

## Freedom of Information Request - s41 FOI Act

## Emails – July 2014

Folio no	Date	Document	Status	
1-6	04/07/2014	Email chain – re: Focus group questions	Partial release	S 41, FOI Act 1989
7-16	01/07/2014	Email – re: KPMG updates + attachments	Partial release	S 43, FOI Act 1989
17-18	01/07/2014	Email chain – re: Draft report	Full release	
19-32	02/07/2014	Email – re: 6 + attachment	Full release	
33-48	02/07/2014	Email chain – re: Early Intervention and Therapy in the ACT forum feedback questions + attachment	Partial release	S 41, FOI Act 1989
49-53	02/07/2014	Email – re: National Disability Insurance Scheme Readiness – CJ edits + attachment	Full release	
54-58	02/07/2014	Email chain – re: National Disability Insurance Scheme – Role of Government and Sector Readiness – CJ edits	Full release	
59-62	02/07/2014	Email chain – re: Therapy forum questions & answers	Partial release	S 41, FOI Act 1989
63-67	02/07/2014	Email chain – re: Therapy forum questions & answers	Partial release	S 41, FOI Act 1989
68-72	02/07/2014	Email chain – re: Focus group questions	Partial release	S 41, FOI Act 1989
73-77	02/07/2014	Email chain – re: Focus group questions	Partial release	S 41, FOI Act 1989
78-84	02/07/2014	Email chain – re: Therapy forum questions & answers + attachment	Partial release	S 41, FOI Act 1989
85-88	02/07/2014	Email chain – Focus group questions	Exempt in full	S 41, FOI Act 1989
89-90	02/07/2014	Email chain – re: Monday's call	Full release	

Folio no	Date	Document	Status	
91-95	02/07/2014	Email chain – re: Therapy forum questions & answers	Partial release	S 41, FOI Act 1989
96-101	03/07/2014	Email chain – re: Focus group questions	Exempt in full	S 41, FOI Act 1989
102	04/07/2014	Email – re: Monday	Full release	
103	04/07/2014	Email chain – re: Delivery of existing ACT Early Intervention Services	Full release	
104-107	04/07/2014	Email – re: Question & Answer doc on Therapy and Early Intervention Services in the ACT + attachment	Full release	
108-174	04/07/2014	Email chain – re: ACT Early intervention market soundings – KPMG update report + attachments (Final and Update summary reports)	Partial release	Some information is outside the scope of the request S 43, FOI Act 1989
175-207	04/07/2014	Email chain – re: Therapy and Early Intervention Forum Transcript 2 June 2014 + attachment	Partial release	S 41 & 43, FOI Act 1989
208	04/07/2014	Email chain – re: 2 June Forum – Transcript	Full release	
209	04/07/2014	Email chain – re: Delivery of existing ACT Early Intervention Services	Full release	
210-211	06/07/2014	Email chain – re: ACT Early Intervention market soundings update summary vfinal.pdf	Full release	
212-215	07/07/2014	Email chain – re: EI Fact Sheet	Full release	
216-218	07/07/2014	Email chain – re: Invitation to participate in Focus Groups for early intervention programs	Partial release	S 43, FOI Act 1989
219-222	07/07/2014	Email chain – re: KPMG ECI Project update – 7 <sup>th</sup> July	Partial release	S 43, FOI Act 1989
223	08/07/2014	Email chain – re: EI Project Plan DRAFT	Full release	

Folio no	Date	Document	Status	
224-225	08/07/2014	Email chain – re: Meeting to discuss KPMG’s EI work	Full release	
226-282	09/07/2014	Email chain – re: Early Intervention Facilities – Education and Training Directorate	Not released	Information is outside the scope of the request
283-285	09/07/2014	Email chain – re: Early Intervention Facilities – Education and Training Directorate	Not released	Information is outside the scope of the request
286-294	09/07/2014	Email chain – re: Revised Gantt Chart + attachment	Full release	
295-297	09/07/2014	Email chain – re: Reworked ETD Early Intervention project plan	Full release	
298-305	09/07/2014	Email chain – re: Questions from 2 June Forum + attachment	Partial release	S 41, FOI Act 1989
306-307	09/07/2014	Email chain – re: Early Intervention Facilities	Not released	Information is outside the scope of the request
308-309	09/07/2014	Email chain – re: Quality follow up	Full release	
310-311	09/07/2014	Email chain – re: ACT Early intervention market soundings – KPMG update report	Full release	
312	09/07/2014	Email – re: Please check the Early intervention schedules	Full release	
313-314	09/07/2014	Email chain – re: KPMG contact	Exempt in full	S 43, FOI Act 1989
315-320	09/07/2014	Email chain – re: Forum – ACT Early Intervention Services + attachment	Exempt in full	S 43, FOI Act 1989
321-323	09/07/2014	Email chain – re: TACT D-G letter to ETD	Full release	
324-325	10/07/2014	Email chain – re: Follow up ACT	Exempt in full	S 43, FOI Act 1989
326-328	10/07/2014	Email chain – re: ACT Early intervention market soundings – KPMG update report	Full release	

Folio no	Date	Document	Status	
329-330	10/07/2014	Email – re: Kate – what is the best way to get this to the KPMG contacts...+ attachment	Full release	
331-337	10/07/2014	Email chain – re: Revised Gantt Chart + attachment	Full release	
338-340	10/07/2014	Email chain – re: ACT Early intervention market soundings – KPMG update report	Full release	
341-343	10/07/2014	Email chain – re: Pricing for the ACT + attachment	Full release	
344-353	10/07/2014	Email chain – re: Follow up ACT + attachment	Exempt in full	S 43, FOI Act 1989
354	10/07/2014	Email chain –re: Compilation of Answers from 2 June Forum	Full release	
355-358	11/07/2014	Email chain – re: KPMG ECI Project update – 7 <sup>th</sup> July + attachment	Partial release	S 43, FOI Act 1989
359-361	11/07/2014	Email chain – re: KPMG ECI Project update – 7 <sup>th</sup> July	Full release	
362-364	13/07/2014	Email chain – re: Block Funding Transition Working Group – 16 July	Exempt in full	S 43, FOI Act 1989
365-367	14/07/2014	Email chain – re: Early Intervention next forum 24 July	Exempt in full	S 43, FOI Act 1989
368-369	14/07/2014	Email chain – re: 2 June Forum – Transcript	Full release	
370	14/07/2014	Email chain – re: Early Intervention Meeting Actions	Full release	
371-372	15/07/2014	Email chain – re: ACT Early intervention market soundings – KPMG update report	Full release	
373-376	15/07/2014	Email chain – re: Meeting Minutes: ECI catch up	Full release	

Folio no	Date	Document	Status	
377-379	16/07/2014	Email chain – re: DRAFT Block Funding Transitional Working Group Background Paper	Not released	Information is outside the scope of the request
380-381	16/07/2014	Email chain – re: KPMG ECI Project update – 7 <sup>th</sup> July	Partial release	S 43, FOI Act 1989
382-383	16/07/2014	Email – re: Meeting Minutes: ECI catch up	Full release	
384-389	16/07/2014	Email chain – re: Meeting – Early Intervention Closures (Notes) + attachment	Exempt in full	S 43, FOI Act 1989
390-395	16/07/2014	Email chain – re: Question & Answer doc on Therapy and Early Intervention Services in the ACT + attachment	Full release	
396-427	16/07/2014	Email chain – re: Revisions to Gantt Chart	Partial release	Some information is outside the scope of the request
428-434	18/07/2014	Email chain – re: Focus group questions + attachment	Partial release	S 41, FOI Act 1989
435-490	18/07/2014	Email – re: Market Soundings for Early Intervention for the ACT – Draft Services Agreement + attachment	Partial release	S 36, FOI Act 1989
491	21/07/2014	Email chain – re: KPMG ECI Project update – 21 <sup>st</sup> July	Partial release	S 43, FOI Act 1989
492-502	18/07/2014	Email chain – re: the EI services that ETD and TACT are moving out of	Partial release	Some information is outside the scope of the request
503-512	18/07/2014	Email chain – re: Focus group questions	Exempt in full	S 41, FOI Act 1989
513-515	19/07/2014	Email chain – re: ECI market soundings and transition support – contract variation	Partial release	S 43, FOI Act 1989
516-518	19/07/2014	Email chain – re: KPMG ECI Project update – 21 <sup>st</sup> July	Partial release	S 43, FOI Act 1989
519	21/07/2014	Email chain – re: KPMG report on NDIS	Full release	

Folio no	Date	Document	Status	
520-521	21/07/2014	Email chain – re: Early Intervention Meeting Actions	Full release	
522-527	21/07/2014	Email chain – re: Revisions to Gantt Chart	Full release	
528-529	21/07/2014	Email chain – re: Postponed: Early Intervention forum 24 July	Exempt in full	S 43, FOI Act 1989
530-531	22/07/2014	Email chain – re: Draft Services Agreement KPMG_V5 170714 ML – kpmg edit.doc	Full release	
532-534	22/07/2014	Email chain – re: KPMG Reports Early Childhood Intervention	Partial release	Some information is outside the scope of the request
535-553	23/07/2014	Email chain – re: Final Report + attachment	Not released	Information is outside the scope of the request
554-562	23/07/2014	Email chain – re: Question & Answer doc on Therapy and Early Intervention Services in the ACT + attachment	Full release	
563-564	23/07/2014	Email chain – re: Draft Services Agreement KPMG_V4 170714 ML.doc	Full release	
565-567	23/07/2014	Email chain – re: Draft Services Agreement KPMG_V4 170714 ML.doc	Full release	
568-570	25/07/2014	Email – re: FOR INFORMATION: ETD NDIS Transition project – Weekly Status Report 23 July 2014 + attachment	Not released	Information is outside the scope of the request
571-641	25/07/2014	ECI – KPMG draft final report	Partial release	S 43, FOI Act 1989
642-643	26/07/2014	Email chain – re: ECI – KPMG draft final report	Full release	
644	26/07/2014	Email chain – re: ECI – KPMG draft final report	Full release	
645	28/07/2014	Email chain – re: ECI – KPMG draft final report	Full release	
646-647	28/07/2014	Email chain – re: EIP update	Full release	

Folio no	Date	Document	Status	
648-649	28/07/2014	Email chain – re: EIP update	Full release	
650-651	28/07/2014	Email chain – re: ECI – KPMG draft final report	Full release	
652	28/07/2014	Email – re: Early Intervention – update	Exempt in full	S 43, FOI Act 1989
653-654	28/07/2014	Email – re: Section in KPMG report – page 9 market on Early intervention + attachment	Partial release	S 35, FOI Act 1989
655	28/07/2014	Email – re: KPMG EI	Full release	
656-657	28/07/2014	Email chain – re: ECI – KPMG draft final report	Full release	
658	28/07/2014	Email – re: EI report	Full release	
659-661	28/07/2014	Email – re: Procurement for Early Intervention Providers + attachment	Not released	Information is outside the scope of the request
662-673	28/07/2014	Email chain – re: MOU + attachment	Not released	Information is outside the scope of the request
674-675	28/07/2014	Email chain – re: Advice on urgent procurement to identified providers of early intervention services from 2015	Not released	Information is outside the scope of the request
676-677	28/07/2014	Email chain – re: KPMG Early Intervention – IN CONFIDENCE	Full release	
678-679	29/07/2014	Email chain – re: Early intervention proposal meeting 28/7/14	Full release	
680-693	29/07/2014	Email chain – re: Early Intervention + attachment	Partial release	Some information is outside the scope of the request
694-719	29/07/2014	Email chain – re: ACT Early intervention market soundings – KPMG update report	Partial release	Some information is outside the scope of the request
720-721	29/07/2014	Email chain – re: ECI – KPMG draft final report	Full release	
722	29/07/2014	Email chain – re: Early Intervention information	Full release	

Folio no	Date	Document	Status	
723	30/07/2014	Email – re: Early Intervention and Therapy Service Expo – some formal exhibition logistic support pending	Not released	Information is outside the scope of the request
724-726	30/07/2014	Email – re: FOR INFORMATION: Early Intervention Transition Project – Weekly Status Report 30 July 2014 + attachment	Not released	Information is outside the scope of the request
727-751	30/07/2014	Email – re: KPMG best practice review + attachment (final report)	Not released	Information is outside the scope of the request
752	30/07/2014	Email – re: FOR INFORMATION: Early Intervention Transition Project – Weekly Status Report 30 July 2014	Not released	Information is outside the scope of the request
753	30/07/2014	Email – re: FOR INFORMATION: Early Intervention Transition Project – Weekly Status Report 30 July 2014	Not released	Information is outside the scope of the request
754-756	30/07/2014	Email chain – re: (no subject)	Full release	
757	30/07/2014	Email – re: (no subject)	Full release	
758-759	30/07/2014	Email chain – re: Section in KPMG report – page 9 market on Early intervention + attachment	Partial release	S 35, FOI Act 1989
760	31/07/2014	Email – re: KPMG	Full release	
761	31/07/2014	Email – re: norm we need you input on the Early intervention tender re costs...	Full release	
762-769	31/07/2014	Email chain – re: QTB Role of Government under NDIS + attachment	Not released	Information is outside the scope of the request
770-771	31/07/2014	Email chain – re: Early Intervention information	Full release	
772-773	31/07/2014	Email chain – re: (no subject)	Full release	



Folio no	Date	Document	Status	
774-775	31/07/2014	Email chain – re: (no subject)	Full release	
776-783	31/07/2014	Email chain – re: URGENT: QTBs 5 & 11 – Amendments	Not released	Information is outside the scope of the request
784	31/07/2014	Email – re: Would you like me to arrange joint briefing with Minister re KPMG EI on Monday?	Full release	
785-809	31/07/2014	Email – re: KPMG Report FYI + attachment (final report)	Not released	Information is outside the scope of the request

Gotovac, Jessica

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From: Abbott, Lynette  
Sent: Tuesday, 1 July 2014 9:07 AM  
To: Short, Joe  
Cc: Starick, Kate; Doyle, Nicki  
Subject: 2RE: Focus group questions

Categories: Red Category

Dear Joe

Well done!

We might have to commission you to answer questions in the future!

The breakdown of parents at the focus groups is as follows:

Playgroup: 11

Early Intervention Unit: 8

Early Childhood centre: 8

Early Childhood Unit: 3

Autism Intervention Unit: 7

Language intervention Unit: 2

Previous early Intervention family: 5

Unknown: 4

Cheers

Lindy



ACT ECI Focus groups		
	Date	Time
1	4th June	10.00am
2	4th June	12.30am
3	16th June	10.00am
4	16th June	12.30pm
5	16th June	5.30pm
6	17th June	10.00am
7	17th June	1.00pm (pls confirm time)
8	17th June	5.30pm
9	17th June	6.00pm
10		
11		
12		
13		
14		
15		



Audience	KPMG facilitator and contact details	Status
Parents		completed
Parents		completed
Parents		planned
Parents		planned
Parents		planned
Parents		planned
Parents		planned
Parents (Aspergers ACT)		planned



# Potential transition of Early Intervention Services from the ACT Education and Training Directorate to Non-Government Organisations

## Focus Group Guide - Final

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### Introduction and context

Welcome to this focus group. My name is [insert name from KPMG] and I will be facilitating the focus group. Thank you for taking the time to participate today. I'm here today to facilitate the group discussion and listen to your views and experiences of early intervention services in the ACT.

As you are aware, the introduction of the National Disability Insurance Scheme (NDIS) is a long-awaited historic change that will transform services for people with a disability and their families. The NDIS will meet growing demand for disability services and provide a sustainable support system. As part of the changes, the ACT government is looking to increase the range of support options and non-government organisations working in this area, in line with the principles of the NDIS.

From the beginning of 2015, the Education and Training Directorate will cease providing early intervention group programs and supports, with the intention of transferring the delivery of these services to non-government organisations. Changes will be phased in over time and government is committed to working with you throughout the process to ensure the transition is as smooth as possible. As part of preparing for these changes, the ACT government is seeking input from families, parents and carers through focus groups and workshops facilitated by KPMG. We will also be talking to the non-government sector.

The government has indicated a new approach to early intervention which will be more inclusive, integrated and family-centred and carried out within natural family and community settings. – This is supported by a strong evidence of best practice in the field. Early intervention in the ACT includes group and individualised programs run by the Education and Training Directorate, therapeutic programs delivered by Therapy ACT, and other programs delivered by non-government providers. In April 2014, 302 children were accessing these early intervention programs in 51 groups located across 17 school sites.

To help guide our discussion today I will be asking the group a series of questions, and will be taking notes. We will use your comments to help inform the development of better early intervention services. All comments will remain anonymous. Specifically, KPMG is interested in



hearing about your experiences as service users of early intervention services and the extent to which these services met your children's needs. We would also welcome your views and insight on how services can be improved for the future as the government works to deliver better services for people with a disability in the ACT.

After today, if you require further information on any of these issues please do not hesitate to contact the information line established by government on 6207 1086 during business hours.





## Focus Group questions

- 1 How would you describe your overall experience of early intervention services?
- 2 What aspects of the service work well for you?
- 3 What aspects of the service don't work so well for you?
- 4 What do you believe are the most important features of a good early intervention service?
- 5 What do you believe are the most important characteristics of an excellent service provider?
- 6 Do you have any concerns about the transition of the service to a new service provider?
- 7 What types of information about the transition would you find useful? When do you think this should happen?

**Project update summary**

**Activities completed to date**

- PEAK body interviews
  - 1 performed
  - 3 outstanding being diarised
  - Government to confirm NDS are the final body to interview
- Focus groups
  - 9 focus groups performed
  - 3 dates reserved for further focus groups to be arranged – awaiting confirmation from Jo Monteith
  - Need to confirm the audience for remaining focus groups and management of ongoing interest
  - Additional submissions received following focus group sessions
- Best practice review
  - Research report completed – awaiting feedback from ACT government

**Activities planned for w/c 23<sup>rd</sup> June**

- Finalise arrangement of all remaining interviews and soundings
- Confirm arrangements for outstanding focus groups
- Commence report writing

**Project risks**

- n/a

**Additional discussion points / actions**

- Project update include staffing plans
- Reconfirm deliverable dates
- Confirm structure of interim progress summary

**PROJECT UPDATE SUMMARY**

**Prior update meeting actions**

- Kate to check with Therapy for feedback on the KPMG best practice research report, and to circulate this to KPMG.
- Remaining focus groups to be held only for parents / carers. Names of providers who have expressed an interest in being involved in the consultation program to be collated (Jo Monteith).
- Joe Short to follow up with Jo Monteith regarding arrangements for the final focus group sections
- Jo Monteith to provide an update regarding the split of services accessed by parents who have attended the focus groups to date. Findings to be considered in ensuring a representative sample is encouraged for the remainder of workshops.
- KPMG project update to be provided by July 4th
- KPMG project report to be provided before July 29th. At the next project update meeting, KPMG to confirm the submission date
- ACT Gov to provide high level details of planned arrangements for staff so that KPMG can address questions / concerns raised by parents during focus groups.

**Activities completed to date**

- 
  
- Focus groups
  - 9 focus groups performed
  - 5 focus groups organised (30<sup>th</sup> June – 2 session, 1<sup>st</sup> July – 2 sessions, 7<sup>th</sup> July – 1 session)
  - 7<sup>th</sup> July focus group session to include providers & practitioners
  - Written feedback from parents to be collated and provided to KPMG
  
- PEAK body interviews
  - 1 performed
  - 1 organised
  - 3 outstanding being diarised
  
- Best practice review
  - Feedback received from ACT government. ACT to confirm that no further feedback is pending

**Activities planned for w/c 30<sup>th</sup> June**

- Finalise arrangement of all remaining interviews and soundings
- Deliver planned sessions
- Submit project update to ACT government by Friday 4<sup>th</sup>.

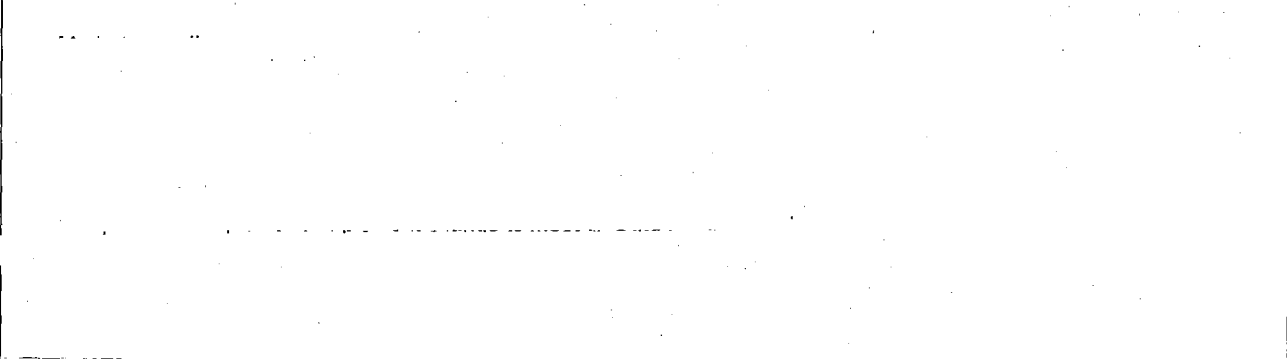
**Project risks**

- Soundings continue to highlight overall project sensitivities. Keen to see final report and recommendations, seeking terms of reference)

**Additional discussion points / actions**

- KPMG to submit final draft report by 25<sup>th</sup> July (will allow analysis and review of submitted written feedback from parents)

**Emerging themes from market soundings**



- Focus groups
  - Existing centre-based E.I. services are well supported overall (with parents particularly valuing the integration of services with mainstream government preschools and schools), although some criticism exists regarding current Therapy ACT assessment processes and services, and some playgroups (particularly those that are unstructured or where the times are perceived to be inflexible or inconvenient i.e. not aligned to school hours to allow parents to collect other children etc.)
  - Lack of overall understanding about the change and rationale for it - most parents are focussed on what they see as potential loss of qualified, experienced staff from the government sector rather than as an opportunity for enhanced choice or options with new providers. This has led to a high level of overall concern and anxiety from parents.
  - Parents key concern is around whether there will be sufficient time to transition to new providers by January - several suggested at least a 3-4 month lead-in was required, however the majority of parents were taking a pragmatic approach and accepted that change will happen.
  - Some concerns about who new NGO providers would be and whether they would be able to provide the same quality of service as existing arrangements. Concern raised about a lack of specialist providers exist to be able to deliver all services
  - Concern also expressed regarding how the service delivery model may be affected via a transition – specifically whether this would lead to services being concentrated in fewer (less accessible) hubs, or whether services would remain integrated within the school system as it is now.
  - As part of the transition, parents were keen for a streamlined process that gave them a choice of providers and a clarity of steps and timelines. Parents were also keen to ensure that during a transition process there was service continuity. Broader concerns also expressed re existing staffing in terms of knowledge transfer, retained skills and staff well being.
  - Appears to be a lack of broader understanding regarding the NDIS and how it would affect them. There appeared to be instances of misinformation as a result of this. Whilst parents indicated that there had been much communication about the NDIS from different sources, they were unsure about what it would specifically mean for them as families.
  - Parents actively seeking additional information from government – a number of people appeared to be attending the focus group sessions as a means of obtaining updates.
  - One session raised a previous issue where autism units were outsourced by government to Noah's Ark and then transitioned back due to service failure. This was cited as an example of a previously unsuccessful transition that should be noted as the government plans this transition.

Gotovac, Jessica

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**From:** Short, Joe [jshort@kpmg.com.au]  
**Sent:** Tuesday, 1 July 2014 6:15 PM  
**To:** Evans, Jacinta; Starick, Kate  
**Cc:** Doyle, Nicki; Whitten, Meredith  
**Subject:** RE: Draft report

Many thanks for this Jacinta.

We will incorporate these changes and re-issue the report as final.

Kind regards,

Joe

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**From:** Evans, Jacinta [mailto:Jacinta.Evans@act.gov.au]  
**Sent:** Tuesday, 1 July 2014 6:13 PM  
**To:** Starick, Kate  
**Cc:** Doyle, Nicki; Short, Joe; Whitten, Meredith  
**Subject:** RE: Draft report

Hi Kate, Nicki and Joe,

Apologies for the delay in providing comments on the draft EI report.

I have made a few minor changes, as the majority have already been picked up by colleagues in ETD. I think that the final section on inclusion could perhaps be emphasised/promoted slightly, as it is current best practice not utilised at all within the current ETD programs. It sort of sits right on the end of the report and feels a bit less important than the earlier information. We hope that the report will inform a desire from families for integrated programs in the new world so it would be good to give it slightly more focus.

Cheers

Jacinta

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**From:** Starick, Kate  
**Sent:** Tuesday, 24 June 2014 6:15 PM  
**To:** Evans, Jacinta  
**Cc:** 'Doyle, Nicki'; Short, Joe  
**Subject:** FW: Draft report

Hi Jacinta

Please find the marked up version of the report from ETD.  
Could you look through and add any comments to this version?

Thanks  
Kate

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**From:** Abbott, Lynette  
**Sent:** Tuesday, 24 June 2014 11:34 AM  
**To:** Starick, Kate  
**Subject:** FW: Draft report

My apologies Kate – forgot the attachment!

**From:** Walker, Jean  
**Sent:** Monday, 16 June 2014 5:21 PM  
**To:** Barr, Iain  
**Cc:** Abbott, Lynette; Monteith, Jo  
**Subject:** Draft report

I have added in some notes  
Page six- needs some work  
Had omitted the Hearing, Vision and EIU

Need to tightened up descriptions of programs - being consistent in the information they provide – they mention individual plans in one but not others

The section on best practise makes it clear for those able to reflect on our programs that we do not provide best practice programs

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**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Wednesday, 2 July 2014 8:48 AM  
**To:** Fraser, Norman; King, Sarah  
**Subject:** 6  
**Attachments:** Final Project Plan 03062014.pdf

**Categories:** Red Category

Hi Norm and Sarah  
Please find the finalised project plan for early intervention work being undertaken by KPMG  
Regards  
Kate



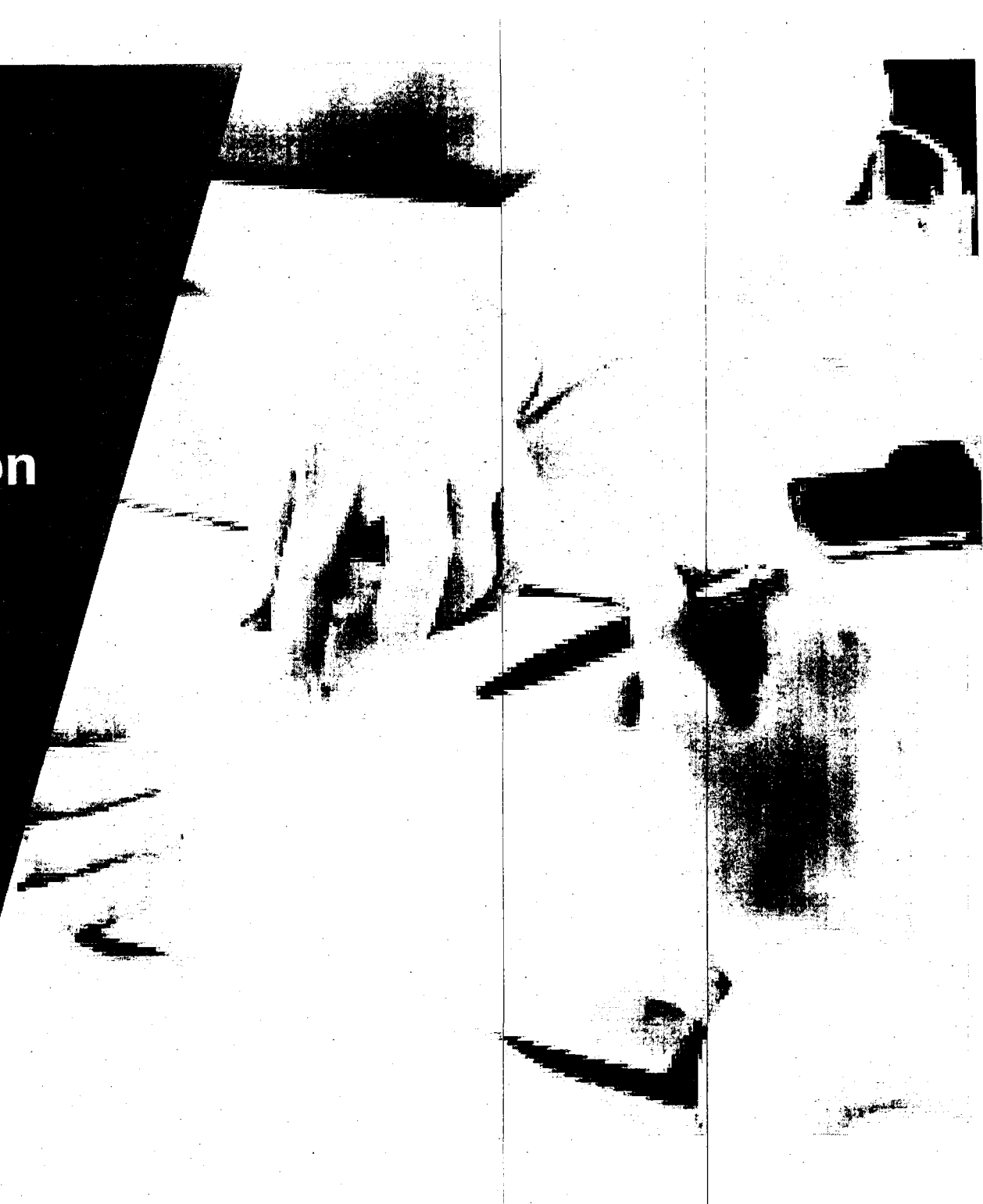
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# Delivery of market soundings support for early intervention services

**ACT Community Services Directorate**

**FINAL PROJECT PLAN**

4<sup>th</sup> June 2014







## Contents

The contacts at KPMG  
in connection with this  
document are:

**Joe Short**

Government Advisory  
Services

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Health and Human Services

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[ndoyle@kpmg.com.au](mailto:ndoyle@kpmg.com.au)

### Project objectives and scope

### Project approach

- Overview of approach
- Proposed timeline
- Deliverables

### Project management and governance

- Project team
- Project risks and mitigation strategies
- Project progress reporting
- Key contacts

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**KPMG has been engaged to provide market sounding support to successfully transitioning Early Intervention Services to the non-government sector, whilst also improving the current model of care.**

### **Project context**

Against the context of the introduction of the National Disability Insurance Scheme (NDIS), the Community Services Directorate (CSD) and the Education and Training Directorate (ETD) is assessing options for transitioning its directly provided Early Intervention Services to non government organisations (NGOs).

