:

- (a) CPSU (for immediate discussion of proposed changes);
- (b) WIRC staff affected;
- (c) Community Participation Group staff;
- (d) Ministerial Women's Advisory Council members; and
- (e) Women sector organisations in the ACT.

The consultation strategy will be completed in the first week of October 2013.

Financial Implications

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For the 2012-13 WIRC budget, the budgeted funding for employees was \$0.325m.

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The current lease for the office currently accommodating WIRC is \$0.076m per annum – therefore the saving if the lease is terminated in January 2014 is in the order of \$0.028m.

As WIRC currently has a full complement of staff and it is planned that it will maintain this level until 30 November 2013 as we progress the change process, it is envisaged that the employees expenses for the five months of this financial year will be approximately \$0.116m – representing an underspend of \$0.044m. These funds provide a buffer should slippage occur in implementing the change process.

Recommendation

That you:

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- Note that a consultation strategy and media plan will be prepared to support this change process;
- Note the objective, scope and timeline for the implementation of the change process for WIRC described in this brief; and
- Note the information in the brief.

Meredith Whitten
Executive Director
Policy and Organisational Services

AGREED / NOT AGREED / NOTED

Sue Chapman
Deputy Director-General