In order to ensure that the ACT is best prepared for an NDIS environment, CSD are assessing the options to transition existing Early Intervention Services to the non government sector. A service transition will provide the opportunity to help establish greater choice for individuals with a disability, build a stronger and more sustainable service across ACT and ensure that high quality and safe services continue to be delivered.

It is vital that through any potential transition of services, individuals currently supported by Early Intervention Services continue to receive the level of support needed, that quality assurance arrangements and safeguards are maintained, and provider supply is sustainable. As such, CSD has sought to inform the planning of transitioning arrangements through a number of targeted conversations with NGO providers. KPMG is providing support during this process.

## Project scope

The scope this engagement is agreed as follows:

- High level desktop review (20 – 30 pages) to identify best practice models for early intervention based on national and international practice and research, which will be largely drawn from existing literature scans provided by Disability ACT.
- A programme of market sounding interviews with up to 25 non government organisations who may be interested in the delivery of ACT Early Intervention Services.
- A programme of market sounding interviews with up to five peak body organisations and wider providers in order to understand best practice delivery models for early intervention. This will provide insight into broader opportunities for improving service delivery as part of the transition of services from government.
- A programme of seven focus groups with clients (parents, families and carers) in order to identify opportunities for service model improvement and to inform thinking regarding the attributes of a preferred provider.
- Analysis of the outcomes of sector conversations in order to inform the options available to government in transitioning of services. This analysis will provide an overview of initial provider interest, capacity, possible service models/programs, capability, risks and recommissioning considerations.

The scope will **exclude** the following:

- Early Intervention Service level analysis: In order to complete our activities, KPMG will require a good understanding of the existing service with information provided from Education and Training Directorate, however this will not involve KPMG performing a detailed analysis of it.
- The development of procurement or tender specifications.
- Specific research into the capacity of providers to perform a transaction beyond that stated by providers during the course of interviews.



## Project approach Overview of approach

Our proposed approach to the project will involve three main stages, as depicted below:

### Stage 1

#### Project initiation, market soundings and focus group planning

Project initiation is critical to frame the engagement and agree our approach to working with you to establish a common understanding upfront and to ensure a smooth process throughout. During this phase we will:

- Confirm the project scope, purpose, milestones, key deliverables.
- Confirm the project management processes, roles and responsibilities for KPMG and government (e.g. project governance, meetings, reporting, risk and issue capture and escalation etc.).
- Confirm market sounding approach and confidentiality arrangements.
- Finalise a draft interview script and confirm the list of providers / peak bodies to interview.
- Finalise desktop review documents to be provided by ETD and CSD.
- Finalise the arrangements and logistics for focus groups. Focus groups participants will be chosen by Education and Training Directorate with input from Therapy ACT and session times / locations chosen to maximise participation (e.g. playgroups). Focus groups will be limited to 5 parents / family members / carers per session and will be performed for 1-2 hours. Sessions will be facilitated by an experienced KPMG professional, with an additional team member taking notes. All logistical arrangements will be made by the Education and Training Directorate.

Deliverable:  
Project plan



## Project approach Overview of approach

Our proposed approach to the project will involve three main stages, as depicted below:

### Stage 2 Review of best practice models, market soundings and focus groups

KPMG will undertake a desktop review of best practice models for the delivery of early intervention services. The desktop review will be high level, and seek to identify best practice models for early intervention based on national and international practice and research. The desktop review will be largely drawn from existing literature scans provided by Disability ACT, and will consist of a synthesis of this information, in a short 20 – 30 page report. This will be provided to Disability ACT prior to the commencement of the market soundings and focus groups for review.

KPMG will perform the soundings regarding Early Intervention Services provided by the Education and Training Directorate (ETD) and Disability ACT as agreed within the planning stage. Sounding will focus on seeking alternate delivery models to those provided through the ETD. 25 providers will be interviewed as part of this stage.

Included in the soundings will be up to five peak bodies / wider providers in order to identify and map leading practice in the delivery of early intervention. We shall perform a high level desktop review of best practice in advance of interviews to inform our conversations.

KPMG will perform seven focus groups with families. Focus groups will be conducted as agreed within the planning stage.

KPMG will also facilitate a two hour workshop for up to 100 attendees on the 2<sup>nd</sup> June. This will include presentations, and a panel discussion on NDIS in ACT.

**Deliverable:**  
KPMG branded high  
level desktop review



## Project approach Overview of approach

Our proposed approach to the project will involve three main stages, as depicted below:

### Stage 3 Reporting

The outputs of our work will be summarised in a report to you, which will include the following information:

- Key points arising from the market soundings and focus groups informing the transition of services.
- An overview of indicative levels of interest in the services as well as any areas of concern or perceived risk, including identification of incentives that could be initiated to improve models of care and service delivery in the sector.
- Emerging findings with regards to the extent to which providers (both local and interstate) have the capacity or capability to expand into service delivery, or are limited by factors such as financing or resourcing.
- An overview of service delivery best practice, and how a transition of services to the non government sector may facilitate the adoption of best practice in the ACT.
- An assessment, based on the market soundings and focus groups, regarding major risks facing government in achieving their service transition timetable, and identification of potential mitigation strategies.
- An outline of next steps work that should be performed. These steps are likely to suggest a program of financial analysis, stakeholder engagement, formal market soundings and what it would take for providers to signal intention and through what avenues can clients being assessed by NDIA in July to December explore choice of provider. Our report will contain our emerging thoughts within each of these areas as per the results of our soundings, and highlight where further work should focus.

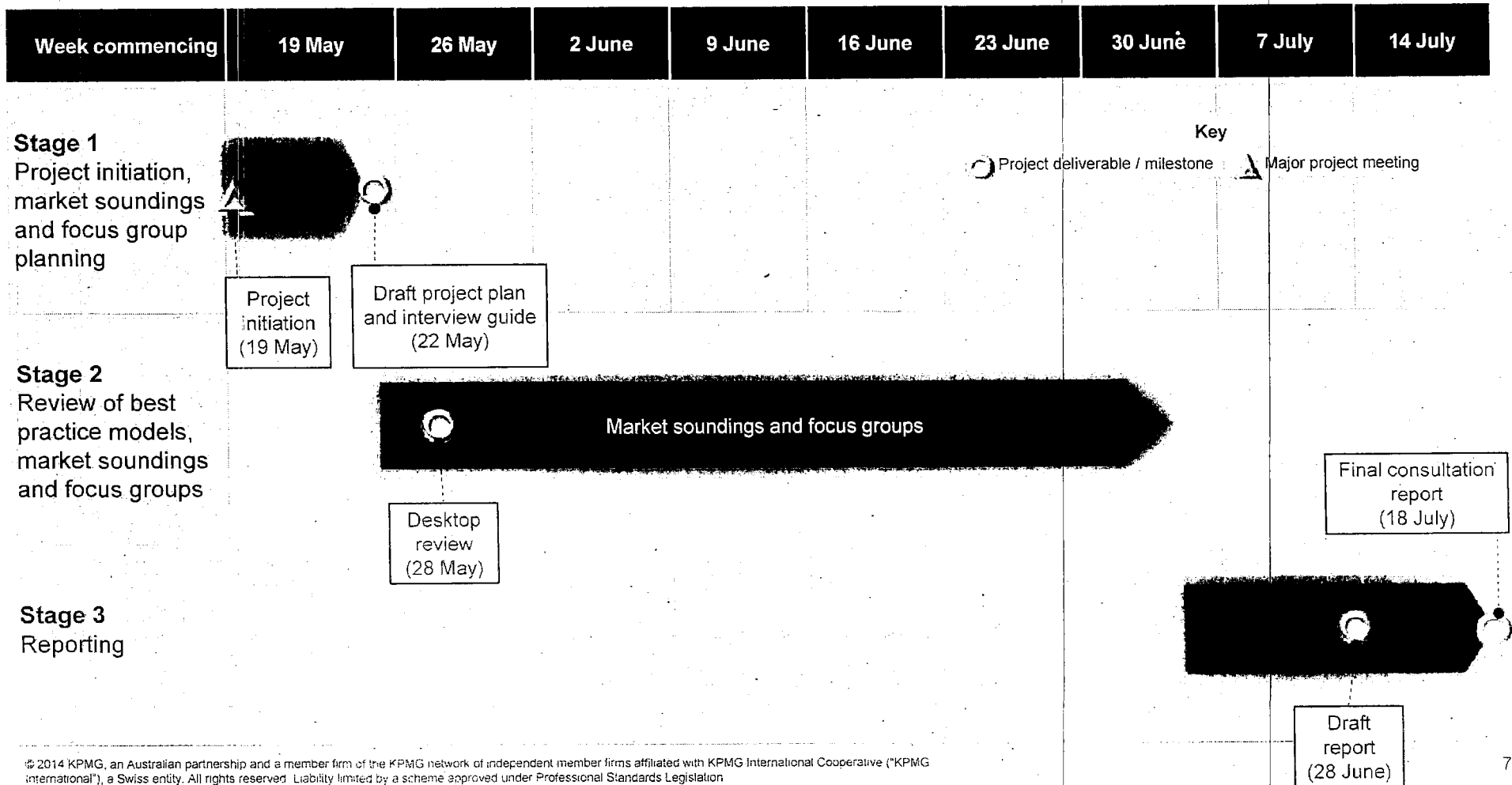
If, during the course of the Engagement, it is determined that adjustments to the Engagement are required, then these adjustments shall be agreed to in writing by both parties.

**Deliverable:**  
KPMG branded report



## Project approach Proposed timeline

Our project timeframes are outlined below.





## Project approach Deliverables

We intend to provide CSD with the following deliverables, using an iterative approach to reaching final project recommendations. All deliverables will be KPMG branded, and will be written for an executive audience to enable later decision-making by CSD.

Deliverable	Description	Proposed timing (2014)
Project plan	Will contain confirmed detail on the project objectives and scope, progress reporting requirements, project approach, deliverables and overall timelines.	Thursday 22 <sup>nd</sup> May 2014
Desktop review	KPMG branded high level desktop review consisting of 20-30 pages which will provide a synthesis of existing literature, and will be completed prior to commencement of the market soundings and focus groups.	Wednesday 28 <sup>th</sup> May 2014
Draft report	KPMG branded deliverable in accordance with Stage Three of the Scope section.	Friday 11 <sup>th</sup> July 2014
Final report		Friday 18 <sup>th</sup> July 2014





Project management and governance  
**Project team**

KPMG has assembled an experienced team for this project, with team members possessing extensive experience providing analysis and advice on reform directions to government:



**KPMG resources**

Name	Role	Description
<b>Liz Forsyth</b>	Engagement Partner	Liz will be responsible for the successful delivery of the project. She will oversee the team's involvement in the project, reviewing all project deliverables, and will also facilitate the key project workshop.
<b>Joe Short</b>	Project Director	As Project Director, Joe will provide broad oversight and strategic direction for the engagement, and will bring his extensive knowledge of the NDIS to the project, in particular the implications for the sector of increased choice and control and the move to individualised funding and the impacts on sector capacity and capability.
<b>Nicki Bowie</b>	Project Manager	Nicki will be the day-to-day contact for CSD for the duration of the engagement, exercising control over project delivery and processes. Nicki will assist Joe in providing leadership and oversight for this engagement and will participate in all project meetings.
<b>KPMG resources</b>	Project team support	The project will be supported by other KPMG resources who will assist in synthesising research and providing support and analysis throughout the engagement. This will include Kerry McGough who will run the workshop and Amity Durham who will run the focus groups.



## Project management and governance Project risks and mitigation strategies

KPMG has identified two major project risks and have developed mitigation strategies to address each.

The assistance of CSD is sought in several instances to assist in mitigating the project risks identified.

Project risk	Description	Mitigation strategies
<b>Staff changes</b>	<ul style="list-style-type: none"><li>• There is a risk that unexpected staff changes at CSD or KPMG impact on the timeliness of the project.</li></ul>	<ul style="list-style-type: none"><li>• For CSD: early identification of backup project sponsor to step in to continue project oversight and management</li><li>• KPMG: full engagement of all senior project team members throughout project (Joe Short and Nicki Doyle), who are all able to step into Project Director and/or Project Manager roles if required</li></ul>
<b>Delays in finalising deliverables due to delayed feedback</b>	<ul style="list-style-type: none"><li>• There is a risk that delays in receiving prompt, consolidated feedback from CSD on project deliverables will delay the finalisation of reports according to the timeframes specified.</li></ul>	<ul style="list-style-type: none"><li>• Prioritisation of project by relevant CSD staff</li><li>• Commitment to provide consolidated rather than individual feedback</li><li>• Commitment from KPMG to deliver on time materials which can facilitate discussions</li><li>• Use of workshop to facilitate agreement on options</li></ul>

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Project management and governance  
**Key contacts**

**Joe Short**

**Director**

**Government Advisory Services**

 **02 9356 5652**

 **jjshort@kpmg.com.au**

**Nicki Doyle**

**Associate Director**

**Government Advisory Services**

 **03 9838 4112**

 **ndoyle@kpmg.com.au**



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**Gotovac, Jessica**

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**From:** Johnston, Claire  
**Sent:** Wednesday, 2 July 2014 10:17 AM  
**To:** McClelland, Lisa  
**Subject:** FW: Early Intervention and Therapy in the ACT forum feedback questions  
**Attachments:** Therapy forum questions.pdf

Hey Lisa, can you send me the answers Therapy sent through (if you have already, sorry can you please send again??)

Any word from Education?

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**From:** NDIS  
**Sent:** Monday, 30 June 2014 1:40 PM  
**To:** Johnston, Claire  
**Subject:** FW: Early Intervention and Therapy in the ACT forum feedback questions

I have just realised I haven't actually sent the questions allocated to the Taskforce below to anyone in the Taskforce!  
May I double check whether you were providing answers to any of the questions?  
So sorry....  
TACT have sent their answers but they haven't been cleared by Meredith.  
I have asked Lindy Abbott and Jo Monteith to send through their answers but haven't had a response yet  
I am meeting Kate at 2.30 today to discuss the status of the Forum summary  
Thanks  
Lisa

**Lisa McClelland | ACT NDIS Taskforce**  
Ph: 6205 2122 | Fax: 6205 0228  
Community Services Directorate | ACT Government  
Level 2, Nature Conservation House, Emu Bank, Belconnen ACT 2617 | GPO Box 158 Canberra City ACT 2601  
[www.communityservices.act.gov.au](http://www.communityservices.act.gov.au)

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**From:** NDIS  
**Sent:** Friday, 20 June 2014 1:53 PM  
**To:** Evans, Jacinta; Barr, Iain; Mitchell, Beth (ACTEDU); Monteith, Jo  
**Cc:** Gniel, Stephen; Whitten, Meredith; Starick, Kate; Johnston, Claire  
**Subject:** Early Intervention and Therapy in the ACT forum feedback questions

Good afternoon  
Please find below a range of questions from the feedback forms we collected at the recent Early Intervention and Therapy in the ACT forum that need to be responded to.

We have assigned either the Education and Training Directorate, Therapy ACT or the Taskforce to be responsible for answering each person's query.

The actual feedback forms are also attached.

Could you please provide your response by midday next Friday 27 June.  
Many thanks for your assistance

**ACT NDIS Taskforce**  
Community Services Directorate | ACT Government  
Level 2, Nature Conservation House, Emu Bank, Belconnen ACT 2617 | GPO Box 158 Canberra City ACT 2601

Question	Contact	Response to be coordinated by
My question is what support services will be given to mainstream preschools e.g. LSA to support the influx of additional needs children?		ETD
<ul style="list-style-type: none"> <li>• Regional students e.g. Bungendore, Murrumbateman etc who access 3 &amp; 4 year old programs in the schools...</li> <li>• Cost savings getting rid of EI units?</li> <li>• What level of support will these children actually get to what they currently receive with ACT schools?</li> </ul>		ETD
<ul style="list-style-type: none"> <li>• What service provider is going to provide equivalent services that small group preschools currently provide, 4-6 hours a day, 2-3 days a week and at what cost?</li> <li>• Talk about therapists in Therapy ACT – have heard they need to look for alternative employment by end 2014. So how many therapists will Therapy ACT actually have after 2014?</li> </ul>		
<ul style="list-style-type: none"> <li>• How much assessment will be available for children. Often it takes months to work out what are the real problems/diagnosis.</li> <li>• What are the criteria for acceptance into short term EI?</li> </ul>		Therapy ACT
We currently access Therapy ACT early childhood services for our 2 year old son, primarily physiotherapist and occupational therapist (and social worker if required). Could you please advise when these services would be transition to non government services?		Therapy ACT
What happens if the market does not meet demand? You are relying on the market, if it fails, what happens?		Taskforce
<p>Question that a lady brought up about “can you guarantee that by Term 1 2015 children will have services (early intervention) to attend.” The talk and answers have all been centred that they will be providers and named in Term 4. But you cannot promise that it will be ready in term 1 2015.</p> <p>If they are ready, will all children be able to enrol in the services (early intervention)?</p> <p>If my child is not able to</p>		ETD

<p>attend a service (early intervention) in Term 1 2015? How is it that you guarantee no child will be left behind?</p>		
<p>Will the KPMG report due to government in mid-July (referred to in the presentation) be made publically available? (or excerpts of it?) If so, please email to me.</p>		Taskforce
<p>As a referrer (paediatrician) to service providers:</p> <ul style="list-style-type: none"> <li>• How does one go about it (fax, phone, referral forms?)</li> </ul>		Taskforce
<ul style="list-style-type: none"> <li>• Who will be these NGO to refer to?</li> <li>• Will a list be provided and their service description?</li> <li>• What happens to 'children in care' with developmental issues, and who takes on the role of seeking service providers?</li> </ul>		
<p>Will children already on the waitlist for therapy with Therapy ACT be transferred to Early Intervention program with NDIS? Or will we have to go through assessment process again? This is in relation for children who have no specific diagnosis.</p> <p>For children who are already receiving speech therapy with Therapy ACT with no specific diagnosis will they too be transferred to NDIS? Do I need to apply for therapy or will I be contacted by NDIS?</p>		Therapy ACT
<p>There is a lot of confusion in the community and families is around the division of early intervention and therapy services. Physically disabled children need therapy support in the early intervention playgroups. Where will they come from?</p> <p>Where will the therapy support come from to enable physically disabled children to access early intervention?</p> <p>What happens for equipment trials? Very time consuming and expensive if private therapists take this on.</p>		Therapy ACT
<p>My son is diagnosed PPD-NOS, has been in EIU but we withdrew this year as NDIS trial now funds Applied Behavioural Analysis (ABA) Therapy at home. Next year he starts kindergarten. Fiona Jackson is his ABA therapist.</p> <ul style="list-style-type: none"> <li>• Will he transition to the NDIA and be eligible for funding in 2015?</li> <li>• Must we apply for funding before 2015? When? We need ABA continuing.</li> </ul>		Taskforce

<ul style="list-style-type: none"> <li>• I heard EIU families were contacted, but we are an ex-EIU family as of early 2014. Will we be contacted?</li> <li>• Family forums on 4-19 June – how do we get into that?</li> <li>• In applying for Carer’s payment at Centrelink, we needed a Therapy ACT psychologist to fill in the papers, our ABA therapist (funded by the NDIS trial) was not allowed. From 2015, who can do this?</li> </ul>			
<p>No mention was made during the presentation of the medical personnel who diagnose these children who need early intervention. Who do we refer to? Newly diagnosed children who need early intervention services that we are seeing now, their families are left up in the air. We don’t know who to refer them to. When will we know who to refer them to? How will the service</p>		<p>ETD</p>	
<p>providers cope with this sudden influx of newly diagnosed children in a short period of time?</p> <p>No mention was made of children who are in “out of home care”. The term “parent” was used but not every child is in the care of their parent. Who looks after their needs in the NDIS?</p>			



**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Wednesday, 2 July 2014 10:31 AM  
**To:** McClelland, Lisa; Johnston, Claire  
**Subject:** CSD 11 - National Disability Insurance Scheme Readiness - CJ edits (3)  
**Attachments:** CSD 11 - National Disability Insurance Scheme Readiness - CJ edits (3).docx

Thank you Claire  
Cleared. Please send to POS

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Regards  
Kate

# Chief Ministers Talkback Brief

## CSD 11: National Disability Insurance Scheme Readiness

11 July 2014

Minister responsible:	Directorate:	Contact Officer:
Minister Burch	Community Services	Kate Starick 6205 7062

### KEY POINTS

- On 1 July 2014 the National Disability Insurance Scheme (NDIS) trial began in the ACT. It will deliver a lifelong approach to support people with disability through individualised funding.
- More than 5,000 people will be eligible for the NDIS in the ACT. Not everyone can become a participant on day one, so people will gradually transition into the scheme over two years, according to their age or stage of life.
- The ACT and Commonwealth Governments recently bilaterally agreed to three rules governing the NDIS trial in the ACT, which detail phasing, clarify how people can become participants, and outline the geographical location of the trial
- The ACT pricing schedule has been published by the National Disability Insurance Agency. The ACT is commencing with a price similar to prices in the SA launch site, which are currently 6% higher than other trial sites.
- Nothing will change immediately on 1 July.

### TRANSITION TO NDIS (PHASING)

- The ACT will be the first jurisdiction to accept all eligible residents into the scheme.

#### Children

- Children under 4 years will transition in the first six months.
- All school age children will transition in the 2015 school year.
- 2014 school leavers will transition at the end of 2014 as they leave school. And all 2008-13 school leavers with high and complex needs who received a Post School Options package will transition between July and September 2014.

#### Adults

- Older Canberrans will have access to the NDIS first to ensure they don't miss the cut-off age of 65.
- 64 – 59 year olds will transition in the first year of the trial.
- 58 – 20 year olds will transition in the second year of the trial.

#### Group Homes

- Group homes will transition to the NDIS based on the age of the youngest person living in the home. "Group home" refers to residents that have very high support needs and receive close to 24/7 support, provided by either Disability ACT or a community service provider.

# Chief Ministers Talkback Brief

## CSD 11: National Disability Insurance Scheme Readiness

- Disability ACT and the NDIA will be contacting each resident and their family to let them know when they will transition to the NDIS.

See below transition table for details on when people will phase to the NDIS.

**NDIS TRANSITION TABLE**

Transition Period	Children (Age or Academic Year)	Adults (Age and Date of Birth)	Group Homes (Age of Youngest Resident)
<b>2014</b>			
	Children under 2 year old		
From July	2008-13 school leavers with high and complex needs and a Post School Options package	64 (1 July 1949 - 30 June 1950)	22 or younger
On or after 1 October	2-4 year olds not starting school in 2015  2014 school leavers	63 (1 July 1950 - 30 June 1951)	23 – 25
<b>2015</b>			
On or after 1 January	High school students (7-12) starting with years 11 & 12	60-62 (1 July 1951 - 30 June 1954)	26 – 31
On or after 1 April	Primary school students (K-6)	59 (1 July 1954 - 30 June 1955)	32 – 33
On or after 1 July		56-58 (1 July 1955 - 30 June 1958)	34 – 36
On or after 1 October		49-55 (1 July 1958 - 30 June 1965)	37 – 40
<b>2016</b>			
On or after 1 January		40-48 (1 July 1965 - 30 June 1974)	40
On or after 1 April		20 – 39 (1 July 1974 and later)	41 – 47
On or after 1 July			48 – 64*

\*Within two years all group home residents will have commenced planning with the NDIA.

# Chief Ministers Talkback Brief

## CSD 11: National Disability Insurance Scheme Readiness

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### SECTOR DEVELOPMENT

- \$12.5 million in Sector Development Funding from the Commonwealth Government has been earmarked to help prepare the ACT for the NDIS.
  - This includes \$4 million to assist service providers through initiatives such as:
    - The NDIS Organisational Readiness Toolkit, which is helping service assess their preparedness for the NDIS (60 organisations have completed).
    - Governance and Financial Management Reform Packages available to organisations of up to \$20,000 each – 20 of which have been allocated so far at a total cost of \$400,000.
    - Business Investment packages worth \$50,000 each – 20 of which have been allocated so far at a total cost of \$1 million.
- 
- \$6.41 million in sector development funding was recently agreed to by the Commonwealth for participant readiness and market development initiatives. The detailed implementation will involve consultation with all stakeholders.

### EMERGING ISSUE: EARLY INTERVENTION

- In April 2014, the ACT Government announced its decision to gradually transition early intervention programs run by the Education and Training Directorate to the community sector.
- This decision was not taken lightly, and will give families greater choice and control.
- Children with a diagnosis of autism or who have delays in one or more functional domains such as language or mobility, will be considered under the Early Intervention criteria of the NDIS.
- A forum focussing on therapy and early intervention in the ACT was held for providers and families on 2 June 2014.
- The ACT Government will continue to provide functional assessments, referrals and intake for children with developmental concerns. Preschool services will continue, including preschool programs in specialist schools.
- The ACT Government has engaged KPMG to undertake market soundings in the area of early intervention, and help develop new service providers in this area. We expect to be able to let parents know about these new services at the beginning of term four.
- I'm pleased to say that so far we have had interest from four organisations that are looking to provide early intervention services here in the ACT as the government withdraws as a provider. They are: Northcott, House With No Steps, Yooralla and the Cerebral Palsy Alliance.

# Chief Ministers Talkback Brief

## CSD 11: National Disability Insurance Scheme Readiness

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### BACKGROUND INFORMATION

- The ACT Government is committed to rolling out the NDIS to all eligible participants over the next two years.
  - As a result of the NDIS, investment in the disability sector in the ACT is expected to double by 2019-20 to \$342 million.
  - The last National Disability Insurance Agency (NDIA) Quarterly Report found package costs to be decreasing (down from \$46k to \$34k) and high levels of participant satisfaction.
  - The NDIA can be contacted on 1800 800 110 and is now open at two locations – 212 Northbourne Avenue, Braddon, and the One Human Services Gateway, 153 Emu Bank, Belconnen.
- 
- To find out if you can become an NDIS participant go to [www.ndis.gov.au](http://www.ndis.gov.au) and click on the 'My Access Checker', a short survey to determine if you might be eligible.
-



SS

I've made the changes – Maureen please see attached highlighted paragraphs. Do you want to say anything else about prices?

**From:** McClelland, Lisa  
**Sent:** Wednesday, 2 July 2014 8:31 AM  
**To:** Sheehan, Maureen; Starick, Kate  
**Cc:** Johnston, Claire  
**Subject:** RE: CM- National Disability Insurance Scheme -Role of Government and Sector Readiness - CJ edits.docx

Thank you Maureen  
Claire will make those changes  
Kind Regards  
Lisa

**Lisa McClelland | ACT NDIS Taskforce**  
Ph: 6205 2122 | Fax: 6205 0228  
Community Services Directorate | ACT Government  
Level 2, Nature Conservation House, Emu Bank, Belconnen ACT 2617 | GPO Box 158 Canberra City ACT 2601  
[www.communityservices.act.gov.au](http://www.communityservices.act.gov.au)

**From:** Sheehan, Maureen  
**Sent:** Wednesday, 2 July 2014 7:43 AM  
**To:** Starick, Kate  
**Cc:** Johnston, Claire; McClelland, Lisa  
**Subject:** Re: CM- National Disability Insurance Scheme -Role of Government and Sector Readiness - CJ edits.docx

Good QTB . Needs to be updated for price announcement. Also need to change the wording from "withdraw" from services to "transition services to the community sector"  
With these changes, cleared. I don't need to see it again

Maureen Sheehan Executive Coordinator NDIS

On 30 Jun 2014, at 8:51 pm, "Starick, Kate" <[Kate.Starick@act.gov.au](mailto:Kate.Starick@act.gov.au)> wrote:

Final QTB for your consideration  
Thanks to Claire  
Regards  
Kate

<CM- National Disability Insurance Scheme -Role of Government and Sector Readiness - CJ edits.docx>

Question Time Brief

The National Disability Insurance Scheme –  
The Role of Government and Sector Readiness

Chief Minister

History of Amendments to Question Times Briefs

Question Time Briefs are held in the **Shared Folder ONLY**. You **MUST COMPLETE** the table below to provide a detailed history of any QTB amendments.

Date	Name	Changes/Nil changes required
5 March 2014	Sarah King	Created
11 March 2014	Catherine Martinez	DD-G edits
12 March 2014	Lauren Bell	Additional DD-G edits
26 March 2014	Sarah King	Adjusted future sector development funding to \$7.5m
28 April 2014	Claire Johnston	Updated with ages and stages development and additional details
30 April 2014	Claire Johnston	Merged NDIS Readiness brief with role of gov brief
9 May 2014	Claire Johnston	Updated with phasing
20 May 2014	Claire Johnston	Reviewed and updated
30 June 2014	Claire Johnston	Reviewed and updated



**ISSUE: The National Disability Insurance Scheme – The role of Government and Sector Readiness**

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**NDIS in the ACT**

- On 1 July 2014 the NDIS trial began in the ACT.
- The NDIS is a new way of providing community linking and individualised support for people with a permanent and significant disability (including psychosocial disability).
- Joint investment into the Scheme in the ACT by 2019-20 is expected to be \$342 million. The ACT Government will provide about \$167m (49%), and the Commonwealth Government will contribute around \$175m (51%).
- The ACT and Commonwealth Governments recently bilaterally agreed to three rules governing the NDIS trial in the ACT, which detail phasing, clarify how people can become participants, and outline the geographical location of the trial.
- The ACT pricing schedule has been published by the National Disability Insurance Agency. The ACT is commencing with a price similar to prices in the SA launch site, which are currently 6% higher than other trial sites.

**Implementation & Phasing**

- The ACT will be the first jurisdiction to accept **all eligible** residents into the scheme.
- More than 5,000 people will gradually transition to the NDIS over the next two years.
- People will transition (phase) to the NDIS according to their age or life stage to ensure the scheme is equitable and sustainable.
- The first groups of people to transition to the NDIS will be:
  - Children under two years of age.
  - 64 year olds.
  - 2008-13 school leavers (with high and complex needs who received a Post School Options Package).
  - Group homes where the youngest resident is 22 or younger.
- Group home residents will transition to the NDIS based on the age of the youngest person living in the home. "Group home" refers to residents that have very high support needs and received close to 24/7 support, provided by either Disability ACT or a community service provider.

**Readiness & Sector Development**

- The Commonwealth and ACT Governments are investing \$21.8 million to prepare the ACT sector and people with disabilities for the NDIS.

- 58
- This includes \$9.3 million the ACT and Commonwealth Governments funded in enhanced services in the ACT, including \$7.7 million for Enhanced Service Offer grants.
  - And \$12.5 million the Commonwealth allocated from the National Sector Development Fund for the ACT.
  - Sector development funding is going to initiatives such as:
    - Capacity Building Workshops and Community Conversations.
    - The NDIS Organisational Readiness Toolkit, which is helping services consider their preparedness for the NDIS.
    - Governance and Financial Management Packages of up to \$20,000 each – 20 of which have been allocated so far at a total cost of \$400,000.
    - Business Investment Packages of up to \$50,000 each – 20 of which have been allocated so far at a cost of \$1. million.
  - \$6.41 million in sector development funding was recently agreed to by the Commonwealth for participant readiness and market development initiatives. The detailed implementation will involve consultation with all stakeholders.

#### **Role of Government under the NDIS**

- To create the space for the community sector to grow in order to support the NDIS, the ACT Government has taken the decision to gradually transition disability services to the community sector over the next three years.
- This transition will happen gradually. For Disability ACT, transition will be complete by 30 June 2017. Transition for Therapy ACT services will be complete by December 2016. And Education and Training will cease providing early intervention programs in December 2014, from which time the community sector will take over.
- The withdrawal from early intervention programs has caused some concerns among parents, and the ACT Government is now working with KPMG to develop the market and encourage new providers into the space.
- For staff, the ACT Government is ensuring that all staff affected are provided with the information and support they need during this transition.
- The ACT Government and ACT public sector unions have agreed in principle to a Memorandum of Understanding. The MOU complies with the Enterprise Agreement and is underpinned by a continuing commitment for everyone involved to consult and work together to implement the NDIS.
- The NDIS will nearly double the size of the ACT's disability sector workforce.

#### **National Disability Insurance Agency**

- The National Disability Insurance Agency is now open at two locations – 212 Northbourne Avenue, Braddon, and the One Human Services Gateway, 153 Emu Bank, Belconnen.

CONTACT OFFICER: Maureen Sheehan  
 TELEPHONE: 6207 9031  
 AGENCY: CSD – NDIS Taskforce

**Gotovac, Jessica**

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**From:** Johnston, Claire  
**Sent:** Wednesday, 2 July 2014 3:49 PM  
**To:** Mickleburgh, Susan; Starick, Kate  
**Cc:** McClelland, Lisa; Anderson, Sarah  
**Subject:** 246RE: Therapy forum questions & answers

**Categories:** possible

Thanks Sue.

---

**From:** Mickleburgh, Susan  
**Sent:** Wednesday, 2 July 2014 3:47 PM  
**To:** Johnston, Claire; Starick, Kate  
**Cc:** McClelland, Lisa; Anderson, Sarah  
**Subject:** RE: Therapy forum questions & answers

Claire

ETD's response is correct – it may be useful to include the link that explains “reasonable adjustment” ie responsibilities of the Director-General to provide support and services :  
[http://www.ndis.gov.au/sites/default/files/documents/og\\_plan\\_assess\\_supp\\_plan\\_interface\\_child\\_protection.pdf](http://www.ndis.gov.au/sites/default/files/documents/og_plan_assess_supp_plan_interface_child_protection.pdf)

Regards

Sue Mickleburgh | Manager Child Protection Policy |  
**Phone** (02) 6207 2049 | **Fax** (02) 6205 7187 | **Mobile** 0407 672 810  
**Business area** | Service, Strategy and Community Building | Strategic Reform and Governance | Community Services Directorate | **ACT Government**  
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**From:** Johnston, Claire  
**Sent:** Wednesday, 2 July 2014 3:42 PM  
**To:** Starick, Kate; Mickleburgh, Susan  
**Cc:** McClelland, Lisa  
**Subject:** RE: Therapy forum questions & answers

Hello,

Just thought I should check this – ETD have answered a similar question with the following response – does this mean the DG looks after their needs??

No mention was made of children who are in “out of home care”. The term “parent” was used but not every child is in the care of their parent. Who looks after their needs in the NDIS?

Children who are in the care of the Director General, Community Services and who reside in the ACT will have the same access to services as children who are residing with their parents.

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**From:** Starick, Kate  
**Sent:** Wednesday, 2 July 2014 1:07 PM  
**To:** Johnston, Claire; Mickleburgh, Susan

**Cc:** McClelland, Lisa  
**Subject:** RE: Therapy forum questions & answers  
**Importance:** High

Hi Sue

We are responding to questions from parents who attended the Early intervention forum on June 2. Below are some questions – and there is one I need assistance with, which I have highlighted.

Would you be able to look at it please

Who currently takes on the role for seeking services for children in care?

Claire – have made edits throughout in blue. Could you please check them – would appreciate your comments and happy to discuss

Thank you  
Kate

Kate Starick | Director |

P 02 6205 7062 | M 0408 230 214 | F02 6207 2047

**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**

Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

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**From:** Johnston, Claire  
**Sent:** Wednesday, 2 July 2014 11:59 AM  
**To:** Starick, Kate  
**Cc:** McClelland, Lisa  
**Subject:** Therapy forum questions & answers

Hi Kate, here are four questions we assigned to the Taskforce from the Therapy/EI forum. I've had a go at drafting some responses, but would be great if you can take a look and add/change anything that you think is appropriate.

For **Question 3** there is a query about children in care, which I am not sure how to answer. Could you insert something there?

Cheers,  
Claire

+++

## Question 1:

Thank you for recently attending the Therapy and Early Intervention forum held at the Hedley Beare Centre for Teaching and Learning. We received your question, which was as follows:

***What happens if the market does not meet demand? You are relying on the market, if it fails, what happens?***

This is a good question, and one we are working very hard on. The ACT has been given \$12.5 million in sector development funding from the Commonwealth Government to help our service providers make the transition from a block-funding to an individualised funding model. Service providers have already done a lot of work to assess their preparedness for the NDIS and understand what they need to do to ensure they can deliver the services people will want under the NDIS.

The ACT Government has also allocated \$1.4 million to 40 organisations in the ACT to ensure they get professional assistance to make the transition to the NDIS. Some organisations might use this funding to develop new service

offers, overhaul their IT systems or streamline their admin processes. This includes organisations wanting to expand into the early intervention space.

We are already seeing organisations express interest in delivering early intervention and therapy services here in the ACT, and we are working with them to develop services that people will want. Currently more than \$2 million is invested in the early intervention programs that Education and Training Directorate (ETD) will transition to non-government providers, which is very attractive to service providers because they know this level of funding will be available to them through NDIS packages. Already names..... have told us they would like to offer services to replace those currently funded by ETD.

The National Disability Insurance Agency is also investing in sector development with the aim of supporting small providers through the Trial.

The NDIS will mean we will see disability funding double in the ACT over the next few years – to \$342 million by 2019-20. The difference in the future will be that the market will need to give prominence to relationships between services and people with disabilities, rather than with government.

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## Question 2:

Thank you for recently attending the Therapy and Early Intervention forum held at the Hedley Beare Centre for Teaching and Learning. We received your question, which was as follows:

***Will the KPMG report due to government in mid-July (referred to in the presentation) be made publically available (or excerpts of it)? If so, please email it to me.***

Thank you for the question – KPMG have been asked to talk to parents, peak bodies and service providers about what early intervention programs and services should look like under the NDIS. This is all about co-design – designing services with the people who will use the services.

We are expecting to be able to tell families the results of this work, and the attributes that people say they want from the new services at the beginning of term four. At this time we will be able to send you a summary of KPMG's findings.

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## Question 3:

Thank you for recently attending the Therapy and Early Intervention forum held at the Hedley Beare Centre for Teaching and Learning. We received your question, which was as follows:

***As a referrer (paediatrician) to service providers:***

- ***How does one go about it (fax, phone, referral forms?)***
- ***Who will be these NGOs to refer to?***
- ***Will a list be provided and their service descriptions?***
- ***What will happen to 'children in care' with developmental issues, and who takes on the role of seeking service providers?***

Thank you for your questions around pathways into the NDIS. The NDIS does not actually accept referrals in the same way a doctor or specialist would. Because it places the person with the disability at the centre, they (or their parent or guardian) will need to contact the National Disability Insurance Agency themselves. Of course as a paediatrician, and as a frontline worker, you could suggest they make contact with the Agency if you think they might be eligible. The Agency can be contacted on 1800 800 110 or at one of their two office locations (212 Northbourne Avenue, Braddon and the One Human Services Gateway at 153 Emu Bank, Belconnen):

The Agency will be able to tell the potential participant what is required when it comes to assessment for the NDIS, and how to make an Access Request when it is their turn to transition to the Scheme as we gradually move people into the NDIS over the next two years.

The Agency will have lists (which will also be published on their website soon – [www.ndis.gov.au](http://www.ndis.gov.au)) of all service providers registered in the ACT to provide disability services. They will have staff who can help participants connect with those service providers.

children in care....

+++

### Question 4:

Thank you for recently attending the Therapy and Early Intervention forum held at the Hedley Beare Centre for Teaching and Learning. We received your question, which was as follows:

*My son is diagnosed PPD-NOS and has been in EIU but we withdrew this year as NDIS trial now funds Applied Behavioural Analysis (ABA) Therapy at home. Next year he starts kindergarten. Fiona Jackson is his ABA therapist.*

- *Will he transition to the NDIA and be eligible for funding in 2015?*
- *Must we apply for funding before 2015? When? We need ABA continuing.*
- *I heard EIU families were contacted, but we are an ex-EIU family as of early 2014. Will we be contacted?*
- *How do we get into the family forums?*
- *In applying for Carer's payment at Centrelink we needed a Therapy ACT psychologist to fill in the papers, our ABA therapist (funded by the NDIS trial) was not allowed. From 2015, who can do this?*

Without knowing your exact circumstances, we can try to answer some of your questions. Firstly, if your son meets the NDIS eligibility requirements he will be able to transition into the NDIS on or after 1 April 2015. The National Disability Insurance Scheme has contacted families and people with disabilities about how the process will work. If you have not had any correspondence from them yet, we would suggest giving them a call on 1800 800 110 to discuss your son's eligibility.

Until he transitions to the NDIS he will continue to receive the ACT Government funded supports he is receiving. This means, if services are provided in an ongoing way, ie once a week, once a day etc, your son will continue to receive those. If the services is provided as an episode or 'block' of sessions, your son will continue to receive services as part of that episode until it concludes. You should not necessarily have to reapply for funding before he transitions to the NDIS.

As for the Carer Payment, we understand medical reports, which are used to asses eligibility for the Carer Payment, must be completed by a health professional. This would be determined by Centrelink, so you would need to ask them if it is likely to change. Therapy ACT will continue to provide assessment and referral services for families as an ongoing service.

And we appreciate your interest in the family forums – we understand you were contacted about attending these. If this has not happened, please let us know.

**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Wednesday, 2 July 2014 4:04 PM  
**To:** Johnston, Claire  
**Subject:** 248FW: Therapy forum questions & answers  
  
**Categories:** possible

Sorry here t'is

Kate Starick | Director |  
**P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047**  
**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**  
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---

**From:** Mickleburgh, Susan  
**Sent:** Wednesday, 2 July 2014 2:03 PM  
**To:** Starick, Kate  
**Cc:** Anderson, Sarah; Kenney, Austin  
**Subject:** RE: Therapy forum questions & answers

Hi Kate

Some brief words – please feel free to request more if you think these are required:

The legal arrangements for “children in care” involve the Director-General of Community Services Directorate having “parental responsibility”, which is delegated to Care and Protection Services staff and in many cases the child or young person’s carer. In some circumstances the child or young person’s parent will continue to hold shared parental responsibility with the Director-General.

Care and Protection Services will engage with the NDIS phasing in processes like any other parent.

In anticipation of the NDIS, Care and Protection Services have identified children and young people with a disability who are in out of home care and may be eligible for supports and services through the NDIS.

Assessment of individual children and young people’s needs will focus on sources of support from ‘mainstream’ services as well as specialist services under the NDIS.

Care and Protection Services will continue to be responsible for providing out of home care and support to children and carers and parenting support for families at risk of a child protection intervention. Additional support through NDIS will be specific to the child or young person’s disability or developmental delay, where these are additional to children of other children of a similar age who are in out of home care.

The NDIS guidelines about the processes relating to children, young people and families who are involved with care and protection are available at:

[http://www.ndis.gov.au/sites/default/files/documents/og\\_plan\\_assess\\_supp\\_plan\\_interface\\_child\\_protection.pdf](http://www.ndis.gov.au/sites/default/files/documents/og_plan_assess_supp_plan_interface_child_protection.pdf)

Regards

Sue Mickleburgh | Manager Child Protection Policy |  
**Phone (02) 6207 2049 | Fax (02) 6205 7187 | Mobile 0407 672 810**  
**Business area** | Service, Strategy and Community Building | Strategic Reform and Governance | Community Services

Directorate | ACT Government

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**From:** Starick, Kate  
**Sent:** Wednesday, 2 July 2014 1:07 PM  
**To:** Johnston, Claire; Mickleburgh, Susan  
**Cc:** McClelland, Lisa  
**Subject:** RE: Therapy forum questions & answers  
**Importance:** High

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**Sent:** Wednesday, 2 July 2014 11:59 AM  
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**Cc:** McClelland, Lisa  
**Subject:** Therapy forum questions & answers

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Cheers,  
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+++

**Question 1:**



65

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+++

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66

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children in care....

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## **Question 4:**

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them if it is likely to change. Therapy ACT will continue to provide assessment and referral services for families as an ongoing service.

And we appreciate your interest in the family forums – we understand you were contacted about attending these. If this has not happened, please let us know.

68  
**Gotovac, Jessica**

---

**From:** Starick, Kate  
**Sent:** Wednesday, 2 July 2014 4:23 PM  
**To:** Luck, Surangani; Abbott, Lynette; Short, Joe; Mitchell, Malcome  
**Subject:** 11RE: Re: FW: Focus group questions

**Categories:** Red Category

That's fantastic Suri –Lindy and Joe, when we have confirmation from Malcolm or Suri that the contract is up and we can direct to this website

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
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---

**From:** Luck, Surangani  
**Sent:** Wednesday, 2 July 2014 4:21 PM  
**To:** Starick, Kate; Abbott, Lynette; Short, Joe; Mitchell, Malcome  
**Subject:** RE: Re: FW: Focus group questions

Hi Kate,

This is the short form contract signed by KPMG and due to new variation required, CGU is currently preparing a brand new Services Agreement to include varied amounts.

Until we replace the Short Form with the new Services Agreement. I will ask Malcome to publish the Short Form ASAP through Shared Services Procurement.

The Short Form will include the Scope of Services and Malcome will make sure that it goes to the website by tomorrow afternoon or this Friday morning.

Regards  
Suri

**From:** Starick, Kate  
**Sent:** Wednesday, 2 July 2014 4:01 PM  
**To:** Abbott, Lynette; Short, Joe; Luck, Surangani  
**Subject:** FW: Re: FW: Focus group questions  
**Importance:** High

Hi

All contracts are publically available on [Contracts - Shared Services Procurement](#). So we could refer to this website. Unfortunately, the Early Intervention Contract with KPMG SA2014.061 does not appear to be on this site.

SURI – what area is responsible for updating this information please?

Regards  
Kate

Kate Starick | Director |

P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047

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69

**From:** Abbott, Lynette

**Sent:** Wednesday, 2 July 2014 3:13 PM

**To:** Starick, Kate

**Subject:** FW: Re: FW: Focus group questions

What do you think about giving the Terms of Reference?

**Gotovac, Jessica**

---

**From:** Abbott, Lynette  
**Sent:** Wednesday, 2 July 2014 4:23 PM  
**To:** Luck, Surangani; Starick, Kate; Short, Joe; Mitchell, Malcome  
**Subject:** 12RE: Re: FW: Focus group questions

**Categories:** Red Category

Thanks for this info Kate and Suri. Once it is up on the website I will send the link to  
Cheers  
Lindy

**From:** Luck, Surangani  
**Sent:** Wednesday, 2 July 2014 4:21 PM  
**To:** Starick, Kate; Abbott, Lynette; Short, Joe; Mitchell, Malcome  
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**Sent:** Wednesday, 2 July 2014 4:01 PM  
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**To:** Starick, Kate  
**Subject:** FW: Re: FW: Focus group questions  
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**Gotovac, Jessica**

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**From:** McClelland, Lisa  
**Sent:** Wednesday, 2 July 2014 4:44 PM  
**To:** Johnston, Claire; Starick, Kate  
**Subject:** 251RE: Therapy forum questions & answers

**Categories:** possible

Terrific. Thank you so much Claire

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**From:** Johnston, Claire  
**Sent:** Wednesday, 2 July 2014 4:32 PM  
**To:** Johnston, Claire; McClelland, Lisa; Starick, Kate  
**Subject:** RE: Therapy forum questions & answers

And here are the two from Therapy and ETD.

I've made a few track changes, see what you think Kate.

I am a little concerned that they have been using "referral" to explain how people can enter the NDIS – this could cause some confusion particularly for practitioners who think they will need to fill in forms etc. Need to be clear that anyone can contact the Agency if they think they are eligible for the NDIS at any time, and that frontline workers can support people to make contact with the NDIS, but won't actually be able to refer them through a formal process.

(Lisa – I think there are two separate answers for \_\_\_\_\_ in the ETD and Therapy responses – would be good to combine them in the one email ☺)

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**From:** Johnston, Claire  
**Sent:** Wednesday, 2 July 2014 4:08 PM  
**To:** Johnston, Claire; McClelland, Lisa; Starick, Kate  
**Subject:** RE: Therapy forum questions & answers

Update question 3, thanks Kate. I just copy and pasted what Sue said, I hope that's appropriate?

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**From:** Johnston, Claire  
**Sent:** Wednesday, 2 July 2014 3:54 PM  
**To:** McClelland, Lisa; Starick, Kate  
**Subject:** FW: Therapy forum questions & answers  
**Importance:** High

Hi Kate, I have updated this with Sue's suggestion for the children in care issue. If you are happy with this, Lisa can email the responses (does Maureen need to approve?)

I am just making some small changes to the answers from Therapy and ETD. Will send through separately.

+++

**Question 1:**

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Thank you for the question – KPMG have been asked to talk to parents, peak bodies and service providers about what early intervention programs and services should look like under the NDIS. This is all about co-design – designing services with the people who will use the services.

We are expecting to be able to tell families the results of this work, and the attributes that people say they want from the new services at the beginning of term four. At this time we will be able to send you a summary of KPMG's findings.

+++

## Question 3:

Thank you for recently attending the Therapy and Early Intervention forum held at the Hedley Beare Centre for Teaching and Learning. We received your question, which was as follows:

*As a referrer (paediatrician) to service providers:*

- *How does one go about it (fax, phone, referral forms?)*
- *Who will be these NGOs to refer to?*
- *Will a list be provided and their service descriptions?*

- **What will happen to 'children in care' with developmental issues, and who takes on the role of seeking service providers?**

Thank you for your questions around pathways into the NDIS. The NDIS does not actually accept referrals in the same way a doctor or specialist would. Because it places the person with the disability at the centre, they (or their parent or guardian) will need to contact the National Disability Insurance Agency themselves. Of course as a paediatrician, and as a frontline worker, you could suggest they make contact with the Agency if you think they might be eligible. The Agency can be contacted on 1800 800 110 or at one of their two office locations (212 Northbourne Avenue, Braddon and the One Human Services Gateway at 153 Emu Bank, Belconnen).

The Agency will be able to tell the potential participant what is required when it comes to assessment for the NDIS, and how to make an Access Request when it is their turn to transition to the Scheme as we gradually move people into the NDIS over the next two years.

The Agency will have lists (which will also be published on their website soon – [www.ndis.gov.au](http://www.ndis.gov.au)) of all service providers registered in the ACT to provide disability services. They will have staff who can help participants connect with those service providers.

The legal arrangements for "children in care" involve the Director-General of Community Services Directorate having "parental responsibility", which is delegated to Care and Protection Services staff and in many cases the child or young person's carer. In some circumstances the child or young person's parent will continue to hold shared parental responsibility with the Director-General.

Care and Protection Services will engage with the NDIS phasing in processes like any other parent.

In anticipation of the NDIS, Care and Protection Services have identified children and young people with a disability who are in out of home care and may be eligible for supports and services through the NDIS.

Assessment of individual children and young people's needs will focus on sources of support from 'mainstream' services as well as specialist services under the NDIS.

Care and Protection Services will continue to be responsible for providing out of home care and support to children and carers and parenting support for families at risk of a child protection intervention. Additional support through NDIS will be specific to the child or young person's disability or developmental delay, where these are additional to children of other children of a similar age who are in out of home care.

The NDIS guidelines about the processes relating to children, young people and families who are involved with care and protection are available at:

[http://www.ndis.gov.au/sites/default/files/documents/og\\_plan\\_assess\\_supp\\_plan\\_interface\\_child\\_protection.pdf](http://www.ndis.gov.au/sites/default/files/documents/og_plan_assess_supp_plan_interface_child_protection.pdf)

+++

#### **Question 4:**

Thank you for recently attending the Therapy and Early Intervention forum held at the Hedley Beare Centre for Teaching and Learning. We received your question, which was as follows:

**My son is diagnosed PPD-NOS and has been in EIU but we withdrew this year as NDIS trial now funds Applied Behavioural Analysis (ABA) Therapy at home. Next year he starts kindergarten. Fiona Jackson is his ABA therapist.**

- **Will he transition to the NDIA and be eligible for funding in 2015?**
- **Must we apply for funding before 2015? When? We need ABA continuing.**
- **I heard EIU families were contacted, but we are an ex-EIU family as of early 2014. Will we be contacted?**
- **How do we get into the family forums?**
- **In applying for Carer's payment at Centrelink we needed a Therapy ACT psychologist to fill in the papers, our ABA therapist (funded by the NDIS trial) was not allowed. From 2015, who can do this?**

Without knowing your exact circumstances, we can try to answer some of your questions. Firstly, if your son meets the NDIS eligibility requirements he will be able to transition into the NDIS on or after 1 April 2015. The National Disability Insurance Scheme has contacted families and people with disabilities about how the process will work. If you have not had any correspondence from them yet, we would suggest giving them a call on 1800 800 110 to discuss your son's eligibility.

Until he transitions to the NDIS he will continue to receive the ACT Government funded supports he is receiving. This means, if services are provided in an ongoing way, ie once a week, once a day etc, your son will continue to receive those. ~~If the services is provided as an episode or 'block' of sessions, your son will continue to receive services as part of that episode until it concludes. You should not necessarily have to reapply for funding before he transitions to the NDIS.~~

As for the Carer Payment, we understand medical reports, which are used to asses eligibility for the Carer Payment, must be completed by a health professional. This would be determined by Centrelink, so you would need to ask them if it is likely to change. Therapy ACT will continue to provide assessment and referral services for families as an ongoing service.

And we appreciate your interest in the family forums – we understand you were contacted about attending these. If this has not happened, please let us know.

~~Talk about therapists in Therapy ACT - have heard they need to look for alternative employment by end 2014. So how many therapists will Therapy ACT actually have after 2014?~~

Response:

Therapy ACT services will continue until the end of 2016. It is the Early Intervention Group Programs, currently run by Education and Training Directorate that are ~~finishing transitioning to community organisations~~ at the end of 2014 and this will not affect services at Therapy ACT or the staffing levels of therapists.

Therapy ACT employees have been kept informed about the future changes at Therapy ACT and are being supported to consider future employment options by the end of 2016. The ACT government is committed to finding suitable future employment options for therapists and also developing the future non-government/ private sector so that clients have choices in future providers.

- How much assessment will be available for children. Often it takes months to work out what are the real problems/diagnosis.
- What are the criteria for acceptance into short term EI?

Response:

Initial assessment currently provided by Therapy ACT will continue to be provided as a mainstream government service ~~up until and after beyond~~ December 2016. This includes Therapy ACT services for children including Drop-In Clinics and Intake/Referral which can be accessed without a diagnosis. If a child is identified as having functional impairment and being potentially eligible for the NDIS, they ~~will can then be referred to the Scheme~~ contact the National Disability Insurance Agency directly. If further /ongoing assessment is considered necessary, the National Disability Insurance Agency will consider it in the context of the ~~client's~~ child's future therapeutic management plan.

Criteria for NDIS Early Intervention requirements, including developmental disability are at [www.ndis.gov.au/.../og\\_access\\_early\\_intervention\\_requirements3.docx](http://www.ndis.gov.au/.../og_access_early_intervention_requirements3.docx)

Therapy ACT services will continue until December 2016 and their eligibility criteria for ~~Early Intervention~~ will continue to be "ACT residents with needs relating to delays in their development or a developmental disability."

Formatted: Font: Not Italic

We currently access Therapy ACT early childhood services for our 2 year old son, primarily physiotherapist and occupational therapist (and social worker if required). Could you please advise when these services would be transition to non government services?

Response:

Therapy ACT will continue as a service provider until December 2016. If your son meets the requirements to become a participant of the NDIS, you will have a planning conversation with a planner from the National Disability Insurance Agency after 1 July 2014. This conversation will include discussion about your current goals and needs. If occupational therapy and physiotherapy (and social work) is part of those identified needs, Therapy ACT will continue to provide these services as part of your NDIS plan until 2016. If you are not considered to meet the requirements for the NDIS, your services will continue through Therapy ACT as originally planned.

Most of Therapy ACT services will transition into the non-government sector after December, 2016. Mainstream services that Therapy ACT currently provide, for example Drop-In Clinics, Intake/ Referral and assessment will continue to be provided by the ACT Government after 2016.

Will children already on the waitlist for therapy with Therapy ACT be transferred to Early Intervention program with NDIS? Or will we have to go through assessment process again? This is in relation for children who have no specific diagnosis.

For children who are already receiving speech therapy with Therapy ACT with no specific diagnosis will they too be transferred to NDIS? Do I need to apply for therapy or will I be contacted by NDIS?

Response:

Therapy ACT services are continuing as usual until 2016. The NDIA will use information from assessments provided by Therapy ACT to help determine eligibility for the scheme and also to plan future supports. Children on Therapy ACT waitlists who are in an age group that is about to phase move to the NDIS will receive a courtesy letter from Therapy ACT to inform them of how to contact the NDIA to discuss services provided by funding under the NDIS. - If the NDIA assesses a person as meeting the requirements for the NDIS, they will assist them to select a service provider. They may choose Therapy ACT until 2016 or another non-government/ private provider.

Therapy ACT clients will be contacted by the NDIA when their age group is phasing into the scheme. They will then have a planning conversation with the NDIA and if they meet the requirements to become a Scheme participant, will identify their current goals and priorities which will help to determine the funds allocated for future supports, including therapy services. If a client is already receiving a service such as Speech Pathology through Therapy ACT, they may continue this service as part of their NDIS plan. If a client does not meet the requirements to become an NDIS participant, they will continue their service with Therapy ACT until their episode of intervention is complete.

There is a lot of confusion in the community and families is around the division of early intervention and therapy services. Physically disabled children need therapy support in the early intervention playgroups. Where will they come from?

Where will the therapy support come from to enable physically disabled children to access early intervention?

What happens for equipment trials? Very time consuming and expensive if private therapists take this on.

Response:

There has been some confusion in relation to the distinction between Early Intervention Group Programs currently provided by Education and Training Directorate (continuing until December 2014) and Early Intervention Therapy services (continuing until December 2016).

Therapy ACT will continue to provide therapy services, which includes services for children with physical disabilities until December 2016. When clients phase into the NDIS according to their age, Therapy ACT is able to continue to provide services as an "in kind" provider for the scheme until December 2016.

Intervention goals are identified with families and Therapy ACT therapists often provide support for their client's participation in settings such as playgroup and other Early Intervention settings.

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KPMG are currently conducting consultations with parents regarding their ideas and priorities for models of early intervention services from 2015 onwards. A number of Early Intervention providers have already indicated their commitment to setting up services in the ACT. Some of these providers have particular experience in providing Early Intervention services for children with physical disabilities. The KPMG consultations with families and potential providers will help to determine the models of Early Intervention that will commence in the ACT.

It is recognised that equipment prescription is a specialised area of practice and the hours involved in assessment, prescription and implementation can be extensive. The ACT Government will continue to provide equipment trials through Therapy ACT until 2016 and is considering a future model. There are a number of non-government organisations with experience in this area who it is expected will be conducting equipment trials for their clients.

**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Wednesday, 2 July 2014 6:11 PM  
**To:** Short, Joe  
**Subject:** 17RE: Monday's call

**Categories:** Red Category

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Hi Joe  
Am free between 1100 – 1400

Cheers  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**  
Level 2 Nature Conservation House| 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

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**From:** Short, Joe [<mailto:jjshort@kpmg.com.au>]  
**Sent:** Wednesday, 2 July 2014 1:46 PM  
**To:** Starick, Kate  
**Subject:** Monday's call

Hi Kate,

Monday's call (12.30) clashes with the focus group that myself and Patrick are facilitating with providers - so I was keen to move it.

Is there a time on Monday that is good for you – or alternatively we can move to Tuesday?

Regards,

Joe

\*\*\*\*\*  
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Gotovac, Jessica

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**From:** Starick, Kate  
**Sent:** Wednesday, 2 July 2014 6:08 PM  
**To:** Sheehan, Maureen  
**Subject:** 255RE: Therapy forum questions & answers  
  
**Categories:** possible

---

~~Thanks Maureen - this is really clear~~

Cheers  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
ACT NDIS Taskforce | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House| 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

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**From:** Sheehan, Maureen  
**Sent:** Wednesday, 2 July 2014 6:06 PM  
**To:** Starick, Kate  
**Subject:** RE: Therapy forum questions & answers

Good idea. I'm open to your ideas. I need to clear things to the Minister, the LA like QTBs and media. I also need to clear intergovernmental stuff, but not routine emails between us and NDIA or DSS. Apart from that I am open to you clearing it all, so lets talk Tuesday.

---

**From:** Starick, Kate  
**Sent:** Wednesday, 2 July 2014 6:02 PM  
**To:** Sheehan, Maureen  
**Subject:** RE: Therapy forum questions & answers

No worries - I thought I would include in our catch up a chat about what you would like to clear routinely etc, given the changes  
Cheers  
Kate

Kate Starick | Director |  
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Level 2 Nature Conservation House| 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

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**From:** Sheehan, Maureen  
**Sent:** Wednesday, 2 July 2014 5:37 PM  
**To:** Starick, Kate  
**Subject:** RE: Therapy forum questions & answers

Kate  
I am happy for you to clear the response on conjunction with Meredith and Jacinta  
Sorry, but the phone was off and I have been in meetings  
Cheers  
Maureen

**From:** Starick, Kate  
**Sent:** Wednesday, 2 July 2014 4:51 PM  
**To:** Sheehan, Maureen  
**Subject:** FW: Therapy forum questions & answers

Hi Maureen

Just tried to call – We are coordinating responses to people who participated in the 2 June forum. The Taskforce sent questions to ETD and TACT for response.

TACT responses (Att 1) were cleared by Meredith

~~ETD responses (Att 2) cleared through ETD~~

~~Taskforce responses are in the body of the email below. The yellow highlighted response was provided through POS.~~

Would you like to clear these before we send them out ? There will be further Q&As released from the forum as well that will go out. I am just checking what you would like to clear or what you would like me to clear.

Regards  
Kate

Kate Starick | Director |  
**P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047**  
**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**  
Level 2 Nature Conservation House| 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

**From:** Johnston, Claire  
**Sent:** Wednesday, 2 July 2014 4:32 PM  
**To:** Johnston, Claire; McClelland, Lisa; Starick, Kate  
**Subject:** RE: Therapy forum questions & answers

And here are the two from Therapy and ETD.

I've made a few track changes, see what you think Kate.

I am a little concerned that they have been using "referral" to explain how people can enter the NDIS – this could cause some confusion particularly for practitioners who think they will need to fill in forms etc. Need to be clear that anyone can contact the Agency if they think they are eligible for the NDIS at any time, and that frontline workers can support people to make contact with the NDIS, but won't actually be able to refer them through a formal process.

(Lisa – I think there are two separate answers for \_\_\_\_\_ in the ETD and Therapy responses – would be good to combine them in the one email ☺)

**From:** Johnston, Claire  
**Sent:** Wednesday, 2 July 2014 4:08 PM  
**To:** Johnston, Claire; McClelland, Lisa; Starick, Kate  
**Subject:** RE: Therapy forum questions & answers

Update question 3, thanks Kate. I just copy and pasted what Sue said, I hope that's appropriate?

**From:** Johnston, Claire  
**Sent:** Wednesday, 2 July 2014 3:54 PM  
**To:** McClelland, Lisa; Starick, Kate  
**Subject:** FW: Therapy forum questions & answers  
**Importance:** High

Hi Kate, I have updated this with Sue's suggestion for the children in care issue. If you are happy with this, Lisa can email the responses (does Maureen need to approve?)

I am just making some small changes to the answers from Therapy and ETD. Will send through separately.

+++

### Question 1:

~~Thank you for recently attending the Therapy and Early Intervention forum held at the Hedley Beare Centre for Teaching and Learning. We received your question, which was as follows:~~

***What happens if the market does not meet demand? You are relying on the market, if it fails, what happens?***

This is a good question, and one we are working very hard on. The ACT has been given \$12.5 million in sector development funding from the Commonwealth Government to help our service providers make the transition from a block-funding to an individualised funding model. Service providers have already done a lot of work to assess their preparedness for the NDIS and understand what they need to do to ensure they can deliver the services people will want under the NDIS.

The ACT Government has also allocated \$1.4 million to 40 organisations in the ACT to ensure they get professional assistance to make the transition to the NDIS. Some organisations might use this funding to develop new service offers, overhaul their IT systems or streamline their admin processes. This includes organisations wanting to expand into the early intervention space.

We are already seeing organisations express interest in delivering early intervention and therapy services here in the ACT, and we are working with them to develop services that people will want. Currently more than \$2 million is invested in the early intervention programs that Education and Training Directorate (ETD) will transition to non-government providers, which is very attractive to service providers because they know this level of funding will be available to them through NDIS packages. Already Northcott, Yooralla, House With No Steps and the Cerebral Palsy Alliance have told us they would like to offer services to replace those currently funded by ETD.

The National Disability Insurance Agency is also investing in sector development with the aim of supporting small providers through the Trial.

The NDIS will mean we will see disability funding double in the ACT over the next few years – to \$342 million by 2019-20. The difference in the future will be that the market will need to give prominence to relationships between services and people with disabilities, rather than with government.

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### Question 2:

Thank you for recently attending the Therapy and Early Intervention forum held at the Hedley Beare Centre for Teaching and Learning. We received your question, which was as follows:

***Will the KPMG report due to government in mid-July (referred to in the presentation) be made publically available (or excerpts of it)? If so, please email it to me.***

Thank you for the question – KPMG have been asked to talk to parents, peak bodies and service providers about what early intervention programs and services should look like under the NDIS. This is all about co-design – designing services with the people who will use the services.

We are expecting to be able to tell families the results of this work, and the attributes that people say they want from the new services at the beginning of term four. At this time we will be able to send you a summary of KPMG's findings.

+++

### Question 3:

Thank you for recently attending the Therapy and Early Intervention forum held at the Hedley Beare Centre for Teaching and Learning. We received your question, which was as follows:

~~As a referrer (paediatrician) to service providers:~~

- ~~- How does one go about it (fax, phone, referral forms?)~~
- ~~- Who will be these NGOs to refer to?~~
- ~~- Will a list be provided and their service descriptions?~~
- ~~- What will happen to 'children in care' with developmental issues, and who takes on the role of seeking service providers?~~

Thank you for your questions around pathways into the NDIS. The NDIS does not actually accept referrals in the same way a doctor or specialist would. Because it places the person with the disability at the centre, they (or their parent or guardian) will need to contact the National Disability Insurance Agency themselves. Of course as a paediatrician, and as a frontline worker, you could suggest they make contact with the Agency if you think they might be eligible. The Agency can be contacted on 1800 800 110 or at one of their two office locations (212 Northbourne Avenue, Braddon and the One Human Services Gateway at 153 Emu Bank, Belconnen).

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### Question 4:

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*My son is diagnosed PPD-NOS and has been in EIU but we withdrew this year as NDIS trial now funds Applied Behavioural Analysis (ABA) Therapy at home. Next year he starts kindergarten. Fiona Jackson is his ABA therapist.*

- *Will he transition to the NDIA and be eligible for funding in 2015?*
- *Must we apply for funding before 2015? When? We need ABA continuing.*
- *I heard EIU families were contacted, but we are an ex-EIU family as of early 2014. Will we be contacted?*
- *How do we get into the family forums?*

*In applying for Carer's payment at Centrelink we needed a Therapy ACT psychologist to fill in the papers, our ABA therapist (funded by the NDIS trial) was not allowed. From 2015, who can do this?*

Without knowing your exact circumstances, we can try to answer some of your questions. Firstly, if your son meets the NDIS eligibility requirements he will be able to transition into the NDIS on or after 1 April 2015. The National Disability Insurance Scheme has contacted families and people with disabilities about how the process will work. If you have not had any correspondence from them yet, we would suggest giving them a call on 1800 800 110 to discuss your son's eligibility.

Until he transitions to the NDIS he will continue to receive the ACT Government funded supports he is receiving. This means, if services are provided in an ongoing way, ie once a week, once a day etc, your son will continue to receive those . If the services is provided as an episode or 'block' of sessions, your son will continue to receive services as part of that episode until it concludes. You should not necessarily have to reapply for funding before he transitions to the NDIS.

As for the Carer Payment, we understand medical reports, which are used to asses eligibility for the Carer Payment, must be completed by a health professional. This would be determined by Centrelink, so you would need to ask them if it is likely to change. Therapy ACT will continue to provide assessment and referral services for families as an ongoing service.

And we appreciate your interest in the family forums – we understand you were contacted about attending these. If this has not happened, please let us know.

**Gotovac, Jessica**

**From:** Short, Joe [jshort@kpmg.com.au]  
**Sent:** Friday, 4 July 2014 10:04 AM  
**To:** Starick, Kate  
**Subject:** 21Monday

**Categories:** Red Category

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Hi Kate,

On Monday, Patrick and I from the team will be running a focus group at NCH from 12.30, and I wondered if we could join you at 11 to dial in for the update call. More importantly, it would be great to put a face to the name!

Best wishes,

Joe

\*\*\*\*\*

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103

**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Friday, 4 July 2014 11:18 AM  
**To:** Abbott, Lynette  
**Cc:** Short, Joe  
**Subject:** 22FW: Delivery of existing ACT Early Intervention Services  
  
**Categories:** Red Category

---

Hi Lindy  
Contract now on line  
Regards  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
ACT NDIS Taskforce | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House| 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

---

**From:** Mitchell, Malcome  
**Sent:** Friday, 4 July 2014 10:03 AM  
**To:** Starick, Kate  
**Cc:** Luck, Surangani  
**Subject:** Delivery of existing ACT Early Intervention Services

Kate  
  
Please be advised that the Short Form Contract is available on the Shared Services Procurement Contract Register.

[http://www.procurement.act.gov.au/contracts/contracts\\_register/contracts/contracts/sa2014.061](http://www.procurement.act.gov.au/contracts/contracts_register/contracts/contracts/sa2014.061)

Regards

Malcome Mitchell | Senior Contracts Officer |  
Phone 02 6205 3529 | Fax 02 6207 2047 |  
Contracts and Grants Unit | Community Services Directorate | ACT Government  
Level 1, 153 Emu Bank Belconnen ACT 2617 | PO Box 158, Canberra City ACT 2601 | [www.act.gov.au](http://www.act.gov.au)

**Gotovac, Jessica**

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**From:** McClelland, Lisa  
**Sent:** Friday, 4 July 2014 12:17 PM  
**To:** Starick, Kate  
**Subject:** 258 Question & Answer doc on Therapy and Early Intervention Services in the ACT.  
**Attachments:** Frequently Asked Questions on Therapy and Early Intervention Services in the ACT.doc  
**Categories:** possible

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Hi Kate

Please find attached the Q&A style document based on the questions at 2 June Forum.

Claire sent the Transcript to the Minister's media team rather than Kanchan. I am waiting to receive their approval of the Transcript and will chase it up now

Kind Regards

Lisa

**Lisa McClelland | ACT NDIS Taskforce**

Ph: 6205 2122 | Fax: 6205 0228

Community Services Directorate | ACT Government

Level 2, Nature Conservation House, Emu Bank, Belconnen ACT 2617 | GPO Box 158 Canberra City ACT 2601

[www.communityservices.act.gov.au](http://www.communityservices.act.gov.au)



## Frequently Asked Questions on Therapy and Early Intervention Services in the ACT

### **What is Early Intervention?**

Most early intervention services in the ACT today are group and individualised programs run by the Education and Training Directorate.

Early intervention has been included in the NDIS because intervening early in the lives of children with developmental delay or disability leads to better outcomes over the long term.

### **What is Therapy?**

Therapy refers to a range of support services including physiotherapy, occupational therapy, speech pathology, social work and psychology. Therapy ACT provides these services for people with delays in development and developmental disabilities.

### **Why is the Government moving away from the providing early intervention services?**

The ACT Government has announced it will gradually withdraw from the provision of specialist disability services over a period of three years.

The ACT Government will withdraw from early intervention services at the end of December 2014. From 2015 early intervention services will be provided by non government organisations. This will allow for more inclusive, integrated and family-centred support for children with a developmental delay or disability and their families and carers.

The ACT Government will also withdraw from Therapy services by December 2016, but will continue to provide these services during the two-year NDIS trial period.

The decision that the ACT Government should withdraw from providing early intervention was based on our commitment to ensure the success of the NDIS in the ACT.

All the funding that government has provided for these services will flow to families so that they have increased choice and control over the reasonable and necessary services provided by the non government sector.

### **Will children receiving services from Therapy ACT be transferred to early intervention program with NDIS or will we have to go through assessment process again?**

Therapy ACT services are continuing as usual until 2016. The NDIA will use information from assessments provided by Therapy ACT to help determine eligibility for the scheme and also to plan future supports. Children on Therapy ACT waitlists who are in an age group that is about to move to the NDIS will receive a courtesy letter from Therapy ACT to inform them of how to contact the NDIA to discuss services provided by funding under the NDIS.

If the NDIA assesses a person as meeting the requirements for the NDIS, they will assist them to select a service provider. They may choose Therapy ACT until 2016 or another non-government/ private provider.

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Therapy ACT clients will be contacted by the NDIA when their age group is phasing into the scheme. They will then have a planning conversation with the NDIA and if they meet the requirements to become a Scheme participant, will identify their current goals and priorities which will help to determine the funds allocated for future supports, including therapy services. If a client is already receiving a service such as Speech Pathology through Therapy ACT, they may continue this service as part of their NDIS plan. If a client does not meet the requirements to become an NDIS participant, they will continue their service with Therapy ACT until their episode of intervention is complete.

**What level of support will these children actually get to what they currently receive with ACT schools?**

Families of children who are eligible to access the NDIS will meet with a planner to discuss the necessary and reasonable supports that their child requires. The package will be individualised for each child.

**Will these new Providers be ready by 2015?**

No child currently accessing early intervention services will be left without support. All current supports will continue until a participant has an approved plan with the NDIA. A number of organisations have already expressed an interest in providing early intervention services from 2015, including Northcott, Yooralla, the Cerebral Palsy Alliance and House With No Steps. A number of organisations including the Cerebral Palsy Alliance have received NDIS Sector Development funding to help develop services such as early intervention.

Children who are eligible for the NDIS will have the opportunity to meet with a NDIS planner to develop a package of supports that will address the child's individual needs. All children will be able to access mainstream services such as early childhood education and care and preschool. The Education and Training Directorate currently provides additional resources to schools to support children with developmental delays and disabilities access and participate in preschool. This support will continue.

KPMG has been engaged to talk to families, peak bodies and service providers about what they want early intervention services to look like, and to develop new programs that families will be able to choose. A summary of the KPMG report will be available in term four 2014.

**What happens if the market does not meet demand? You are relying on the market, if it fails, what happens?**

This is a good question, and one we are working very hard on. The ACT has been given \$12.5 million in sector development funding from the Commonwealth Government to help our service providers make the transition from a block-funding to an individualised funding model. Service providers have already done a lot of work to assess their preparedness for the NDIS and understand what they need to do to ensure they can deliver the services people will want under the NDIS.

The ACT Government has also allocated \$1.4 million to 40 organisations in the ACT to ensure they get professional assistance to make the transition to the NDIS. Some organisations might use this funding to develop new service offers, overhaul their IT systems or streamline their admin processes. This includes organisations wanting to expand into the early intervention space.

We are already seeing organisations express interest in delivering early intervention and therapy services here in the ACT, and we are working with them to develop services that people will want. Currently more than \$2 million is invested in the early intervention programs that Education and Training Directorate (ETD) will transition to non-government providers, which is very attractive to service providers because they know this level of funding will be available to them through NDIS packages. Already Northcott, Yooralla, House With No Steps and the Cerebral Palsy Alliance have informed us they would like to offer services to replace those currently funded by the Education and Training Directorate.

The National Disability Insurance Agency is also investing in sector development with the aim of supporting small providers through the Trial.

The NDIS will mean we will see disability funding double in the ACT over the next few years – to \$342 million by 2019-20. The difference in the future will be that the market will need to give prominence to relationships between services and people with disabilities, rather than with government.

**Gotovac, Jessica**

**From:** Starick, Kate  
**Sent:** Friday, 4 July 2014 4:29 PM  
**To:** Abbott, Lynette; Mitchell, Beth; Evans, Jacinta  
**Cc:** Whitten, Meredith; Sheehan, Maureen  
**Subject:** FW: ACT Early intervention market soundings - KPMG update report  
**Attachments:** ECI Report Final.pdf; ACT ECI market soundings update.summary vfinal.pdf

FYI

Regards  
Kate

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ACT NDIS Taskforce | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

**From:** Short, Joe [<mailto:jjshort@kpmg.com.au>]  
**Sent:** Friday, 4 July 2014 4:00 PM  
**To:** Sheehan, Maureen; Starick, Kate; Whitten, Meredith  
**Subject:** ACT Early intervention market soundings - KPMG update report

Dear Maureen, Kate and Meredith,

Please find attached the KPMG update report which captures our work performed to date on the Early Intervention transition:

Recognising the timelines of the project, we have looked to make it as complete as possible, and have also started to consider some of the key areas of things government may like to consider in planning for the transition. These will need to be thought through by the team properly and in more detail once all of the project activities have been completed, so I would ask you to treat the contents of the document very much as emerging thoughts at this stage.

I hope that this is sufficient for your purposes at this time. As confirmed, we will provide our draft final report to you by July 25<sup>th</sup>.

I also attach the final copy of our research report, which incorporates the feedback previously provided: Please don't hesitate to contact me if you have any queries.

Kind regards,

Joe  
Director  
0409 396 444

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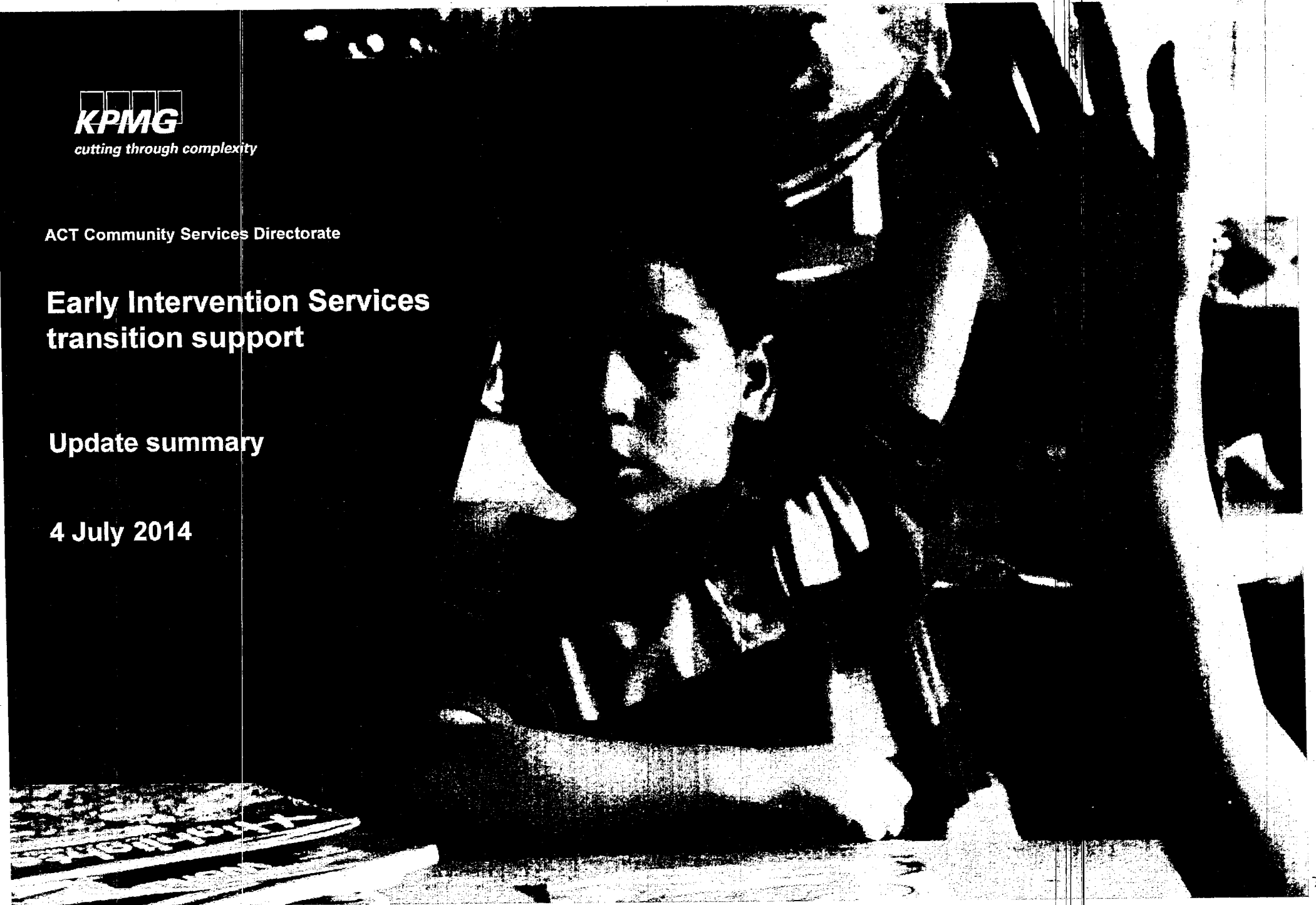
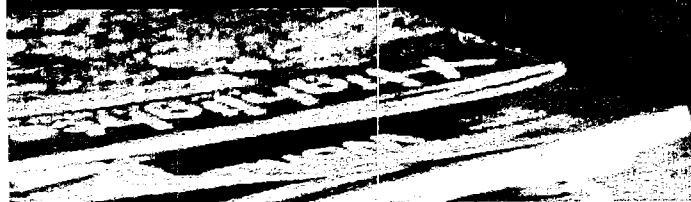
*cutting through complexity*

ACT Community Services Directorate

## Early Intervention Services transition support

Update summary

4 July 2014





**Inherent Limitations**

This report has been prepared as outlined on p2. The services provided in connection with this engagement comprise an advisory engagement, which is not subject to assurance or other standards issued by the Australian Auditing and Assurance Standards Board and, consequently no opinions or conclusions intended to convey assurance have been expressed. No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by, ACT Government personnel or wider organisations consulted as part of the process.

KPMG have indicated within this report the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the report. KPMG is under no obligation in any circumstance to update this report, in either oral or written form, for events occurring after the report has been issued in final form. The findings in this report have been formed on the above basis.

**Summary report limitations**

This report is delivered subject to the agreed written terms of KPMG's engagement.

This report provides a summary of KPMG's findings during the course of the work undertaken for ACT Government under the terms of the engagement letter/contract dated 2 June 2014. The contents of this report do not represent our conclusive findings, which will only be contained in our final detailed report.

This report is provided solely for the benefit of the parties identified in the engagement letter/contract and is not to be copied, quoted or referred to in whole or in part without KPMG's prior written consent. KPMG accepts no responsibility to anyone other than the parties identified in the engagement letter/contract for the information contained in this report.

**Third Party Reliance**

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This report has been prepared at the request of ACT Government in accordance with the terms of KPMG's engagement letter/contract dated 2 June 2014. Other than our responsibility to ACT Government, neither KPMG nor any member or employee of KPMG undertakes responsibility arising in any way from reliance placed by a third party on this report. Any reliance placed is that party's sole responsibility.

**Electronic distribution of reports**

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Any redistribution of this report requires the prior written approval of KPMG and in any event is to be complete and unaltered version of the report and accompanied only by such other materials as KPMG may agree.

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Against the context of the introduction of the National Disability Insurance Scheme (NDIS), the Community Services Directorate (CSD) and Education and Training Directorate (ETD) is assessing options for transitioning its directly provided Early Intervention Services to non government organisations (NGOs).

- ❑ In order to ensure that the ACT is best prepared for an NDIS environment, CSD are assessing the options to transition existing Early Intervention Services to the non government sector. A service transition will provide the opportunity to help establish greater choice for individuals with a disability, build a stronger and more sustainable service across ACT and ensure that high quality and safe services continue to be delivered.
- ❑ It is vital that through any potential transition of services, individuals currently supported by Early Intervention Services continue to receive the level of support needed, that quality assurance arrangements and safeguards are maintained, and provider supply is sustainable. As such, CSD has sought to inform the planning of transitioning arrangements through a number of targeted conversations with NGO providers. KPMG is providing support during this process.

**KPMG have been engaged to support the planned transition of services in a number of key areas summarised below. This document provides a summary of our work to date, and should be read against this context. Our final report will be submitted to government on July 25<sup>th</sup> 2014.**

- ❑ KPMG to deliver 14 focus groups with parents, families and carers in order to identify opportunities for service model improvement, inform thinking regarding the attributes of a preferred provider, and to identify the key activities that will ensure a smooth service transition. To date all 14 focus groups have been completed.
- ❑ KPMG to deliver market sounding interviews with 31 NGO providers who may be interested in the delivery of ACT services. To date 27 soundings have been completed.
- ❑ KPMG to deliver market sounding interviews with 5 peak body organisations and wider providers in order to understand best practice delivery models for Early Intervention. To date 3 soundings have taken place. The outcomes of this work will be presented in the final KPMG report.
- ❑ High level desktop review to identify best practice models for Early Intervention based on national and international practice and research, drawn from existing literature scans provided by Disability ACT. The outcomes of this work are presented in a separate KPMG report.

**Emerging findings from the market soundings with providers show strong interest in Early Intervention Services and an appetite to work collaboratively with government in order to successfully transition them. Key points are:**

- ❑ The majority of providers (20) expressed a strong interest in delivering services, identifying this as a good opportunity to enter or build services in the ACT. Providers also identified a commercial focus to business expansion, reflecting the broader changes due to the NDIS and a need to be competitive. The majority of providers indicated that they held the financial and operational capacity to expand service delivery.
- ❑ Providers are actively seeking further service information from government in order to prepare themselves for a commissioning process and to minimise the associated risks. Risks are largely driven by the transition timeline and include reputational risks (ie being associated with an unsuccessful service transition), operational risk (taking on too many new clients without the ability to establish the necessary supporting infrastructure), service risk (not having sufficient time to plan for the transition) and financial risk (NDIS funding packages would not be sufficient).
- ❑ Soundings indicated a wider appetite for government to provide support to stabilise providers during the transition phase and manage these risks. Suggested support included funding arrangements, the secondment of government staff and access to existing workforce. Suggestions also included the transition of the service as-is (fully funded) on a short-term arrangement in order to ensure a smooth transition. Once the new providers were established, it was proposed that government could then remove funding.
- ❑ Providers were also motivated by the opportunity to enter into the market and evolve the existing service model, thus sharing government's ambitions. For a number of providers the ability to do this was an important condition of their involvement.
- ❑ The majority of providers articulated strong expansion capacities and capabilities, having invested in back office function as part of NDIS preparedness. However, workforce was raised as key area of potential capacity concern, with an appetite for government support in addressing this.



Emerging findings from the focus groups with families, parents and carers indicates concern with regards to the transition timelines and potential model changes that may impact on services that are on the whole well received. Key points are:

- ❑ Overall, parents have had good experiences with the current Early Intervention programs. There are many aspects of the current programs that parents value and would like to see continued under the new scheme. These include small teacher to child ratios, the variety of services provided, information provision, the facilitation of connections between parents and communities, and support in transition to schooling.
- ❑ The transition is seen as an opportunity to address a number of aspects of the current programs such as reduced time taken for initial assessments and improved coordination of services (using the school-based EI service as a central coordination hub for other public and provider services). Other model improvement opportunities identified relate to playgroup hours, diagnosis support, supporting administration and the location of therapists and services.
- ❑ Parents expressed a number of views about potential providers. There is clear appetite for high quality service delivery, as well as a preference for not-profit providers given a view that profit generation was incompatible with service investment. Parents also had a preference for some form of government provision to remain, as the provider of last resort, driven by fear of providers being able to cherry pick services, leading to some individuals being left without support.
- ❑ A variety of concerns about the transition to a new service provider were expressed by parents. The majority of these concerns are driven by the timeline, a need to plan transition, a lack of knowledge regarding transition arrangements and a lack of understanding about the NDIS. Concern was also raised around the adequacy of funding arrangements, and implications for the continuity of care.
- ❑ Strong and detailed transition planning, and access to further information was seen as key to addressing raised fears. Visibility and choice of provider groups was also raised during focus groups.

Work to date indicates that in order to ensure a successful transition of services and to minimise risk, government will likely need to consider the following areas. These considerations should be assessed by government within the context of the evidence base of the project being incomplete, and a need for KPMG to perform further work and analysis.

- ❑ Pre-procurement planning:
  - The market is seeking further service information from government as part of preparation for tendering. Government should consider providing this, including clarity over the full nature and scope of services being commissioned, and whether associated assets will be included. This may require additional liability analysis.
  - Consideration should also be given with regards to the ability for government to provide direct financial support to the transition program – this is likely to require detailed financial modelling of options.
- ❑ Service model enhancement
  - Government should consider how best to enable key service model enhancements through the tender specification and provider assessment process, this may be achieved through competitive tenders, co-design or other arrangements.
- ❑ Procurement
  - Consideration should seek to determine a procurement approach that balances strong market interest and an opportunity for service model innovation and investment, through competition, with a short timeline and overarching priority for service continuity and risk management. Given this, and the appetite amongst providers for a disparate range of procurement approaches, consideration should be given to the suitability of the full range of procurement options.

- ▣ Procurement (continued)
  - In order to build on service interest generated through this process, consideration should be given to the need for further market sounding or briefing activities prior to commencement of a formal procurement process to better inform the market with regards to the service details and specifications.
- ▣ Transition planning
  - Consideration should be given to the opportunity for co-design, using the output of focus groups, broader information sources and participation from parents and potential providers to be used within transition planning arrangements, and as a means to engage parents, families and carers.
  - Development of a detailed implementation and transition plan, underpinned by best-practice change management principles, to support children and families through the transition is likely to provide families with increased confidence at this time. Consideration should be given with regards to developing individual transition plans for service users to ensure continuity of service.
- ▣ Communication strategy for parents, families and carers
  - Focus groups have identified a need for further communication about the planned changes and broader factors related to the NDIS. Government should consider development of a communications strategy that reflect this, and provide appropriate access to required information.



Market sounding and consultation approach  
**Purpose, approach and progress to date**

Commercial in confidence

KPMG's work has involved four forms of market soundings and consultation which are set out below. Our progress to date has enabled us to generate an emerging perspective of the opportunities and issues surrounding service transition from both a provider and service user perspective.

**Approach 1: Market soundings with providers**

Purpose

- Engagement with potential providers in order to stimulate and discuss service interest as well as to understand the extent of barriers, incentives, and key issues in detail.

Approach

- 31 providers selected in consultation with CSD and approached for interviews. 1 provider workshop organised (to be held on July 7<sup>th</sup>).
- Selection made to ensure that interviews generated a representative sample of feedback from the broader market. As such, providers were selected based on size, type, geographical focus and scale and included interstate providers and potential new entrants.
- Private one-to-one discussion led by KPMG to ensure independence and to encourage an open dialogue.
- Discussion supported by high-level fact sheets that provided a service overview of the existing service and NDIS transition.

Progress to date

- 27 soundings completed.
- 4 interviews and 1 provider focus group outstanding.

**Approach 2: Market soundings with professional associations**

Purpose

- Engagement with professional associations in order to gain an understanding of the wider transition and provider issues that should be considered. This included those that may be encountered as part of a move to the NDIS.
- Soundings were used to also understand best practice delivery models for Early Intervention.

Approach

- 5 professional bodies selected in consultation with CSD and approached for interviews.
- Selection made to ensure that interviews generated a broad spectrum of potential responses.
- Private one-to-one discussion led by KPMG to ensure independence and to encourage an open dialogue.

Progress to date

- 3 sounding completed.
- 2 soundings outstanding.

**Approach 3: Focus groups with parents, families and carers**

Purpose

- Engagement with parents, families and carers in order to understand key transition issues and concerns that would need to be managed.
- Sessions also looked to identify opportunities for service model improvement and to inform thinking regarding the attributes of a preferred provider.

Approach

- 13 focus group sessions held, open to interested parties. Analysis was performed by ACT government after 10 sessions to check that attendees were representative of the range of existing services. (Please note 1 of the original 14 focus group sessions was re-positioned to be held for providers)
- Sessions were led by KPMG to ensure independence and to encourage an open dialogue.
- KPMG also received feedback from a separate session held by an industry peak body.

Progress to date

- All 13 focus groups completed.
- No further focus groups planned.

**Approach 4: Written submissions from parents, families and carers**

Purpose

- Additional communication channel to allow parents, families and carers to provide feedback into transition planning.

Approach

- Parents, families and carers who were unable to attend focus groups were provided with the opportunity to give feedback directly to ACT Government.
- Feedback was passed on to KPMG in order to consolidate and incorporate into broader analysis.

Progress to date

- 2 written submission received.

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The market soundings have established significant levels of interest in the Early Intervention Services currently provided by CSD. Interest has been principally driven by a strategic desire to gain a footprint within the ACT market or consolidate / expand existing services there.

- 20 providers expressed very high levels of interest in delivering services, with a further 4 also expressing a moderate interest. Only 3 providers sounded indicated a low / no interest. This was largely due to capacity and capability issues associated with readiness for NDIS, which would constrain their ability to take on additional services at this point in time.
- Interest has also been generated by a range of wider secondary factors which include the opportunity to expand services to particular cohorts of children (eg children with hearing loss or children with autism) and a belief in long-term growth in EIS in the ACT. Interest also reflected a broader commercial shift in line with the NDIS, and a belief that it will present a market opportunity for agile and consumer focussed operators who deliver quality outcomes for service users.
- Of note is that a number of providers were also motivated by the opportunity to enter into the market and evolve the existing service model towards one more closely aligned to best practice. This was typical of a broader commitment to the sector expressed by a number of providers.

Providers indicated high levels of financial and organisational capacity to support a transition. In many cases, this reflects broader planning and organisational preparation activities in advance of a NDIS environment. Concerns were however raised in relation to the availability of an appropriately skilled workforce to support service delivery.

- Soundings indicated high levels of financial and organisational capacity amongst providers, given that geographical and service expansion represented a key part of broader commercial strategies. Smaller providers also indicated an ability to expand, however noted that there may be an additional administrative burden which would need to be managed.
- A number of providers have been working to prepare themselves for an NDIS environment, and had been considering their commercial positions. This has meant that they are in the organisational mindset to take on the delivery of additional services, and in some cases, preparatory business investments (e.g. back office systems and marketing) have already been made.
- Concerns were raised by providers regarding general workforce availability shortages in the sector, and access to suitably qualified staff. Whilst not raised as a 'deal-breaker', a number of providers felt that this did have the potential to lead to significant delivery problems.

Whilst overall interest is high in the service, providers identified a number of areas that would need to be addressed in order to maximise provider interest. Key concerns related to the transition timeframe, access to detailed client and service information, the adequacy of funding levels across client groups/service types, and the service configuration/specification for commissioning.

- Timeframes for implementation were the major concern raised by providers, with soundings consistently indicating that providers would need 3-4 months minimum notice (prior to service delivery commencement) for transition planning and establishment. This was particularly relevant for interstate providers who would need to establish a presence in ACT as part of delivering the service. Providers were in general agreement that a decision on new service providers is required by no later than September 2014 to ensure services are available for term one in 2015.
- A number of providers raised funding concerns noting that in a competitive NDIS environment they would be faced by increased commercial pressures, thus raising the importance of service funding being at full cost recovery. This was noted as being particularly important for trans-disciplinary service models and intensive centre-based group service models. Emerging concerns in relation to implementation problems with NDIS trial sites were found to be shaping these views, particularly for interstate providers who were keen to avoid potential financial viability issues.
- Providers were keen that procurement packaging arrangements were of an operational and commercially justifiable scale, both in terms of volume and income levels. This was of particular importance to interstate providers who would need to operate on a self sufficient and sustainable basis. Equally, consideration would need to be given to the effects of packaging on smaller providers who may be limited in their ability to take on large service volumes.

- A degree of confusion and uncertainty exists in relation to whether existing ACT staff will transition with the business or be given an option to transfer to NGOs. Transmission of business legal requirements were raised by a number of providers keen to seek government advice on this matter.

**Concerns around the ability of an NDIS environment to fully support Early Intervention Services were raised by the majority of providers, with a number of them seeking wider support from government in helping to manage this risk through the form of a funding arrangement (financial incentive).**

- Several providers highlighted what they believed to be a major risk given uncertainties associated with Early Intervention Services within an NDIS environment. As such, they saw an opportunity for government to manage this risk by taking a phased approach to transition. This would see them using temporary ACT government funding arrangements for a defined period of time (e.g. 1 year) during which a new provider could assume the service and ensure a smooth transition. After this period, NDIS market forces would fully apply and temporary ACT government funding would be withdrawn. Perceived benefits of this approach identified by providers include:
  - Clients: Would minimise issues around certainty and continuity of service, and enable time to build relationships and trust with new providers, to adjust to changes in service models and form operational partnerships between providers and government.
  - Providers: Provides financial stability for a set period which would be seen as attractive to new entrants, especially interstate providers given that this would significantly reduce the potential for reputation risk due to market dynamics. It would also provide time to work collaboratively with government and families to redevelop services and align to best practice and NDIS.
  - ACT Government: Could be used to encourage providers to match short-term state investment with their investment to establish services in the ACT. Provides an opportunity for government to develop a comprehensive change management framework/approach in partnership with selected providers and families. Enables opportunity to undertake comprehensive market analysis during this period to ensure adequate market competition and choice leading up to full NDIS implementation. Provides an opportunity to address concerns that some existing service users may not be eligible for an NDIS package, leading to potential complaints from families.
  - NDIA: Provides an opportunity to address a range of issues associated with the implementation of the NDIS, particularly levels of funding for Early Intervention Services and capacity and capability of planners in relation to early childhood.

**Broader incentives sought by the market include financial, operational and transitional support in order to ensure delivery is sustainable.**

- Wider financial incentives sought focussed on peppercorn leases for existing facilities and support with establishment costs. Interstate organisations were more likely to express a need for a fuller range of incentives covering establishment, ongoing operating funding, access to facilities and capital refurbishment. Likewise, they were also particularly keen to see sufficient volumes and operating funding for longer periods to offset costs and provide commercial stability.
- A range of providers (both large interstate and small organisations) were interested in the opportunity to work collaboratively with other organisations across the sector. In many cases, this was seen as a way to maximise individual areas of expertise and an opportunity to deliver better services to clients. As such, organisations were looking towards the ACT government as a facilitator of introductions.
- In order to address capacity concerns relating to workforce, a number of providers expressed an interest in being able to have introductions to staff who are currently delivering the service. Mandatory transferral of staff was considered strongly unattractive.
- Smaller providers expressed a belief that delivery of EI Services may be accompanied by a significant administrative and reporting burden. Government support was sought in terms of either minimising associated reporting requirements where possible, or providing funding or administrative support for smaller business who may become overwhelmed by this. This could involve a government operated central administrative support function, accessible to providers under a certain size.

Feedback on potential procurement processes focussed largely on government minimising the burden on providers. As such, there was strong support for a two stage procurement process that sees government require only detailed tender proposals from a selected group of providers who have progressed through an initial tendering assessment. There was a clear market assumption that government would transition services through an open tender.

- The market had a strong appetite for a two stage procurement process. This was consistent from both large and small providers and was seen as advantageous in minimising the time and operational costs associated with a procurement process.
- It should be noted that a number of providers did not currently perform services for the ACT government, and therefore the procurement process should consider this in making procurement activities simple and accessible to all potential providers.
- Providers assumed that government would be using an open tender arrangement for the transition.

**Given the transition timeline, a number of providers have proposed that services are directly placed by Government.**

- Providers consistently highlighted the challenges associated with the transition timeline and identified a possible solution being for Government to directly place the existing service with a chosen provider. This was seen to have a number of benefits for government as it held the potential for simplifying the supporting transition arrangements.
- A small number of providers identified themselves as having the potential capacity and scale to take on the existing service in its entirety. This was considered advantageous by a number of providers in that it would provide them with service volume, which would potential help to manage the associated transition and establishment risks.

**Robust transition planning was raised by a number of providers as being highly important to ensure success. There was a strong appetite for this to involve participation from families and government staff, as well as a phasing approach to minimise broader potential risks.**

- Providers raised concerns regarding the transition process, and were keen to ensure that it involved consultations with families currently receiving support in order to gain clarity of there concerns, issues and objectives. This was seen as a key step in managing risks associated with the transition and ensuring providers were able to deliver against requirements.
- Furthermore, a number of providers welcomed the opportunity for there to be a collaborative approach taken with clients, families, carers and government in order to co-design areas of service model improvement. This was seen as a good opportunity to obtain buy-in from stakeholders regarding new service providers and an evolved service model.
- Providers were also looking to government to provide broader transition information in a timely manner. This included detailed service information and specifications, as well as broader community overviews and backgrounds, with this viewed as core to ensuring providers were well prepared.
- Wider suggestions to ensure successful service transition included the potential for front-line government staff to be seconded to NGOs to reduce potential staff shortages, provide continuity of service to clients, transfer knowledge and assist in building organisational capability.
- Suggestions also included government taking a phased approach to transition, that would involve transitioning geographical or specific service areas first, rather than the full service at the same time. This was seen as providing the opportunity for both government and the market to obtain key learnings on a gradual basis, whilst reducing the impact of ongoing transition risks.

Broader feedback from providers showed clear alignment with government in using the transition as an opportunity to strengthen the existing Early Intervention Service model. Feedback suggested that this should be done incrementally over a 12-18 month period in order to minimise risks associated with change, with a focus in key areas:

- Environment: Strong consensus that children's development is shaped by the environments in which they live, therefore the role of Early Intervention Services is to support and work with families and other services in community settings where children spend their time. This has seen a shift towards supporting others in their key care giving roles with EC staff used as a resource.
- Trans-disciplinary: Soundings indicated services should be based on trans-disciplinary approaches and supported through adequate funding arrangements.
- Family centred practices: Considered a mandatory requirement underpinning delivery of services and was described as working with families in a holistic sense with reference to meeting the needs of the whole family not just the child. Providers also viewed family centred practice as helping families mobilise resources and access services to address their needs and those of their children and assisting families to build positive social supports. There was consensus that EIS could be significantly strengthened in this area.
- The 'key worker' model was considered a best practice method which involves providing a single point of contact for a family, coordinating services to meet the family's needs (healthcare, education, human services), and working with the family to empower them to make decisions and choices in relation to their individual needs and support.

Whilst exiting direct service delivery, providers felt that government could still play a key role in facilitating model improvements through supporting change in workforce areas.

- Early childhood intervention therapy is a sub-speciality area within a range of professional disciplines which requires providers to deliver a range of induction and professional development to staff. To support the establishment of a qualified and experienced workforce, providers felt that government could support the transition of government staff, and influence (via funding) the need to offer competitive salaries to enable recruitment and retention of experienced staff.
- Providers felt that government should support geographical resource issues (e.g. a lack of therapist in some areas) through direct investment, recruitment assistance or training programs.

All providers sounded articulated a strong desire to continue engagement with ACT government as part of the transition process.

- Providers were keen to both be involved in future discussions relating to government thinking, and to also provide further thoughts. Throughout conversations, providers were generous with their time and open in sharing their views.

Overall, parents have had good experiences with the current Early Intervention programs. There are many aspects of the current programs that parents value and would like to see continued under the new scheme.

- Small teacher to child ratios are highly valued by parents. Teachers with a smaller number of children are able to spend more time interacting with each child and are better able to keep a constant eye on all the children in their class.
- Parents value the variety of services that are currently being provided and the option of choosing the services they feel their child needs.
- The quality of the Early Intervention teachers is perceived by parents to be very high. They consider that experience and qualifications of the Early Intervention teachers makes a significant difference to the progress of the children and is extremely valued by parents.
- Most Early Intervention programs have established a safe and positive environment not only for the child, but for the parents as well. Many parents feel supported and understood and have been provided with advice and materials on how to continue their child's development at home.
- Playgroups, drop-in sessions and information sessions have been extremely useful in providing information to parents and in connecting parents together to establish a community and knowledge sharing environment. Parents felt this was particularly useful in the first stages of diagnosing their child.
- Some practitioners and therapists visited the child's home and school, which enabled a treatment program that was consistent across all aspects of the child's life to be established.
- Parents considered that the EI services help to prepare children to transition to schooling (including mainstream school environments where possible). The school-based venue of service delivery and the perceived integration of the services with the (public) school sector was cited by many parents as a strength of the current model – although a small number of parents expressed a desire to see better integration with private schools as well.
- The need for a full-time teaching assistant with special training was cited by parents as the main enabler in having their child access a mainstream services which has accelerated development. The need for these teachers / aides to continue to be accessible was expressed by parents.
- The availability of the Therapy ACT 'drop in' service was considered by parents to be important to retain, as it creates an inexpensive and informal pathway for families to identify a developmental delay in a timely manner.
- Some parents highlighted the uniqueness of the nature of the service due to its 'educational' setting as opposed to a purely therapeutic setting. This aspect of the service was highly regarded by parents who felt it offered support for the child's integration into mainstream settings.
- Parents valued the opportunity for their child to attend the service without them, as it supported the child to develop independence and reduced reliance on the parent by the child.

There are a number of aspects of the current programs that parents would like to see changed under the new service providers.

- Many parents experienced waiting lists of up to 6 months for an initial assessment by Therapy ACT. Some parents also experienced long waiting lists for their child to gain access to EI services (and Therapy ACT services) after their assessment was completed. This was a concern for parents as their child did not receive the services they needed over this time period. Parents would like to see shorter waiting periods under the new service providers.
- Parents expressed a degree of frustration with the transparency of waitlists and associated administrative and communication processes with regard to their child's transition process, with this creating challenges around planning. Parents would like greater transparency and the opportunity to have more time to plan their child's transition.



- ❑ Most of the children see multiple practitioners (Therapy ACT as well as private providers) and attend different programs such as playgroups, Early Intervention and mainstream preschools. Most parents must then co-ordinate and relay information between the various points of contact for their child, and travel to each location. A small number of parents had positive experiences where the different practitioners and programs communicated together to co-ordinate an integrated treatment and early learning program (although this was more likely to occur where all of the child's services were provided by public providers - some parents reported poor coordination of EI services with private providers). Parents were keen that under the new program, there would be improved coordination of services – using the school-based EI service as a central coordination hub, for other public and private services.
- ❑ The current playgroup hours do not align with school hours meaning that parents with multiple children find it difficult to co-ordinate drop-off and pick-up times. Additionally, many parents expressed that it was difficult to re-enter the workforce due to the hours of their child's schedules. Having the EI program extend hours was desirable for some parents while others felt the start time could be delayed.
- ❑ There have been mixed experiences with children alternating between attending an Early Intervention program and a mainstream preschool during the week. Most parents agreed, however, that exposure to a mainstream environment is critical in assisting a child transition into a mainstream school. It was suggested that a preschool providing mainstream and Early Intervention Services could accommodate supervised interaction between the two groups in a shared space in order to assist the transition process.
- ❑ Many parents expressed that the stage before their child was diagnosed was difficult and involved overanxious feelings and uncertainty regarding whether the child had a condition. Furthermore, many parents had negative experiences with practitioners and teachers not supporting parents in receiving a diagnosis. Parents therefore expressed a desire for improved support in the initial stages of their child receiving a diagnosis.
- ❑ The current aged based grouping of EIS was raised as a concern for parents, who would instead like to see groupings that are based on the child's emotional and physical development level.
- ❑ The location of different therapists and services has been cited as a challenging issue for some parents who would like to see services co-located or accessible in certain areas throughout the ACT.
- ❑ Parents of children with autism also recognised their need for very specialised responses and highlighted concerns that it may not be possible to have providers in place with the requisite skills and understanding of Early Intervention for children with autism. Teacher led models of care were strongly supported by this group.
- ❑ Parents would value service providers who are able to connect to each other to provide a consistent individualised treatment plan that is integrated across all aspects of the child's life. Additionally parents would like to see services embedded into schools that are more aligned to the private schooling system, and reflect the needs of the family - ie family based interventions and include consideration of respite.

**There are a number of characteristics that parents expressed were desirable to see from the new service providers.**

- ❑ Highly skilled and experienced practitioners and teachers was the most frequently mentioned characteristic that was important to parents. Many parents iterated the vast difference in the quality of service that was provided by practitioners/teachers with experience and training and those that have had minimal exposure outside of a mainstream environment. A distinction between qualification and experience was suggested as some parents feel experienced practitioners can have a significant impact on the child's development.
- ❑ Parents expressed the need to have services which do not require the participation of the parents as part of children benefitting from time away from their primary caregivers. Whilst the option to help support children by being present should exist, the requirement of having them there was not seen as particularly beneficial.
- ❑ Maintaining the educational focus of the service is seen as being of critical importance by parents (i.e. it should not be allowed to become a form of day care or therapy alternative; the emphasis should be on teaching and early learning to promote transition to school).

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- ❑ A preference for not-for-profit providers was communicated by some parents, who feel that not-for-profit organisations will provide a higher quality of service. However there were some different opinions on this issue. Some parents communicated a preference for Government provided services, and they believe that these are better quality than non government or private services. Other parents said that the private therapy services they currently access are of higher quality than government therapy services. Views also included a belief that not-for-profit organisations would provide a higher quality of service and also the need for investment would not be compromised by the need for the organisation to generate a profitable margin.
- ❑ Parents would like to see new service providers with access to the latest technologies and equipment as well as the use of modern techniques. Parents expressed that the current system seems "out-dated" and that it has not adapted to improved understanding of children's disabilities.
- ❑ An important feature to parents is consistency of service. Most children find it difficult to adapt to change, new environments and new people. Parents desire minimal staff turnover and disruption to service. Many expressed that whilst the provider will change, they would like to continue to work with the practitioners/teachers who they are currently seeing.
- ❑ It was expressed that a new service provider should be sensitive to the needs of the parents as well as of the child. An environment that is flexible to parent involvement and is appreciative of parent input would be highly valued.
- ❑ Parents would like to see some form of transparent quality controls: many advocated for a quality accreditation system, possibly with provider ratings.
- ❑ If fees will be payable under the new arrangements, there needs to be a transparent fee structure and clarity around what (if any) minimum hours families would be 'entitled' to before they needed to pay for additional services. Some parents expressed a need for controlled pricing if there are to be fees payable by families.

**A variety of concerns about the transition to a new service provider were expressed by parents. A vast majority of these concerns are the result of a lack of understanding and information about the new National Disability Insurance Scheme.**

- ❑ Parents are concerned about the timeframe of the transition. They are concerned that the new service providers will not be operational by the specified deadline and that there will be a period of time in which services are not able to be accessed. Parents believe that any such gap in the provision of services to their child will result in a regress in their child's progress, which could potentially have long lasting effects. Additionally, some parents had concerns relating to the need to prepare and make arrangements for 2015 for their children six months in advance, but are yet unable to do so. There is concern that parents will not be aware of the services available and will not be able to apply for the services their child needs in time to ensure their child has uninterrupted access to services.
- ❑ The quality of the new service providers, as well as the range of services that will be available under the new service is a concern due to lack of information. Additionally some parents addressed the possibility of an influx of providers due to the possibility to access NDIS funding which may add complexity in choosing the most appropriate provider.
- ❑ A concern was raised in regard to the transfer of information from the current service providers to the new service providers. There are concerns that information will be lost in the system, and around the broader management and disclosure of personal information.
- ❑ Additionally, parents are unclear about the assessment process that will occur under the NDIS in order to access funding and Early Intervention Services. Parents feel that an assessment which only considers a child's performance on a particular day will not adequately capture their behaviour and needs. Parents believe that greater parent input could assist in increasing the accuracy of assessments. Furthermore, parents would like to have an option for their assessment to be reviewed or retaken if they are unsatisfied with the results.
- ❑ A specific concern that was raised was in regard to the protocols under the new scheme around children in foster care. It was unknown who would be involved in the process of assessing a foster child.



## Results of consultations with parents, families and carers

### Key findings

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- Some parents also expressed a concern around the ability of new providers to 'cherry pick' which individuals they provided services to, which had the potential for some individuals to be left without support. Parents were keen for the necessary safety nets to be put in place – including government remaining as a service provider.

#### There was a strong appetite from parents for further information to be communicated regarding the transition process and arrangements.

- Principally, parents would like to be provided with clear information on the timeframes and phasing of the new scheme. A number of parents suggested that at least 3-4 months notice was needed so they could start preparing their children for the changes. The transition would need to include provision for gradually exposing children to new staff and new venues, if applicable.
- It was expressed that information about the new service providers including information on the practitioners/therapists, their qualifications, experience and location would be useful to parents. Parents were also keen to have access to details of the types of Early Intervention Services that could be funded with their packages.
- In order to aid planning and prepare their child for transition, clarity around the service models and range of services to be provided, as well as the location of services was sought. Specific information around the protocols regarding accessing new services was also requested as well as timelines. Some parents felt they may be able to prepare for the transition with their children by exposing them to the proposed venue and any new staff (eg by using photos of the new teachers or by accessing the premises a number of times).
- Information regarding the diagnosis and assessment of children was expressed as a concern given the age cohort of children receiving services. Parents were seeking to know how the assessment will work for them and the implications surrounding diagnosis or lack thereof and access to services.
- Parents would keen to understand about the supporting arrangements and continuity of teachers, therapists and purpose built facilities, as well as the extent to which contingency strategies were in place for any anticipated gaps in service delivery during the transition.

#### The best forms of communication.

- The idea was raised for a website that could assist parents in searching for services by filters such as by location or by disability. This would assist parents in finding the right services and reduce time manually filtering through information.
- Multiple forms of communication were discussed in order to ensure the information is received, such as phone calls, periodic emails, letters, in person, through a central point, from the schools or at the EI services themselves.
  - Parents expressed that a designated case worker to assist each family through the transition would be extremely helpful.
  - Parents mentioned how they would find a FAQ sheet / resource useful as well as other resources such as pamphlets.
- Parents also highlighted the need to get information to those parents that are not necessarily linked in via a service – the suggestion was to use hubs like child and family centres and community centres.

It should be noted that the full schedule of market sounding and focus group activities have not been completed, and therefore key considerations for government should be treated and reviewed in this context. However, emerging considerations should be reviewed by government in order to help provide input into initial thinking of how to best transition services to the NGO sector. Key points for consideration by government are:

#### Pre-procurement planning

1. Consideration by government will need to be given regarding the provision of clarity over the full nature and scope of the services being commissioned as well as any associated assets such as infrastructure or equipment. In particular, clarity over the transfer or not of staff with services. Communication of appropriate information in a timely manner following the market soundings would help to capitalise on provider interest and better position government to achieve timeline objectives. Key information sought by the market is further detail of the commissioning specifications in order to support planning decisions.
2. The inclusion of wider assets in a commissioning arrangement should be structured to best maximise provider interest, however these may have financial implications for government that are unforeseen - further work should look to understand any associated liabilities.
3. Further analysis may help government to 'design' the ideal market structure to serve the sector, and thus leverage the respective skills of large interstate providers, small specialised groups and identify potential to include new service provider groups outside of the traditional disability sector market. Consideration will need to focus on designing a sustainable market that provides appropriate access to services. This analysis should also be considered against service package options that promote quality, sustainability, innovation, access and service outcomes.
4. Consideration should be given to the ability for government to provide direct financial incentives, either through provision of operating funding for a defined transition period leading up a full implementation of the NDIS, or through the provision of other incentives to aid in the establishment of services.
5. Government should consider how to best support collaboration within the market, given the appetite for joint working displayed by providers.

#### Service model enhancement

6. Government should consider how best to enable key service model enhancements through the tender specification and provider assessment process. Key enhancements for considerations include:
  - Allow or encourage providers to offer more flexible hours (i.e. later starting or finishing times).
  - Allow or encourage providers to add value through integrated service models (i.e. options for parents to 'add on' EI-focussed day care or EI-focussed after school hours care – which could be offered on a user pays basis), to facilitate more choice and options for those parents who are seeking such services. This builds on what already happens for some children who attend EI and mainstream pre-schools, but expands the offerings.
  - Require service providers to demonstrate how they will maintain linkages with mainstream public schools and therapy services (an aspect of the current model that is valued by parents), but enhance this by requiring providers to also build and maintain linkages with private school and private therapy services (this is an area some parents identified as a weakness of the current model). Better links to a wider range of services (including private services) will provide parents with more choice and options.

### Procurement

7. Consideration should be given as to how best to leverage the strong market interest in the service through a tender process, and the full range of transition options that this will support. A competitive tender process may facilitate service model innovation and service investment through competition and may be appropriate. Given the short timeline, the overarching priority will need to be service continuity for clients, change & risk management and communication strategies, however government should consider what else could be achieved alongside this.
8. In order to build on service interest generated through this process, consideration should be given to industry briefings prior to commencement of a formal procurement process to better inform the market in relation to proposed procurement method, service delivery models, funding arrangements and transition strategy. This should be considered against the constraints of the transition timetable.

### Transition planning

9. Consideration should be given to the opportunity for co-design, using the output of focus groups, broader information sources and participation from parents and potential providers. A forum or workshop with selected groups bringing together best practice, knowledge and stakeholders may help people to positively engage within the transition, and allow providers to learn more about the market and key factors of importance for parents, families and carers. This activity would also form an active part of ongoing sector engagement.
10. Development of a detailed implementation and transition plan, underpinned by best-practice change management principles, to support children and families through the transition should be considered by government. These may provide families with confidence that the transition will be well managed and key risks have been considered.
11. Consider developing individual transition plans for service users to ensure continuity of service delivery is maintained and that there is a smooth transition between the old and new service providers.
12. Once the new providers are known, government should consider the process of communication to families, parents and carers. A standard 'information pack' setting out details of their staffing models (including staff qualifications and experience), service ethos /philosophy, and points of difference which can support parents to make informed decisions may address raised concerns around quality standards and wider provider issues.

### Communication strategy for parents, families and carers

13. Focus groups have identified a need for further communication about the planned changes, as well as broader factors related to the NDIS. Government should consider development of communication strategy that:
  - Provides opportunity for input with regards to the locations and venues for the new services (this is particularly important if they may be fewer locations than there are at present, and/or if there is a possibility for standalone venues that are not attached to mainstream schools under the new arrangements)
  - Gives clarity about any costs or fees that parents may have to pay under the new arrangements, including the fees for 'add on' services. If there is still going to be a minimum government-subsidised entitlement to a number of hours per child, parents need clarity about what that is and how much they may need to be paying for extra services. A standard schedule of fees may be unavailable, but transparency of fee information would be beneficial.
  - Gives clarity regarding overall timelines for the transition, key milestones, and points of involvement for parents, families and carers.
14. Communication strategies for consideration could include but not be limited to letters and information sheets to all families of government delivered EI services, broad communication with the disability/education/early childhood sectors, a 1300 enquiries number and enquiry mailbox and internet and intranet sites to provide access to information for a broad range of stakeholders.

# Appendices

1. List of providers involved in market soundings
2. List of focus groups performed
3. Summary of individual market soundings



## Appendix 2 Focus groups performed

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No.	Date	Time	Location	Advance registrations
1	4th June	10.00am	Hedley Beare Centre for Teaching and Learning (HBCTL), 51 Fremantle Drive Stirling, ACT 2611	5
2	4th June	12.30am	Hedley Beare Centre for Teaching and Learning (HBCTL), 51 Fremantle Drive Stirling, ACT 2611	5
3	16th June	10.00am	Hedley Beare Centre for Teaching and Learning (HBCTL), 51 Fremantle Drive Stirling, ACT 2611	8
4	16th June	12.30pm	Hedley Beare Centre for Teaching and Learning (HBCTL), 51 Fremantle Drive Stirling, ACT 2611	5
5	16th June	5.30pm	Hedley Beare Centre for Teaching and Learning (HBCTL), 51 Fremantle Drive Stirling, ACT 2611	6
6	17th June	10.00am	Hedley Beare Centre for Teaching and Learning (HBCTL), 51 Fremantle Drive Stirling, ACT 2611	7
7	17th June	1.00pm	Nature Conservation House, 186 Emu Bank, Belconnen, ACT 2617	5
8	17th June	5.30pm	Nature Conservation House, 186 Emu Bank, Belconnen, ACT 2617	8
9	17th June	6.00pm	Autism Asperger ACT, Chifley Health and Wellbeing Hub, Corner of Eggleston & MacLaurin Crescents, Chifley, ACT 2606	[ ]
10	30th June	11.00am	Hedley Beare Centre for Teaching and Learning (HBCTL), 51 Fremantle Drive Stirling, ACT 2611	4
11	30th June	5.30pm	Nature Conservation House, 186 Emu Bank, Belconnen, ACT 2617	2
12	1st July	10.00am	Nature Conservation House, 186 Emu Bank, Belconnen, ACT 2617	2
13	1st July	5.30pm	Hedley Beare Centre for Teaching and Learning (HBCTL), 51 Fremantle Drive Stirling, ACT 2611	4
14	7th July	12.30pm	Nature Conservation House, 186 Emu Bank, Belconnen, ACT 2617	(to be completed)

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**Gotovac, Jessica**

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**From:** Dutt, Kanchan  
**Sent:** Friday, 4 July 2014 12:54 PM  
**To:** McClelland, Lisa  
**Subject:** FW: Therapy and Early Intervention Forum Transcript 2 June 2014  
**Attachments:** Therapy and Early Intervention Forum Transcript 2 June 2014.doc

Hello Lisa,

Please find attached suggested changes to transcript.

Cheers,  
Kanchan

Kanchan Dutt | Senior Manager

T: 02 6205 0282 | M: 0478 301 615

Media and Communications | Community Services Directorate | **ACT Government**

Level 8, 11 Moore St, Canberra City | GPO Box Canberra 158 | [www.communityservices.act.gov.au](http://www.communityservices.act.gov.au)

**From:** Hawthorne, Maria

**Sent:** Friday, 4 July 2014 12:50 PM

**To:** Dutt, Kanchan

**Subject:** Therapy and Early Intervention Forum Transcript 2 June 2014

Hi Kanchan,

I just had two changes (tracked) for your consideration.

Maria



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## Transcript of Therapy and Early Intervention NDIS Community Forum

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Monday 2 June 2014, Stirling, ACT

### PANEL MEMBERS:

- Kerry McGough, KPMG Facilitator
- Joy Burch, ACT Minister for Disability
- Mary Hawkins, National Disability Insurance Agency
- Natalie Howson, Director-General, Community Services Directorate
- Stephen Gniel, Education and Training Directorate
- Meredith Whitten, Community Services Directorate
- Maureen Sheehan, ACT NDIS Taskforce
- Jillian Paull, National Disability Insurance Agency

**KERRY MCGOUGH:** Welcome to today's forum on therapy in the ACT and the National Disability Insurance Scheme (NDIS).

Before we begin I would like to acknowledge and pay my respects to the traditional custodians of the land that we are meeting on, the Ngunnawal people, and also to acknowledge and respect their continuing culture and the contribution that they make to this terrific city and the region that we are in. I would also like to acknowledge and welcome any other Aboriginal and Torres Strait Islander people that are with us today in this meeting.

The purpose of today's session is to try to give you as much information as possible about what is happening with regard to therapy in the ACT and the NDIS and to provide you with an opportunity to have some discussion and to ask questions. The real intent is to give you as much clarity as we can, recognising that this is the beginning of a journey with the NDIS and where we are heading with its implementation. But also the key thing is to be as transparent as possible with you as well in terms of what the plans are.

**JOY BURCH:** Thank you for the introduction and welcome to a very full room of interested people, as we are here to discuss the transition to the National Disability Insurance Scheme. You will hear from the NDIA shortly. It is good to see we have many in the room: community people with community interests, providers and families alike.



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In terms of the other trial sites the NDIS in the ACT is unique in that we will move our entire community and our whole population through the two years. That is a very big step for us to do indeed. Part of today's forum is to continue the conversation about therapy and early intervention services and what that will look like through the transition and indeed beyond for us.

Of course there will be questions around the decisions we have made and the phasing that we have put in place and the decision, as I understand, around the early intervention service that will phase out by the end of this year.

The ACT will continue to engage with families about this transition.

I was talking to Stephen Gniel from the Education and Training Directorate just today. It has made over 150 calls to families who are in those education-based early intervention programs. They will continue until they have talked to every family member in that group. The conversations have started and they will continue.

I think the last time I counted there had been 80 community forums so far this year around the NDIS. There will be 80 more in the months to come. We have set up hotlines. There are experts in the room. They are at the ready to answer your questions.

Some of the important points to recognise are that everyone sitting on this panel at this table, and everyone who has been involved in the transition, is acutely aware that change of such significance with the NDIS in the ACT does not come without a level of uncertainty or anxiousness. Part of these forums is to give you the chance to ask questions and to give you direct access. There is no such thing as a silly question. If you have something that is important to you to ask or clarify, today is a chance to do that.

With children, for example, who receive a diagnosis of autism and I am referring to our decision to transition out of early intervention programs, they will be referred to a planning session with the NDIA so that reasonable and necessary supports are provided. Equally children that do not receive a diagnosis of autism but have delays in one or more of the function areas will be considered under the early intervention criteria for the NDIS.

As we move through the NDIS there are 5,000 people that will move through in two years. We cannot have that done in an unplanned way.

I am sure Jillian Paull (ACT Trial Site Manager) and others in the NDIA here do not want to see 5,000 Canberrans knock on their door on 1 July. We have worked very carefully and very methodically over the past months, working with providers and looking at our client base about what this transition will be. I have been on public record to express my frustration that up until now we have been limited in the information that we can provide to



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individuals and to families who have someone with a disability about what this transition will look like.

We will share information with you today about what the ACT has put to the Commonwealth and I think there is information that is at the back of the room. I encourage you to look at what this transition will look like but know that this is what we have put to the Commonwealth Government and it has yet to be agreed. I find that frustrating. I stand before you saying that each and every one of you and your families are my absolute priority. We have less than 31 days before we move to the NDIS. To me it is absolutely imperative we give you the information that you so rightly need and deserve as we move through to this change.

I have made phone calls even this morning to the Commonwealth Minister. We are all very busy. I have not been able to talk to him. But for the purpose of today and to give you the information that you deserve, and the information sheets are there, we will move three different streams of people through into the NDIS. Those streams are for children, adults and people with a disability in group homes.

Children will transition to the NDIS according to their school year or by their age if they are not yet at school. Young children are a priority, so children under the age of two will transition from July to September of this year. Children aged two to four years will transition between October and December of this year.

All school aged children will transition during the 2015 school year to make it easier for parents. School leavers are already going through a transition period in their lives, and we want to move them to the NDIS quickly. They will transition between July and December of this year.

When we move to adults, older Canberrans will have access to the NDIS first to ensure they do not miss the cutoff age of 65 years. Adults will transition from oldest to youngest over the two years of the trial. That is 64 to 54 years in the first year, and 54 years to 20 years in the second year of the trial.

When we move to group homes, for adults living in a disability group home, they will transition as a group based on the age of the youngest person in that household. Disability ACT will be calling and writing to each group home resident to let them know details.

There are more details, as I have said, about this transition but please note this is what we have put to the Commonwealth officials based on long and detailed discussions and understanding of what our community looks like. The NDIS is a major reform for our community. Whilst I could stand here and talk for some time, I want to hear from the



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others in the panel and then, more importantly, for us to be able to answer your questions and to provide you with the information that you need.

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**MARY HAWKINS:** I am going to give you a bit of an overview of what we are doing as the NDIS rolls out across the country and as we are increasing the footprint.

It is a large change, as Minister Burch said, but the magnitude of this change is not to be underestimated by any stretch. We are all here, the ACT government is here and the NDIA will be here to help support throughout the transition period.

It is a very different approach. For the first time people's needs are assisted and the funding is built for that individual person. That is one of the fundamental principles of the NDIS. You can interpret the insurance approach in a number of ways but the most important thing is that we are providing the funding in order to secure a better future for people.

It means that, instead of having funding restrictions that might apply on a year by year or contract by contract basis, we are able to actually look to the longer term – particularly in relation to children – and work through that so that an investment now will mean a better outcome for the person at the end of the day and also, in terms of the overall cost to the insurance scheme, it is likely to be less than it would be otherwise if early intervention was not provided. That particularly applies to children. It also applies to anyone who acquires a disability throughout their life as the result of a medical condition or an injury. It is an important concept to consider.

Choice and control for the participant is another central premise of the scheme. What that means is that the person themselves chooses the service providers they want to work with. They choose the way in which they want their supports to be delivered and they also choose the way in which their funding will be managed. There are several decisions that need to be made along that way. They are made in conjunction and in consultation with an agency planner.

We are talking about an overall scheme that will be driven by need rather than purely by funding decisions by governments.

We are moving around. We are now in a place without borders. We are already in South Australia and, relevant to this gathering today, they are the children from 0 to 14 year olds. In Tasmania we go to the next age group that is 15 to 24-year-olds. Both of those are being rolled out across the state but it is being done progressively. In Tasmania we started up in three sites. In South Australia we started in Adelaide but we are moving now into the more remote areas. The Hunter and Barwon cater to all age groups, 0 to 64. However



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they are confined by geographical boundaries. In Barwon, which is centred on Geelong, we are taking the full complement of participants and by now we are almost at capacity. In the Hunter it is actually a phased in entry to the scheme over the entire three-year trial period. So as you can see it is very different everywhere. We are testing different models and testing different ways of working. From 1 July this year, we will be present here in the ACT. We will also be opening up a site in metropolitan Perth and probably the largest challenge of all is around the Tennant Creek or Barkly region in the Northern Territory.

In the past you have had contracts with government agencies and then people were actually allocated, if you like, to where the funding was available in accordance with their needs. Not everybody who was assessed as having needs was actually able to access a service. The difference is that now the person with NDIA actually plans what their budget needs to cover and then, in accordance with that, they are able to purchase services. There is a bit of a challenge there in that we have to make sure that the services that are required by everybody are actually available. That is another challenge for the agency as we actually progress the scheme.

We have a few decisions that need to be made along the way. One of the first is access. Does a person actually have a permanent impairment that results in disability that has an impact on functional activities? That generally is applicable to older children and adults. The other aspect is that they are going to need those supports as far as anyone can foresee for the rest of their lives.

There is also another way of accessing the scheme through early intervention. For children who have difficulties in areas of development, they will actually come in through an early intervention stream. That means you don't have to have a specific diagnosis. There will be some children who will have a diagnosis from birth or shortly thereafter and they will come in anyway. But there will be others who will benefit through early intervention to help them overcome difficulties they have in meeting the same milestones as their peers. And then also, as I mentioned earlier, there will be older people who come in through the early intervention scheme where we will work alongside health systems in the main to make sure that the transition from the clinical setting and the gains that are made there actually translate into community activity and community participation.

There has been a lot of talk about respite and where that sits in the frame of the NDIS. It exists but not with that terminology. We can provide supports that will ensure that there is sustainable assistance for family and carers that is able to be sustained in the longer term. That is there but not using that particular phrase.

Basically we are developing individual plans, which all personal injury insurers do. Some do it poorly, others do it well and others very well. We are aiming for the very well. It is



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about an individual plan for a person that is periodically reviewed, depending on need or depending on changes that they encounter either in their own individual family

~~circumstances or a change in functioning. One of the questions that comes up is 'What~~

about people with progressive diseases?' Yes, we make adjustments along the way.

'What about children?' Yes, of course they develop and they develop at different levels so plans get modified as their needs change. That translates into both the supports that the person accesses from their family and carers and from normal community resources and then also those that are specifically funded through their NDIA plan.

Talking a little bit about the differences between these different types of supports, not everything is about funding. Some of it is actually about making sure that the support from the family is sustainable. Some of it is about making sure that the access that a person should have to community resources is actually made available to them. So our staff, and the model is going to be slightly different here, will be what is known as the Local Area Coordinator. They are ones that make sure the plan occurs for a person. There will be others where it is just specific funding made available through the NDIA that will enable the person to reach their potential and to participate as fully as they can in community activities.

One of the things we do have to be careful about is that we are funding only those supports that are supports to enable a person to access greater community activities and we are not duplicating or replicating what is the responsibility of other service systems. We have to make sure that we complement and add to the availability of supports for a person and don't actually fund something that is the responsibility of another service system (such as health or education). That is another important aspect.

We are looking to ensure that those supports that are funded enable the person to reach their goals and aspirations. We must make sure those supports have the potential to be effective and are beneficial, and that they will result in improved functional outcomes for the person, with particular emphasis on preparation for participation in the general workforce and also in maintaining a person's status as a worker in open employment and also looking, as I said earlier, to reducing the need for longer term support.

We will invest in helping a person to acquire skills for themselves or in the provision of assistive technology that means they don't have to rely on so much personal support for themselves. It must be consistent with good practice. We are not looking to fund things that have no proven benefit or have no evidence as to their efficacy. And we are particularly looking to sustain family and community supports.

We always focus on outcome. We are looking at the level of increased independence, community participation and inclusion that is likely to result from that funding.



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For children in particular, we have been advised very strongly on the need for a trans-disciplinary approach. That is, the needs of the child and the family are central to the decisions and the provision of supports. We recognise that families are the most valued members of a team when you are talking about children's development but you cannot rely on the occasional – and it is occasional when you think about the entirety of the interaction of a child and their parents – intervention by a therapist. It must be built in to the overall service provision as to how that family is assisted and supported to provide the necessary development opportunities for their child.

One of the things we are looking at is having the whole range of providers that are required for a child but to have someone who is the central point of contact, the key worker for the family and the child. The evidence that has been presented to us is that families actually welcome this type of model in that it is less stressful for them. They are not the ones having to take on the role of the key worker all of the time.

We picked up the principles from an international collaboration of experts in the field of early childhood. They are available on our website. All of you who work in the early childhood area are probably very familiar with each and every one of these principles.

What we have done is to try to make this a less stressful situation with service providers in particular. We have worked with providers, particularly in the Victorian jurisdiction, to come up with some levels of the profile of a child and the family's needs and to then strike an arrangement in terms of potential funding. We asked service providers to think through the profile of the children that they actually support and also the families that are involved with those children and then come up with a quotation for us so that we can reduce the time and make it a more efficient process for actually approving the funding for each child that we then see. We came up with three levels that take account of the child's needs in terms of their functional difficulties but also the needs of the family. It is that child in their actual social environment we are considering in doing this.

Better Start and Helping Children with Autism (HCWA) funding will come over. Often families want to retain one or more of the therapists they have been utilising under the Better Start and HCWA programs. We do ask those therapists to operate in a multidisciplinary way and for one of them to take on the responsibility to be the key worker. That usually translates into the worker or the discipline that has the most contact with the family. We want them to be utilising the techniques et cetera that the family has been exposed to by other therapists so in that way it gets reinforced all of the time. The website contact is there. Basically you go to the provider part of our website and then look at the quality and best practice framework. All the provisions for early childhood are set out under that.





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One of the other issues is that a decision needs to be made by the Agency on how the funding is to be managed. By far the majority of people are going, 'You do it. I will pick my service providers, I will pick my services but you can worry about the administration.' Fair enough, I think it is to be anticipated. Only two per cent of participants to date are choosing to self-manage their funds in its entirety. Another 18 per cent or up to 20 per cent of participants are going, 'I will do it in a joint way. I will do some of the bits that I want to worry about but you do the rest.' That's fair enough. I can understand that. That's how we are actually managing all of that.

One of the things we have to look at is the safeguards and the quality of services being provided. First of all, in terms of making a decision on who can manage the funds, we have to be assured and confident that the funds will be utilised for the purposes intended. That is one decision we would be making. And then the other is that we are also looking to ensure that a person has adequate safeguards around them. For children, it's the parents obviously who become the decision maker and the nominee on behalf of the young person.

The other point in terms of quality standards is that we don't have anything that is separate or NDIA specific at the moment. We are picking up all the quality and safeguards in each of the jurisdictions we are working in. So that aspect remains the same. Any new providers wanting to come into the NDIA have to meet the same standards of quality and performance requirements as existing providers so that it's a level playing field.

That's pretty much a summary of where things are at. There will be opportunities for questions later. I will be involved in that.

**STEPHEN GNIEL:** Thank you very much for the opportunity to speak with you this morning. Thank you, Minister, for this opportunity as well on behalf of the Education and Training Directorate.

Early intervention is a part of my personal portfolio as successful intervention flows on to not only the school, another part of the portfolio, but also later on in life in terms of community involvement and transition into the work force. We have heard again today from the Minister about the success of the NDIS and principles of early intervention have just been reinforced by Mary. I want to thank Mary. I agree it's really important to hear those messages again. I pick up something each time I hear them as well to reinforce that starting point of choice and control as well as the trans-disciplinary approach and particularly the differences in criteria around early intervention. I think that one is a message we need to keep getting out in the community about the differences between that and other accesses to NDIS.



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As you are aware, the government has decided to withdraw from providing early intervention services at the end of this year. We want to involve you in the development of these new services. Today I, and also Meredith Whitten from the Community Services Directorate, will talk a bit about how you can be involved.

I spoke before about the importance of early intervention. It is the right of every child to start school prepared - as ready as they can be - in every way so they can thrive, grow and reach their potential. An investment now in early intervention means better outcomes for the future. It is an exciting opportunity to expand the impact and effectiveness of early intervention services we have currently. There has never been such a large investment of money into the area of early intervention and therapy services which means successful elements of the current programs and, importantly, more will be in the new program. I want to reinforce that additional investment. That is a message we need to keep getting out into the community.

We are listening to our families as evidenced by today and wanting to hear from you, even when that means we have hard questions to answer. Since the government announced the changes to early intervention and therapy services, we have started to meet with parents and the community in a series of forums to communicate the changes and to hear your feedback. We have made email and phone contact with families who have children in early intervention units. We have provided fact sheets to parents attending appointments with Therapy ACT and put information up on websites. We continue to try to get our message out. We are also talking to peak bodies, non government organisations and service providers about the changes and what we want to see in the early intervention space in early 2015.

Families in early intervention units have been contacted individually to discuss those transition plans. We are still working our way through some of those calls. Families with children in early intervention programs have been overwhelmingly positive, with some that have also had some concerns. Just in response to those responses, I say that people have been very happy to hear from us, they haven't necessarily been happy with some of the decisions. I will clarify that given the responses.

Over half the children currently in early intervention programs are going to be moving into formal education next year. This is about 160 of the current 320 children enrolled. Those students will transition as normal into kindergarten programs in our schools. An additional third of our children are age eligible to attend local preschool or specialist preschool, again a normal transition. The Education and Training Directorate will work with every child in this time of change so that every child can be supported in the local school context. If your child is transitioning to preschool there is information specifically for you on parent forums



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and support sessions we run as a normal process of our work; working with those families that are transitioning from the early intervention programs.

During this time, as we said, we have considered research from experts in the field of early intervention to be sure we are aware of the current best practice. We also recognise there are experts in this room, and again the NDIA reinforced this, as well as the parents of children and the providers of the services.

We know you want to be involved in influencing the future of early intervention and therapy services and what they will offer. A range of parent focus groups will be held over the next few weeks to capture what you value and what you hope for early intervention in the future. My colleague Ms Whitten will talk about more detail in a minute. We have also been approached by non government and private providers expressing an interest in providing early intervention services and therapy programs in the ACT. Some of these providers are already providing these services in inclusive, integrated and effective ways to support children and their families in other jurisdictions.

When we are talking to these providers, we can see synergies between what you said you really want and what they have on offer. We will continue to gather more information about these services as they express interest in the NDIS trial in the ACT. But at the same time we will have an ongoing dialogue with you through a range of community contact opportunities to ensure we have your needs and hopes of the future services at the forefront of our conversations. On that note, I will hand over to Meredith to talk you through some of the detail.

**MEREDITH WHITTEN:** Thanks, Stephen. I am Meredith Whitten from the Community Services Directorate. I have responsibility for Disability ACT and Therapy ACT. It's good to see you all today. We have heard from Mary and from Stephen about what we know works, and we know that working early with your children is a critical to early intervention programs. With Therapy ACT, just in case you weren't aware, we will be continuing Therapy ACT assessments and Drop In Clinics for our mainstream services, as they are called, for the future. And also some of our information and referral services will continue on into the future as well, just in case you weren't aware of that.

Children who are eligible for NDIS will progressively phase into the scheme from July of this year. In addition to that, Therapy ACT will continue to provide in-kind services during that period to support those clients who have not yet phased in. Therapy ACT will continue to be providing services up until December 2016.

Some of you may be aware from today's paper that some additional funding is going to continue on from the ACT Government. One of those areas that will continue to have



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funding will be the therapy assistance ~~assistants~~ program. That program, which was a pilot program, will continue on into the future, so the Government has allocated some additional funding for that. That is good news for everybody.

For children who are not eligible for the NDIS, we are currently looking at a whole of government approach to those services. We will be able to tell you more about that at a later date.

As Stephen and Mary have already said, if you do want to be involved in the future of early intervention services, we will be talking with you in family forums. We are currently talking to the non government service providers not just in the ACT but also those who are currently operating interstate. There is a high degree of interest in this area in the ACT. Some of the service providers may have provided some of their brochures here today. But specifically I thought it would be helpful to give a bit of a time-frame to you.

We have engaged KPMG to undertake the conversations with you and with non government organisations. They have commenced those conversations. They are going to be doing a high-level desktop review of current best practice. I think Mary explained some of the current best practice in her presentation. We will be having a more detailed look at that as well. KPMG will be conducting 25 market sounding interviews with non government organisations who may be interested in delivering early intervention services in the ACT. They will also be doing five market sounding interviews with peak organisations to gain insights into best practice from their perspective and how models of service delivery can be improved.

We are looking at around seven focus groups with clients to identify opportunities for service model improvement. We are actually starting one of those focus groups this Wednesday with Autism Asperger ACT. KPMG's final report will give us options for the transitioning to early intervention services, including the level of service provider interest, their capacity, what is best practice and what are the risks. We are hoping to have that report in mid-July. We are focusing a lot of this effort in June of this year with the opportunity to announce who are the service providers before term four of this year.

**KERRY MCGOUGH:** Thank you, Meredith. We will now move on to the question and answer segment.

[short break in captions for translator to take a break]

Email address: [ndis@act.gov.au](mailto:ndis@act.gov.au) or [actengagement@ndis.gov.au](mailto:actengagement@ndis.gov.au)

Websites: [www.act.gov.au/ndis](http://www.act.gov.au/ndis) or [www.ndis.gov.au](http://www.ndis.gov.au)



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Disability Information Line: 6207 1086

National Disability Insurance Scheme: 1800 800 110

## PANEL Q AND A SESSION

**QUESTION:** I want clarification. One of the speakers said the government is not providing early intervention services from the end of 2014 and a later speaker said Therapy ACT would continue their services. I am a bit confused.

**MEREDITH WHITTEN:** Therapy ACT will continue to provide services up until December 2016 and the early intervention services, which are run by the Education and Training Directorate, will be ending at the end of this school year. That is what we have been talking about today in terms of replacing it.

**QUESTION:** What is the difference between early intervention services and therapy services?

**STEPHEN GNIEL:** The ones I was speaking about were early intervention service programs themselves, not the therapy services provided by Therapy ACT. The small group services in the main.

**KERRY:** Is everybody clear on that? No early intervention preschool program?

**STEPHEN GNIEL:** These are the programs themselves that are ceasing at the end of this year as opposed to what Meredith is talking about the Therapy ACT services. They are the early intervention play groups, early intervention units, language intervention units of which there is one, autism intervention units or AIUs as they are commonly known, early childhood centres, early childhood units for three-year-olds. There are early childhood units for four-year-olds which will continue. They are part of what Mary talked about as mainstream services for preschools. Early intervention home education programs for children with sensory impairments. The others are small group-based programs.

**KERRY MCGOUGH:** When we use the language 'cease', people get confused that those services will no longer be available but it is about how they transition to the NDIS.

**STEPHEN GNIEL:** The language is the government is withdrawing from the provision of those services and they will be provided through the non-government sector. That is why the sector development funding and work we are doing with non-government organisations are so important for us.



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**QUESTION:**

specifically

I would like to ask Mary about the quality frameworks that are being adopted. Many of our parents are using alternative therapies such as traditional Chinese medicine. Will the NDIS be covering what in other countries is common fare or will it be specifically related to services that are provided under the medical?

**MARY HAWKINS:** That's a very good question. First of all, you have surety if you are using a therapist who is registered through the Australian Health Professionals Regulatory Authority. That is one quality safeguard that is there. Many other so-called alternative interventions are not covered by any regulatory body. We do not have any of those listed as registered with us at this point in time. What we are most interested in are the outcomes achieved. We would be asking the question of the families: If you have tried this before, what difference has been achieved with that type of intervention? They would probably most likely be managing the funds themselves because we don't have any of those therapists or those practitioners registered. In terms of quality safeguards, we are adopting all of the ones that the ACT currently has in place in addition to the health practitioner arrangements that exist through that regulatory authority.

There is discussion under way where the Health Ministers Council has put out a discussion paper on the regulation of alternative practitioners. New South Wales already has a complaints mechanism that covers such practitioners, but many of the other states don't. That is another thing that is on the agenda and running alongside this, as we work with all the states and territories to come up with a national quality system. But in terms of an individual we would be looking to see what outcomes can be achieved from any kind of intervention or any device or anything else that a family might be requesting.

**QUESTION:**

Minister Joy Burch, you haven't answered my emails nor any people at NDIS. Maureen, when you were asked the question, 'Would you guarantee there would be no gaps in services?' - I am referring to early intervention - you said, 'I can guarantee there would be choices they haven't had in the past.' What are those choices?

You have touched on that KPMG are looking into it. Do you have them right now? Many parents right now want to know what those choices are. For example, when my eldest son started high school, I had the choice to look at different high schools. If you are closing early intervention at the end of this year, where are those choices now so we have the time to look at those services and make our decisions as parents if that is where we want our children to go? Right now I don't believe there is anything. How can we part of the groups when you ask our opinion? I have mothers here all at early intervention and not one of us has been asked our opinions on this.



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**MAUREEN SHEEHAN:** Thank you for the question. I think the way you have summarised what is available to people now is really appropriate because at the moment you can only have what the Education and Training Directorate offers for early intervention. As Mary was describing, in the new environment the idea is you should have many different service providers that you can go to to make a choice. What we are trying to do at the moment and we are working hard on it with KPMG - we are calling them market soundings - is going out to providers all over the ACT and nationally who provide other types of early intervention services that you cannot choose from now. These are working in other jurisdictions and parents are choosing those services for their children.

**QUESTION:** Are they going to be ready in six months time?

**MAUREEN SHEEHAN:** We are asking them: what do you need to come to the ACT and provide services and be ready? That includes, as we said on the 7.30 Report, and I hope people now know that the Commonwealth government through the NDIA is making available \$12.5 million in the ACT for sector development. That includes providing incentives for providers to come to the ACT and provide services that haven't previously been available. We are working really hard to have those services ready. I know very well the minister has made a commitment that we should be able to tell you what they will be by the start of the fourth term. That is our goal. That is what we will deliver on for you.

**QUESTION:** Could you not keep what is in place now until they are up and ready?

**MAUREEN SHEEHAN:** The education and training programs will be available right through to the end of the year and the new services will be available by the start of next year. We are working to get the providers now.

**QUESTION:** To get our child who has issues of transition ready for that new school, you are giving us less than a term, as well as our own lives in our families to get them all ready. You are giving us nothing to look at now. It's not a lot of time in our world, not for a child who is developmentally delayed or has a disability.

**MAUREEN SHEEHAN:** The timing of the early intervention changes matches up with the phasing of the children. The really important thing during this period of time is that you will be going with your children to the NDIA - there is Jillian who is the trial site manager - and will be planning not just to attend an early intervention play group at Education and Training Directorate but you will be in a position to choose all services for your children, which you haven't been able to do. It will be more than just those educational readiness services.



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**QUESTION:** For a parent who hasn't looked at this since their child was 18 months or two years old, we have a term. At that time we looked at this for a year or a year and a half before we chose the location. We talked to other parents. There is nothing there. We don't know what to go for. We are nervous and frightened for our children. You are not covering that space for us. We are angry about that.

**MAUREEN SHEEHAN:** It is good to get that feedback from you. The question was: How can you participate in the focus groups? We will get information out about the times and places. KPMG will be running those focus groups. Anyone here can participate if they want to. We won't turn people away from the focus groups. We want to get that information. You can feed back to us what you want to see in the new services and whatever it is that you value in the existing services. I do want to emphasise that the movement of those services across to non-government or private providers is not a reflection on the quality of the existing services but it's necessary to get more choice for you. The things that you really value in those services, tell us about that in the focus groups.

**QUESTION:** What if you value where they are at school right now?

**MAUREEN SHEEHAN:** The issue what if you value where they are at a school. The Education and Training Directorate have already put on the table, so to speak, they will make areas available for new providers. We will be able to continue with that benefit that people see -

**QUESTION:** Quite a few of us have been informed that HCWA and Better Start are being cut on 30 June. What is going to happen for school age children who won't be accepted into the NDIS until sometime in the 2015 school year? How can we continue with occupational therapy, speech therapy, all their therapy and services? If you leave six months with no services or more, these children are going to back slide and it is going to be detrimental. What is being done to fill that gap?

**MARY HAWKINS:** The straightforward answer to that is it would be only where a child is accepted into NDIS and actually has a plan that the HCWA and Better Start funding would cease.

**QUESTION:** We have been told it is ceasing on 30 June.

**MARY HAWKINS:** Acceptance of new ones. You wouldn't cut off, it does not pre-empt a child actually coming into the NDIS.

**QUESTION:** What if you get a diagnosis of autism in September this year and you are in the age group?





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**MARY HAWKINS:** That child would not be already accessing HCWA or Better Start, therefore they would come to NDIS directly. That is relatively straightforward.

**QUESTION:** Leaving a gap of three months or more. What if a child gets a diagnosis on 2 July you have to wait until NDIS? The close off date is 30 June and now you have to wait until NDIS. That is how I understand it.

**MARY HAWKINS:** No, there is a transition. The question is if a child receives a diagnosis - it is not necessarily a diagnosis, you might remember I said if a child is exhibiting some difficulties that goes under the global label of developmental delay they can come to the NDIS - and we are talking about children not already accessing HCWA or the Better Start program, they will come straight to NDIS. This is a potential new participant.

What you are looking at there is about the phasing arrangements for children who are already in programs. The NDIS has the capacity to take new people as well. But we enter into an agreement with the local jurisdiction as to the phasing for those who are already accessing programs and how that will operate in the most orderly manner possible. I am not going to say it is going to be without ...

**QUESTION:** Thank you for this opportunity. I have worked for the department for over 20 years in early intervention. I started teaching in Canberra the year after the first early intervention program was introduced. For the last ten years I have been working privately as an autism consultant. My question is for Minister Burch and for Stephen Gniel after a little pre-amble: I agree with the concept. Moving early intervention programs out is not my beef; the time-frame is my beef. The critical thing I want to raise is the detail. I just don't believe that you can have the facilities set up.

Stephen, at the meeting you said to me preschool places would be used and they would be ready for the programs to start on 1 January. As far as I am aware, there are not hundreds of empty preschools in Canberra right now. What guarantee will you give that programs are not going to be shut early? Are they going to run until the very last day of the school year? And if so, how can a preschool building be ready because some of them will need higher fences or other things provided - how can a preschool building be ready for 1 January or even 31 January when we all know quite well that Canberra does not operate in January and certainly does not operate between the 18 December and 1 January. Fine if you are having them down the coast.

The department does not have a good history of opening things on time. Even one classroom does not get opened on time when it's announced in December. For example, Yarralumla LSU when that opened a number of years ago - I have personal experience with Yarralumla LSU. The equipment and classroom furniture was cardboard election



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cubicles and you knew for months it was going to happen. Bonython was the same. The government cannot get things done in time and, to be fair to you, nor can private enterprise. If you have an extension put on a home, it never finishes on time.

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I realise you are getting pressured from the Commonwealth but you need to go back to them and say that this smacks a bit of the speed they put the pink batts program in. They were determined to do it and they just pushed it through. My real question is: What is the guarantee because even with the best will in the world I don't believe you can do it?

**STEPHEN GNIEL:** Thank you, . In terms of your first question which was about access to current facilities, there are 51 programs currently running in those preschool units. Those spaces are available for the start of next year. I think in the ones you are talking about are new spaces into a certain period.

**QUESTION:** I believe some of those programs actually share the classroom with a mainstream class.

**STEPHEN GNIEL:** That is right. Some of them do. If that is the case, they are the things we have to work through. The commitment the minister has provided is that the locations and accommodation that currently provide early intervention programs will be there at the start of next year. Maureen talked about how that is part of our negotiation with new entrants into the market here. If that is one of the things they would see as an incentive to come that there is already an established unit that can be used, that would be provided.

**QUESTION:** Would that include the equipment and the furniture?

**STEPHEN GNIEL:** I think that's the part we have to work through with the provider themselves in the contract negotiations in terms of the space that would be provided and also furniture. They are the things we need to work through, which we are doing at the moment. Maureen talked about how we have spoken to a number of providers who are interested in working in this space. Those conversations are happening now.

**QUESTION:** AEIOU went into Adelaide when Adelaide started. They are not fully operational a year later and they are saying they won't be until 2016.

**MARY HAWKINS:** They have only just have gone down to Adelaide and they are working up. That is just one provider. There are plenty of others.

**JOY BURCH:** Can I just add in answer to , don't think we are not in tune to your anxiety and some of the conversations around who are the providers now. We can't give you a list now. I would like to be able to but we can't. That is why we are working incredibly hard to get those providers. I have made a commitment as has every executive



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in the departments that are responsible for this that you will have those providers by term 4. Is it long enough? Perhaps not.

I have also said to the directorate with the existing bricks and mortar in place now, if it's suitable for little ones in an early intervention play group environment - you made mention of space, fences and equipment - that will be available. We want to make sure we can bring the providers in with as little hitch as possible. What guarantee will I give you? That we effectively won't sleep until we come back to you with a list. No child will be left behind. That is the guarantee that I can give you now. You can take it for what it's worth. By term four you will have a list of providers and you will have locations of where those providers will operate from.

**QUESTION:** You can sleep at night if you just hold off on closing it so suddenly.

**JOY BURCH:** My belief is that, if we hold off, I don't know if we will be any further along. We need to vacate the space so the non-government providers have a guaranteed entry into this space so they can provide the service. That is my view. That is the view of the providers that are looking to come in. They want to come in to a vacated space, not to something that is tied up and cashed out through a government provider.

**QUESTION:** With the vacated space, if it's in a public school, the schools own the equipment and furniture in them, are they going to let the private providers use that or are they going to be left with an empty classroom?

**JOY BURCH:** It is my view, and I will pass to Stephen, if we need to provide that furniture in the first instance to make sure they are there from day one, we will be very sympathetic and supportive to that. That is pretty much a directive.

**STEPHEN GNIEL:** The principals have been briefed around this as well, particularly the ones that have those units as part of their preschool environments. In terms of the furniture and equipment, most of that, if not all, is owned by the ACT Government. Some of that will of course be the people's own equipment. I will put that caveat on it.

The other thing I wanted to quickly mention before we move on to other questions is that there are currently 300 students in our early intervention programs and 160 of those will be transitioning into kindergarten, and about 50 children we will need to work really closely with over the next six months in their readiness for 2015. This is the commitment the minister is talking about. That is also working with the NDIA. The NDIA will be putting together the plans about what you as parents want for your children and how that will work in the next year. There is a small group of children who through our negotiation around the



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phasing won't be disadvantaged. That is why it is all based on school years and prior to school for this year making sure those children come through.

For the young people with their families who are coming through and planning with the NDIA in readiness for next year who are not part of our programs – I am not sure how many of you are here – as people are getting a diagnosis or understanding their child's needs, they are the people that will be talking to the NDIA about what services we can look at to best support the needs of your child and how they will best work in with your particular circumstances. Rather than here is the list of the current providers we have, you are only eligible for this one which is two and a half hours on this particular day. We keep going back to the overwhelming push from what people in the community really wanted – choice and control. That is where it comes back to.

**QUESTION:** Our call for our son is to have him in complete inclusion but that is going to take years and years. However he is going to be going to two schools, Cranleigh and a local primary. The local primary school is completely and utterly supportive of his needs, of everything he needs to develop cognitively and behaviourally. Even with all that support, we are looking to term four this year to have a little bit of attitude adjustment in terms of expectations, of success, to have the teacher able to use a speech board and be able to communicate with him. My question for you is: what is being done to prepare the staff to take on both the cognitive and behavioural needs of these kids?

**STEPHEN GNIEL:** I would say that is an ongoing process for us and something we have been working on for a number of years around inclusion. We have the inclusion support program that many of our parents choose around mainstream services for children with a disability. That is an ongoing process. I am trying to clarify you are talking about going into the primary school and not the specialist school Cranleigh. We have a whole heap of training going on right at the moment around the disability standards for all of our teachers and making sure that everyone sees this as everyone's business around disability.

**QUESTION:** I understand that. However, this is a school that is completely supportive and, even then, they are not going to be ready by 2015 for the other kids. What are the plans to educate the staff of all these mainstream schools you want these kids to go to?

**STEPHEN GNIEL:** They always go into our mainstream schools. There is no change in our mainstream settings. I am happy to talk to you afterwards.

**KERRY MCGOUGH:** You are concerned at the readiness for new people coming through the scheme in terms of the teaching staff; the preschool teachers?



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**STEPHEN GNIEL:** Thank you. I think I mentioned in my speech that we are working specifically with our preschool teachers and, if I didn't, I will now around catering for the needs of those students. We also have the preschool support program that has been in place for a number of years. That will continue to be there for those children that come through with a disability and are accessing mainstream preschool services. We recognise that. It is always ongoing to make sure people are catering for the diverse needs of kids in whatever setting that is for our schools.

**QUESTION:** early intervention that provides early intervention services mostly in New South Wales but also for a number of years in Canberra. No-one from the government or NDIS have contacted us. We can provide services right now. We don't have a waiting list. If you give the choices to parents, they need to know. I don't think a lot of parents know we do provide these services.

If we get an influx of parents in January this year we need to do intakes and do assessments. Who guarantees that we are then ready? We can stagger it and get clients started but we cannot start ten or 15 clients in one go. No-one has contacted us. There has been no communication from you to us. The only person that has approached is Mr Andrew Wall and it is thanks to him we know that is going on. We would really like someone to contact us and say: What can we do? How can we help you? Parents come to us where we already provide services because they don't know what is going on. We want to provide them with information as well.

**MARY HAWKINS:** There will be a few things that are already happening. There are forums for providers to learn more.

**QUESTION:** When were they happening?

**MARY HAWKINS:** We have had numerous over the past few months.

**QUESTION:** The local FaHCSIA providers of Helping Children with Autism have not been approached.

**MARY HAWKINS:** Well they are supposed to be receiving information.

**QUESTION:** Don't laugh that off. We are supposed to be provided with information by now. You have already had forums. How can you have forums if not to people who are in the area?

**MEREDITH WHITTEN:** I will just make a distinction between some contact that the ACT Government has started having with non government organisations. I believe Jacinta Evans from Therapy ACT has been in contact with



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**KERRY MCGOUGH:** Let's just clarify in terms of timing. You saw the project timeline go up earlier. If there is any provider in the room that is very interested in providing these sorts of services, please provide your name directly to myself or my colleague Nicky Doyle and also to the ACT representative, and we will make sure we contact you as soon as possible. The co-part of that is that you need to register with the NDIA that you are looking to be a provider, if you aren't one already, so we can streamline the process.

If you haven't been contacted, that is because we have only just started that process. We have spoken initially to about eight or nine providers in the last week and we are very willing to speak to anybody that comes to us and says they would like to have that conversation. We have given the commitment that there will be forums. If we need to do more than seven forums, we will do more. We fully appreciate there is strong interest in the room.

What all of you are saying is that you understand the introduction of the NDIS and you are supportive of it. You understand the dynamic about wanting to move to the non government sector. You believe it offers the flexibility, the capability to grow the sector and provide you with ultimately more choice and control. I do not hear any of you disputing that. The question you are raising today – it is a hard one to answer – is that you are deeply concerned about the timing. You are concerned at not having had – probably before today – some of the information about the market soundings, about the forums and the activities that are going to occur.

You are telling us that you would like us to bring to those forums as much as information as we can, as we learn the information about who the providers will be, who you might be interested in, the conversations that we are having, what will happen with infrastructure, what will happen with places in schools, how will equipment be provided – all of the decision points that will ultimately influence what is important to you and the decisions you want to go on to make about your child.

We will give a commitment to bring as much information as that to those forums. Also, depending on what those market soundings tell us that will provide us with information that we can give back to you, the community, about what we are hearing and what we understand about the capability and what the capacity building that needs to occur in the time-frame that we have in front of us is.

**MAUREEN SHEEHAN:** As the Minister said, there have been nearly 80 forums held to date about the NDIS and I would say 30 or 40 have been held with providers. I can see Stephen Fox here from NDS, which is National Disability Services, and disability providers are members of his organisation. We don't have a representative here today from the Mental Health Coalition but mental health providers of that organisation have had a forum.



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Also Disability ACT holds quarterly forums for all of the providers that are funded by Disability ACT. We are talking about \$80 million worth of services. We have been meeting with all of the providers of those services to get them ready for the NDIS. That includes those providers extending out into the sorts of early intervention services that you would be interested in so that they can be ready.

Everyone will need to register with the National Disability Insurance Agency to become a provider under the National Disability Insurance Scheme. All of the details are available on their website [www.ndis.gov.au](http://www.ndis.gov.au). You need to fill out an application form. We have been working with providers so that they are ready to move into the NDIS. I would like to reassure people there has been a heap of work done with existing providers, including encouraging them to move into new areas they haven't done before.

**QUESTION:** I am a parent and I have met quite a few at some of the other meetings. I have so many things I want to say it is going to be quite difficult to be concise. You said that, with the ceasing of the early intervention play groups, preschools and all of that stuff, providers will step in. Parents are getting phone calls that they are not overly thrilled about from the Directorate saying, 'The preschools are closing but do you know your child can enroll in a mainstream preschool?' I am sorry but the mainstream preschools are not adequate for our kids.

The first exposure our kids have to education cannot be in a group of 12 to 18. The teacher is not trained to teach our kids to communicate and use assistive language devices and is not trained to work with kids with various disabilities. Our kids need more help. They are not mainstream; God we wish they were. To just close down the early intervention and say 'we are going to get them up and running,' the Education Directorate has wiped their hands of preschools for our kids. It is an absolute travesty.

**STEPHEN GNIEL:** Thank you and I thought that was very concise in terms of wanting to get a point across to us. It is well noted. In terms of the preschool services for children, they still exist. They will not be in the same way for next year as they currently exist but they may be the support services that you are currently accessing. I am sorry I don't know you personally about which of those programs you are currently accessing. The feedback you give very strongly and from the clapping in the audience lots of parents give but services will look very similar to the ones that currently exist. They are not washing their hands at all. I understand that is how it may feel.

Our phone calls are there to try to support and give a contact to you so you can raise those issues, and so we hear from you what is really important. If they brought a heightened level of anxiety, I apologise for that. We do need to hear that. We need to hear exactly what your concerns are. They are not being dismantled in that sense. They are



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being transitioned over into a new model that Mary talked about, which is choice and control for you. If you want them to look the same as they currently look like, that is what you need to tell KPMG. ~~But some parents won't say they need to look exactly look like~~ that. There may be some parents who may or may not be in this audience where that doesn't work for them. This is about providing services for all of the families with all of those needs. This is the process we are going through.

Even though preschool services will remain and to be really clear the specialist preschools will still be there because they are a mainstream service. The smaller units you are talking about as part of preschools, they are the services that are being transitioned to another provider. They are not just disappearing and not being provided in terms of supports. I am happy to talk to you afterwards.

**QUESTION:** With schools that are going to the private provider, who is paying for it?

**MAUREEN SHEEHAN:** I am really glad you asked that question. We have only realised in the last couple of days that we haven't made it clear enough that, as we cash out the services, we send the money to the National Disability Insurance Agency. In fact, we are sending more money to the National Disability Insurance Agency and the Commonwealth is putting more money in as well. The full value of those services will go to the Agency to sit inside the packages for your children. So the money will be sitting in your package for your child to pay for the services.

There will be more money as well. It's a system where we are actually doubling the funding over the next few years. We are also expecting to see double the number of people with a disability receiving the service. We recognise that first of all there is unmet need for people that have a service already, and that will include some of your children, but there are also people and children who need a service that don't have any service at all at the moment. The money from the ACT Government and more is heading off to the Agency so that there will be more money and more services for your children.

**QUESTION:** Why can't the Education Department be a provider? I would choose the Education Department. In your own financial report last year it stated the success rate and said parents had a 96 or 97 per cent approval of the early intervention services. Why can't you be a provider?

**QUESTION:** We are happy with what we have got.

**MAUREEN SHEEHAN:** The problem when government is so dominant in service provision – and it is not just early intervention services in the education system, it is early intervention services generally such as supported accommodation – is that because there





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is so much funding sitting in those services, there is no money left for any new providers to come in and provide any choice for you. It means that the only people that can have a service are the people that have a service now in only those funded services that you see right now. So there is no choice. You can just have what is on offer.

If you are not lucky enough to have got to the top of the queue you won't have anything at all. In order to make the space for other providers to come in so that people can have a choice, the Government actually has to take a step back and say, 'Okay here is \$80 million. We won't provide those services any more but new providers can come in.' And then, as Kerry was saying, that money sits in your children's packages so that you can choose who you want to provide the services. That's how you will get some choice and your children will get more services, and children with no services will get some services and their parents will be able to choose services for them. We know that it's very concerning to you right now.

**QUESTION:** Why not phase out the removal rather than closing them all at once?

**MAUREEN SHEEHAN:** The educational services will be phased out first and then the Therapy ACT services will phase out over the following two years to December 2016 and the accommodation services will be phased out by July 2017. So there is a phasing out.

**QUESTION:** Closing all the preschools is not a phasing out. It's a closing of preschools. How is that phased?

**MAUREEN SHEEHAN:** I understand the point you are making that the educational services will phase out first. We have been talking before about how it is we want to work with you to scope up the sorts of services that you prefer. I would like to remind people that, when you go to the NDIA to do a plan, you will be planning for all of your child's needs. You will have choice across all of the things that your child needs. This is an opportunity to fine tune those sorts of early intervention educational services to meet the needs of your child as well.

**QUESTION:** I have two children with autism; one is in a learning unit and one in AIU in preschool at the moment. One of the questions I want to ask is eligibility and access. If I look at the eligibility criteria for autism, the way it is written is gobbledygook of three diagnostic criteria. If I bring my clinical diagnosis to the NDIS, it is not going to match.

The second part of that question is to do with in terms of the eligibility. If you look at diagnostic statistical manual number five, they break it up into tiers - tier 1, 2 and 3. The eligibility will restrict children who have a diagnosis of autism spectrum disorder with



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severity level 1 from automatic access to the NDIS and instead will be subject to further functional assessment.

What is involved with functional assessment? Why would you take a child who has been through a diagnosis to have a further assessment? That diagnosis has a clinician, pathologist, occupational therapist who have all written recommendations. It's a bit like re-inventing the wheel and wasting resources and instead accessing children automatically with that diagnosis.

**MARY HAWKINS:** Understood. What we tried to do with our list – and everything we do is always under consideration and reconsideration – was to make it clear who would not have to provide any additional functional information. We don't do hands-on assessments. We rely on the assessments that are already provided to potential participants and to families. We would be asking for that information that you already have. It won't really be an issue. It is just there are two access points, one is you have this kind of diagnosis. We still have to make a decision under the legislation but that is almost you are in. Then there are the others where we are trying to make it clearer that it is not necessarily the label but it's the functional impact, which actually broadens your population of people who are potentially going to access the scheme.

**QUESTION:** My name is [redacted] and I have been sitting here listening to the discussion. I have so many questions there isn't enough time. But maybe to pick up on the last one. A lot of the discussion has been about process but when we get to the content there is not much of an answer. That brings me to a question I want to ask about the NDIA regarding the decision maker ultimately in the process of who gets access to this; how many staff do you have? How many staff will be dedicated to the ACT? What expertise do you have on hand to be able to make the decisions that you have been charged with making?

If I could add one other thing: I want to thank all of you, I am a civil servant and you are all doing a fabulous job pushing a barrow which you didn't ask to push. The thing I want to take issue with is that everyone here was happy with the new version of choice and it was just the timing. From the reaction I am getting, that is not the case.

My fourth question is: the people who seem to have been missing from the consultation are the current practitioners on the ground right now. I would like to know whether the economic modeling is that the money is magically going to appear and all of these people who couldn't access services will now access services, and better services which aren't ready to be rolled out yet?

**MARY HAWKINS:** I will answer the last one first. Our experience in the other trial sites is that there are many people coming to us who have not been accessing a service, who



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have been on waiting lists and who we are now able to assist them to actually have their needs met. That is the experience that we have from 11 months and a day in our other sites. In terms of expertise within the agency, we have a multidisciplinary approach. We try to attract staff from a whole range of different backgrounds. That is not to say we will have the world's experts in every particular diagnosis but we will be relying on the information available through treating practitioners and also, where necessary, we can actually arrange for a specific assessment. But, having said that, there have been few in our experience to date.

We find that the majority of people, as you yourselves would know, have gone to great lengths to obtain as much information as you can about what your child's needs are and what is possible. We will be having those discussions with you. The so-called assessment is what I would prefer to describe as a conversation.

**QUESTION:** What are the appeal mechanisms then? If it's a conversation and you said you are operating according to the legislation, what are the appeal mechanisms if you say no?

**MARY HAWKINS:** First of all there will be an internal review if you are unhappy with the decision and at the end of the day there is the option to going to the Administrative Appeals Tribunal. But once again I have to say our experience is that that is not an avenue that has been taken up very often.

**JILLIAN PAULL:** My name is Jillian Paull and I am the Trial Site Manager for the ACT. It is fantastic to see so many of you here. We are in the middle of an intensive month of training for all of the new staff. We are ready to open our doors on 1 July at 212 Northbourne Avenue. The other site, where we are co-locating with the ACT Government, is the One Human Services Gateway at Nature Conservation House in Belconnen.

We also currently have a small presence at Tuggeranong at the moment and we are looking to expand that into the south in future months. Lots of training after a massive recruitment, as you would have expected. We have a high calibre of staff that we have been fortunate to recruit. Being in the ACT a lot of people want to work here that may be looking for different career choices. So we have been really fortunate to have recruited a very high calibre of staff for the ACT. Does that answer your question, Sir?

**QUESTION:** It partly does but I am even more disturbed than I was earlier, because there is a lot of focus on the ACT difficulties of what is going to be in place in the ACT. I reiterate that for our family the service currently provided through the ACT education service provider works well. It's embedded. People can go to a single place. There is a single governance stream. You know where to go if there is a problem. You are now going to be



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offered a panacea of choice where if you don't exactly know what you are need, you are going to be writhing around on the deck like a fish that is dying. In relation to the NDIA, if I understood what you said, you don't have those staff in-place to make this operational.

**JILLIAN PAULL:** No, I didn't say that. I can't comment obviously on some of the things that you have made comment on. What I can assure you, as Mary said, is that, when we write to you as the parent of a child who may be eligible for services under the Scheme; that is an invitation for a conversation. There will be plenty of conversations so that we can get to a place of having a plan in place that best reflects what your hopes, goals and dreams are for your child.

None of that happens overnight. None of that happens really quickly. Some people want to have the same things they have in place already. Some people want really different supports in place. As Mary said, it's a conversation that will take place with our staff at a time and place that most works for parents.

**QUESTION:** My name is \_\_\_\_\_ Mum with two children with a disability so I am going to ask two questions. My first question is to do with early intervention. I enrolled my child in a mainstream preschool, which I was advised to do. They rang me back last year as soon as I mentioned she wasn't toilet trained and I was told I would have to go in and change her nappy for her, which I think is ridiculous to be asked to go in on an hourly basis and change my daughter's nappy. I don't know what to do about that.

The second question is: on diagnosis I have two children with a really rare genetic disorder. They are the only ones in Australia for their disorder. It took me four goes to get carers allowance. I don't qualify for Better Start. What if my children slip through the cracks? What am I going to do for medical needs, their equipment and therapy? I don't know what I am going to do. I am going to be really stuck if they don't get approved. I can see several of their specialists in this room right now. I know I have been told it doesn't go on diagnosis, it goes on long-term needs.

**MARY HAWKINS:** The difference between Better Start and NDIS is the fact we are not restricted to specific diagnostic groups. That does enable us to have what I consider to be a broader assessment of need to do with the functional difficulties that your children are encountering. Rest assured that is not the restriction you will encounter in NDIS.

**QUESTION:** My name is \_\_\_\_\_ and I am the parent of a child with autism. Let me start with the comment that there is a range of providers looking to work in the ACT – I call that BS – there has been no specialist in the ACT for some time. Finding therapists is ridiculous. If you get a therapist to register for the NDIS, there is the next issue. There are therapists we love and adore who will not register for the government programs so we pay for them



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out of our own pocket. It comes out before the rent comes out. It comes out before the food and everything else. We have to pay for everything. They are not going to be registered under the NDIS. We cannot use the money to go there.

You are taking away the child care and all the other services that we have been getting. We now have to pay for those for school. Then there is OT, the psych and it is starting to add up now. If you look at numbers that have been given in the other states, over a year that is not enough. The number of single mums – thank God I am not one of them – on a single income with multiple children, there is not enough money. There is Commonwealth funded sponsored agreement for 1,000 hours. I know you guys have heard this before. 1,000 hours is two years for a child with autism or specialist needs. The money you are providing doesn't cover those 1,000 hours but yet you say you will be following best practice guidelines. Best practice guidelines say 1,000 hours. You are not covering that. Please answer that question.

**MARY HAWKINS:** There are many questions there. First of all, if you choose a therapist of your own choosing but they don't want to register, the money can be made available for you to pay them directly. That's one thing. It is not that hard for therapists to register. It is a new opportunity for them in terms of their business. That is their choice at the end of the day. In terms of the best practice guidelines, there is a number mentioned in them. However the concentration or focus has been on the number rather than – I am very familiar with the guidelines -

**QUESTION:** That is not true.

**MARY HAWKINS:** It is, People should really read the guidelines. They are available on the HCWA website. They do mention a number of hours but also mention a whole lot of other factors. We have spoken to the authors of the guidelines about how that got to be the focus. That is a lot of work. We have more work to do in this area. We will be investing in it.

For early childhood is clearly – if you are going to spend money and invest well, this is where you are going to put your dollar. It doesn't preclude anything but it is always around an individual assessment. Part of that is how much intervention a child can actually absorb during the week. They need assistance and we need to structure the program that is most appropriate. They will also be involved with the teachers, and I think a question was raised earlier about can they use communication devices. That is a requirement of good practice in early childhood.

**QUESTION:** One last question covers Therapy ACT is an overworked, understaffed, client heavy laden business that is not meeting the needs of the parents and is not meeting the



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needs of the children. Can you guys step up to the plate please and triple your staff, a minimum of tripling of what you can do? Because if we are going to rely on you at all, it is not going to be once every six months if you are lucky and if you show up, which you have done in the past. We have made an appointment and you don't show up so we have seen you once in that entire year with our child who has high special needs.

**NATALIE HOWSON:** That gives me an opportunity to say something. I am Natalie Howson, Director-General of the Community Services Directorate, and Therapy ACT is part of my directorate. I am sure Jacinta sitting next to you will talk to you about the specific issues you have about appointments and so on being kept. I think the point you made is actually to the heart of what we are all driving for here. Maureen has made this point. The minister has made this point. We basically have a system at the moment where we spend around \$180 million on in the ACT. That will increase to \$340 million over the course of the next two to three years.

The government committed to this particular process as did the whole of Australia because we know that people aren't getting the services they need and deserve. There are long waiting lists because we have essentially a rationed system within our jurisdiction and people have to wait their turn. That's not fair and it's particularly problematic for children and young people where we know that a good investment in their needs will mean more probability of maximising their capacity to live independently and, more importantly, being able to participate in community life like everybody else.

We have to get behind, as someone else said, the general principles of this scheme. We are in a process. That's true. We don't have answers to a lot of the questions. That is also true. I understand why you are angry and anxious about that. What we are inviting you to participate in today is the process that will illuminate for us all of the things that you know work really well for you now as well as things that you think could work better. For example, some of you may have children that would really benefit from being part of a mainstream long day care setting but being able to access therapy support in that setting. That might be good for you as well. Those sorts of services don't exist in the ACT at the moment. We are hoping to make sure that they are in place shortly.

We want you to get involved in the process that KPMG will be running for us. We have made a commitment today to ensure that we provide that access fully and comprehensively. We want to make sure that everyone has a choice in that process. We will then be in a very strong position to inform new providers about the sorts of services that you will want to purchase and how they can put that in place. We have had a commitment from the Minister that you will hear about those providers at the beginning of term four. Again, I understand what you are saying about how difficult that might be for



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you personally to make your arrangements. What we need to hear from you is what we can do to make this truncated period of time work better for you.

**QUESTION:** Don't close early intervention.

**NATALIE HOWSON:** We have heard and noted that. We are going to progress to see if we can get some new services up and running that you will have access to what is available in the new school year. We also, as Maureen said, have a significant amount of funding to support new providers. We have commitments from the government about access to facilities. We will be open to providers approaching us to use, purchase and borrow. We will work through those terms relating to the equipment that is available in schools currently. We will keep talking to you about this. We will let you know where we are at.

I hope that some of you will channel your energy and your concern into the process that we have set out. If you think there are other things we should be doing, we certainly want to hear that. Finally, I want to say – and the Minister has made this commitment as well – that no child will be left behind. It would be a travesty for us that at the beginning of what is an exciting future, particularly for the littlies that are accessing the services and the future that they can look forward to, if we get off to a bad start. We are working very hard to ensure that we do meet your needs and the needs of your children. Please keep talking to us.

**QUESTION:** I have one brief question but also some concerns that I have: I am a private paediatric occupational therapist. about 80 per cent of my clients would have been from the ACT. I am curious; when will I know about whether I have been accepted. I did the paperwork a few months ago. That's one thing.

One of my big concerns is that there won't be enough therapists. I am currently, apart from Aspect, the only OT in the region that is registered to FaHCSIA for autism. There was another therapist who I mentored for a while. She is on maternity leave. I am the only occupational therapist who has put up my hand to do Better Start, except for the specialist ones in Vision Australia and Cerebral Palsy Australia. So there is plenty of capacity. I have a two to three month waiting list. I must work at least 55 hours a week. There is plenty of capacity. I have tried mentoring OTs to encourage them to do private practice. One of the ways I make my costs reasonable and still come out with a reasonable wage for an OT, not a brilliant one, is by working out of my own home. But for most of the OTs I have talked to and mentored – and I do talk to my colleagues – it's too difficult. They can't work at their home. They have children. My children are grown up. There are a lot of things that are going for me that make the business proposition workable. But the capacity has been



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there. I have been working very hard for several years and I am concerned there won't be enough therapists.

The other thing I would really like you to be very careful of is there is no way that I could have done the administrative mumbo jumbo – and it's no one's fault – except for AA ACT and Queanbeyan Special Needs doing it for me. I know early in the thing I had a running joke with the person who so kindly put through my receipts and accounts was the hammer still in the drawer or had they smashed the computer yet because it was so frustrating. To have to spend 20 to 30 minutes on each account for an hour appointment is madness. So it has to be simple and I really think you will need to give therapists a lot of support because it is damned hard. I had 15 or 20 years in paediatrics before I tried going out on my own. I did it part time so I had part time assured income. It is hard to do it. I am concerned there will be a gap in the therapy services.

**MARY HAWKINS:** We are working with all the professional associations to look at continuing education. I have said already we really are aware that early childhood intervention needs to be given a boost. We are working with ECIA to look at ways in which we can accelerate that process to get best practice. I hear your frustration. The whole business support process, yes, we will have a support team. We are trying to get that simplified through the experience to date. We work on that constantly. But I take your point. We have just opened up for registration now. All the information is on our website. If you have an application already with us, we will now operationalise that. We are also improving our website so that when you do look up a provider you know who they are, where they are and what they actually do.

**KERRY MCGOUGH:** I am very conscious of the time. I know you have extraordinarily busy lives and you need to go back to families and jobs.

Quickly, what you have heard today is some information direct from the Minister about the commencement of the NDIS. You have been given some information, appreciating it is quite hard to absorb, in terms of how the phasing will work both for children and also adults within the ACT. There have been fact sheets about that, so please take those fact sheets. We are committed to having a market sounding process and we are in the process of talking to a range of providers. If there are providers here today who would like to be part of that conversation, please let us know.

We will also pick up on the point you have mentioned that there are providers who don't want to participate in the NDIS. We will investigate that to understand who those people are and what might be some of the rationales or incentives that would help them participate so we can fully explore the marketplace. We will advertise the forums. I know a number of you advised this is the first you have heard of them. We will make sure





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information is given out about when those forums will be. If there is strong interest and we need to do more, we will do more. We will do our best to ensure that people are able to contribute.

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I hear your frustration. You are clearly expressing concern at this transition process of government. It is happening in every jurisdiction where government is moving out of direct provision, and you have expressed concern at the timing of that and how that is being planned for early intervention services. You are wanting as much information as soon as possible about who these providers will be. That is the next round of information that needs to come back to you.

If you registered today, you will receive a summary of the conversation that has occurred today to be able to take that away and come back to us with further questions. In closing, thank you very much for taking the time out of your day to come. We look forward to a continued engagement with you.

**Gotovac, Jessica**

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**From:** Sheehan, Maureen  
**Sent:** Friday, 4 July 2014 5:59 PM  
**To:** Starick, Kate; Whitten, Meredith  
**Subject:** 261RE: 2 June Forum - Transcript  
  
**Categories:** possible

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I'll go with your and Meredith's advice/ decision

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**From:** Starick, Kate  
**Sent:** Friday, 4 July 2014 5:54 PM  
**To:** Whitten, Meredith; Sheehan, Maureen  
**Subject:** FW: 2 June Forum - Transcript

Hi Meredith and Maureen

At the 2 June Forum we gave a commitment to make the transcript available. The Transcript is attached with edits from the Minister's office. Options are to put it on the internet and sent forum participants the link?

Regards  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
ACT NDIS Taskforce | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House| 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

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**From:** McClelland, Lisa  
**Sent:** Friday, 4 July 2014 3:32 PM  
**To:** Starick, Kate  
**Subject:** 2 June Forum - Transcript

Hi Kate  
Please find attached the Transcript with some suggested changes from the Minister's office  
Kind Regards  
Lisa

Lisa McClelland | ACT NDIS Taskforce  
Ph: 6205 2122 | Fax: 6205 0228  
Community Services Directorate | ACT Government  
Level 2, Nature Conservation House, Emu Bank, Belconnen ACT 2617 | GPO Box 158 Canberra City ACT 2601  
[www.communityservices.act.gov.au](http://www.communityservices.act.gov.au)

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**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Friday, 4 July 2014 6:29 PM  
**To:** Mitchell, Malcome  
**Cc:** Luck, Surangani  
**Subject:** 26RE: Delivery of existing ACT Early Intervention Services  
  
**Categories:** Red Category

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Hi Tops – thanks Malcolm  
Regards  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
ACT NDIS Taskforce | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

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**From:** Mitchell, Malcome  
**Sent:** Friday, 4 July 2014 10:03 AM  
**To:** Starick, Kate  
**Cc:** Luck, Surangani  
**Subject:** Delivery of existing ACT Early Intervention Services

Kate

Please be advised that the Short Form Contract is available on the Shared Services Procurement Contract Register.

[http://www.procurement.act.gov.au/contracts/contracts\\_register/contracts/contracts/sa2014.061](http://www.procurement.act.gov.au/contracts/contracts_register/contracts/contracts/sa2014.061)

Regards

Malcome Mitchell | Senior Contracts Officer |  
Phone 02 6205 3529 | Fax 02 6207 2047 |  
Contracts and Grants Unit | Community Services Directorate | ACT Government  
Level 1, 153 Emu Bank Belconnen ACT 2617 | PO Box 158, Canberra City ACT 2601 | [www.act.gov.au](http://www.act.gov.au)

**Gotovac, Jessica**

**From:** Starick, Kate  
**Sent:** Sunday, 6 July 2014 4:05 PM  
**To:** King, Sarah; Fraser, Norman  
**Subject:** FW: ACT Early intervention market soundings - KPMG update report  
**Attachments:** ECI Report Final.pdf; ACT ECI market soundings update summary vfinal.pdf

Hi  
I can't remember if I sent this to you - apologies if not.  
We will discuss at the phone hook up on Monday and we'll need to make decisions about this very quickly  
Regards  
Kate

**From:** Short, Joe [mailto:jjshort@kpmg.com.au]  
**Sent:** Friday, 4 July 2014 4:00 PM  
**To:** Sheehan, Maureen; Starick, Kate; Whitten, Meredith  
**Subject:** ACT Early intervention market soundings - KPMG update report

Dear Maureen, Kate and Meredith,

Please find attached the KPMG update report which captures our work performed to date on the Early Intervention transition:  
Recognising the timelines of the project, we have looked to make it as complete as possible, and have also started to consider some of the key areas of things government may like to consider in planning for the transition. These will need to be thought through by the team properly and in more detail once all of the project activities have been completed, so I would ask you to treat the contents of the document very much as emerging thoughts at this stage.

I hope that this is sufficient for your purposes at this time. As confirmed, we will provide our draft final report to you by July 25<sup>th</sup>.

I also attach the final copy of our research report, which incorporates the feedback previously provided:  
Please don't hesitate to contact me if you have any queries.

Kind regards,

Joe  
Director  
0409 396 444

\*\*\*\*\*  
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**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Monday, 7 July 2014 1:24 PM  
**To:** McClelland, Lisa  
**Subject:** 263RE: EI Fact Sheet

**Categories:** possible

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I think we need to revisit this

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**  
Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

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**From:** McClelland, Lisa  
**Sent:** Monday, 7 July 2014 1:12 PM  
**To:** Starick, Kate  
**Subject:** EI Fact Sheet

Hi Kate  
As discussed please find attached the fact sheet distributed at 2 June Forum  
Kind Regards  
Lisa

Lisa McClelland | **ACT NDIS Taskforce**  
Ph: 6205 2122 | Fax: 6205 0228  
Community Services Directorate | ACT Government  
Level 2, Nature Conservation House, Emu Bank, Belconnen ACT 2617 | GPO Box 158 Canberra City ACT 2601  
[www.communityservices.act.gov.au](http://www.communityservices.act.gov.au)



## Early Intervention & Therapy Fact Sheet

The National Disability Insurance Scheme (NDIS) is a new way of providing community linking, and individualised support for people with permanent and significant disability, their families and carers.

### What is Early Intervention?

- Most early intervention services in the ACT today are group and individualised programs run by the Education and Training Directorate.
- Early intervention has been included in the NDIS because intervening early in the lives of children with developmental delay or disability leads to better outcomes over the long term.

### What is Therapy?

- Therapy refers to a range of support services including physiotherapy, occupational therapy, speech pathology, social work and psychology. Therapy ACT provides these services for people with delays in development and developmental disabilities.

### What will stay the same?

- In 2014 there will be no changes to programs.
- The vast majority of children in early intervention programs in 2014 will transition through normal processes to preschool or school, including specialist schools, in 2015.
- Preschool is a mainstream service and will not be affected by the changes. All children who turn four by 30 April are eligible to attend their local preschool.
- Malkara School and Cranleigh School will run preschool programs for eligible students.
- Eligible children may choose a specialist school preschool program. Parents will be supported to choose the most appropriate setting for their child.
- All age eligible children will still be able to access mainstream services such as Early Childhood Education and Care and preschool.
- Preschool children with significant developmental delay or disability will continue to be able to access the Support at Preschool program to support their participation and engagement.
- The ACT Government will continue to provide intake, referral and assessment services.



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## What is changing?

- The ACT Government has announced it will gradually withdraw from the provision of specialist disability services over a period of three years.
- The ACT Government will withdraw from early intervention services at the end of December 2014.
- From 2015 early intervention services will be provided by non government organisations. This will allow for more inclusive, integrated and family-centred support for children with a developmental delay or disability and their families and carers.
- The ACT Government will also withdraw from Therapy services by December 2016, but will continue to provide these services during the two-year NDIS trial period.
- The decision that the ACT Government should withdraw from providing early intervention was based on our commitment to ensure the success of the NDIS in the ACT.
- All the funding that government has provided for these services will flow to families so that they have increased choice and control over the reasonable and necessary services provided by the non government sector.
- These timeframes give us an opportunity to work as a community to make sure services are provided to meet individual needs.
- The ACT Government is working with the community and non government providers to plan early intervention services under the NDIS.

## Which programs will be affected by the changes to early intervention?

- Early Intervention Playgroups (EIP) – Maribyrnong, Namadgi, Gilmore
- Early Intervention Units (EIU) – Neville Bonner, Gilmore, Maribyrnong, Flynn (Mount Rogers), Namadgi, Pearce (Torrens), Weetangera
- Language Intervention Units (LIU) – Curtin
- Autism Intervention Units (AIU) – Flynn, Giralang, Neville Bonner, Monash, Namadgi
- Early Childhood Centres (ECC) – Cranleigh, Malkara, Turner
- Early Childhood Units for three year olds (ECU 3) – Cranleigh, Malkara
- Early Intervention home education programs for children with sensory impairment



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## Who will deliver early intervention?

- From 2015 the ACT Government will no longer deliver early intervention programs.
- The NDIS is changing the way services for people with disability are delivered.
- Children with a developmental delay or disability will be able to access new specialist early intervention supports and services through the NDIS.
- Children below school age will transition to the Scheme between July and December 2014 (i.e. the first six months).
- In line with the principles of the NDIS around choice and control, a range of non government organisations will be working in the disability sector.
- The ACT Government is working with families, the community and service providers to prepare for 2015.
- We will be investing \$12.5 million to develop the sector, including strengthening the capacity of new and existing service providers to deliver a range of services to families.
- The ACT Government is committed to working with families and providers to ensure that there continues to be early intervention services in the ACT.
- Early intervention funded by the NDIS from 2015 will be based on best practice models to meet the high expectations of families. The NDIS will provide increased choice and control over which service best suits children and their families.



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w [www.communityservices.act.gov.au](http://www.communityservices.act.gov.au)

**Gotovac, Jessica**

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**From:** Abbott, Lynette  
**Sent:** Monday, 7 July 2014 2:54 PM  
**To:** Starick, Kate  
**Subject:** 28meeting with ETD

**Categories:** Red Category.

---

Hi Kate

Beth and Steve can both make a meeting on Monday 14 July 11:30 – 12:30 (220 Northbourne). Will this work for you  
Maureen and Meredith?

Cheers

Lindy

Lindy Abbott | Senior Manager

Phone: +61 2 6207 2327 | Fax: +61 2 6205 5447 | Email: [lynette.abbott@act.gov.au](mailto:lynette.abbott@act.gov.au)

NDIS Implementation Team | Education and Training | ACT Government

HBCTL Fremantle Dr. Stirling | GPO Box 158 Canberra ACT 2601 | [www.det.act.gov.au](http://www.det.act.gov.au)

Gotovac, Jessica

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**From:** Starick, Kate  
**Sent:** Monday, 7 July 2014 4:53 PM  
**To:** Short, Joe  
**Cc:** Abbott, Lynette  
**Subject:** 30Re: Invitation to participate in Focus Groups for early intervention programs  
**Categories:** Red Category

Thanks Joe, that's very interesting. That's the first time I've heard this information being interpreted that way  
Cheers  
Kate

Sent from my iPad

On 7 Jul 2014, at 4:40 pm, "Short, Joe" <jjshort@kpmg.com.au> wrote:

Hi Kate and Lindy,

At today's focus group, two of the providers mentioned that they believed ACT government had already formally come out and identified who the future providers of EIS were. They claimed that this had been mentioned by Education in email and in person, and that it was either

I asked one of the participants to forward me the email declaring this, and was sent the below. From speaking with Lindy, similar text also appears on the CSD gov website.

I think this is a an unfortunate mis-read of information, however I just wanted to let you know who people were misinterpreting the below in the market.

Focus group otherwise went well with interesting contribution re transition management and the service model.

Regards,

Joe

---

**From:** Burke, Mary (Health) [<mailto:Mary.Burke@act.gov.au>]  
**Sent:** Monday, 7 July 2014 2:50 PM  
**To:** jshort@kpmg.com.au  
**Subject:** FW: Invitation to participate in Focus Groups for early intervention programs

Joe, this is the e-mail that names those 4 EI providers. Maybe it is a bit loose in the commitment stakes...definitely some wriggle room there. MB.

---

**From:** NDIS  
**Sent:** Tuesday, 17 June 2014 12:30 PM  
**Subject:** Invitation to participate in Focus Groups for early intervention programs

**Invitation to participate in Focus Groups for early intervention programs**

The ACT Government is confident that there will be early intervention services available for families to access under the NDIS from the beginning of 2015. Its commitment to the success of the NDIS trial includes helping service providers to be ready to start in 2015. Part of this involves investing \$12.5 million in sector development to help existing and new service providers prepare for the NDIS.

have already identified they are interested in expanding their service offer to include early intervention programs in the ACT. By the start of term 4, the early intervention providers who have registered in the ACT will be announced.

At the forum with Minister Burch held on Monday 2 June, an open offer was made to attendees to participate in the focus groups being conducted by KPMG. KPMG's Health and Human Services practice has been engaged by the ACT Government to consult with parents, families and carers about the changes to ACT early intervention services. KPMG's team members come from a range of professional backgrounds and have extensive experience in consulting with the community about the NDIS and changes to services for people with a disability.

Focus groups will look at what has worked well in the current early intervention programs and explore other options families may want from future early intervention services. The information gathered from these groups will be used to assist future providers to meet the needs of the community under the NDIS.

Sessions are being organised for the following dates:

- Monday, 30 June (Week 10)
- Tuesday, 1 July (Week 10)
- Monday 7 July (First week of school holidays)

Each focus group will run for approximately 1 ½ hours and times during the day/evening will be determined based on the times suitable for families who wish to attend.

If you have not already participated and would like to participate, please email [disabilityeducation@act.gov.au](mailto:disabilityeducation@act.gov.au) to express your interest.

In your email, please select the date(s) that would be suitable for you, whether you would prefer southside or northside and a time range that would work for you (for example *mornings* or *evening after 5pm*). While we will not be able to cater to all preferences, every attempt will be made to accommodate requests.

If you are not able to attend one of the sessions, but would still like to participate, you may send in a written response that will be passed on to KPMG. If you would like to go with this option, please email [disabilityeducation@act.gov.au](mailto:disabilityeducation@act.gov.au) and questions to facilitate your response will be provided to you.

**The ACT NDIS Taskforce thanks for your participation.**

**ACT NDIS Taskforce**

Community Services Directorate | ACT Government  
Level 2, Nature Conservation House, Emu Bank, Belconnen ACT 2617 | GPO Box 158 Canberra City ACT 2601  
[www.communityservices.act.gov.au](http://www.communityservices.act.gov.au)

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**Gotovac, Jessica**

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**From:** Short, Joe [jshort@kpmg.com.au]  
**Sent:** Monday, 7 July 2014 10:09 PM  
**To:** Short, Joe; Starick, Kate; Whitten, Meredith; Sheehan, Maureen; Gniel, Stephen; Evans, Jacinta  
**Cc:** Barr, Iain; Mitchell, Beth; Baumgart, Richard; Doyle, Nicki; Durham, Amity; Tyro-Burns, Patrick; Monteith, Jo; Abbott, Lynette; Humphries, Scott  
**Subject:** RE: KPMG ECI Project update - 7th July

Dear all,

Further to today's call, please find the following actions.

- Kate to combine feedback from the formal project update document and pass to KPMG. Joe and Kate to discuss feedback via the phone
- Graham to provide staff transition sequencing information to Joe for inclusion in the final report
- Jacinta to contact the SPA re a KPMG interview. Joe to pass on to Jacinta the name of the KPMG interviewer
- Nicki to pass on feedback to Lindy regarding previous focus groups participant understanding of the system including potential misunderstandings
- KPMG to include thinking in the final report regarding key dynamics that will be desirable from the provider market post transition

Kind regards,

Joe

---

**From:** Short, Joe  
**Sent:** Friday, 4 July 2014 2:59 PM  
**To:** 'Starick, Kate'; Whitten, Meredith; Sheehan, Maureen; Gniel, Stephen; Evans, Jacinta  
**Cc:** Barr, Iain; Mitchell, Beth; Baumgart, Richard; Doyle, Nicki; Durham, Amity; Tyro-Burns, Patrick; Monteith, Jo; Abbott, Lynette; Humphries, Scott  
**Subject:** RE: KPMG ECI Project update - 7th July

Dear all,

Please find attached the project update for discussion on Monday.

Regards,

Joe  
0409 396 444

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**PROJECT:** ECI MARKET SOUNDINGS AND TRANSITION PLANNING

**PREPARED BY:** J...

**PURPOSE:** WEEKLY STATUS UPDATE

**DATE:** 7 JULY 2017

**Prior update meeting actions**

- o Joe Short to follow up with Lindy regarding the split of parents who have attended previous focus groups
- o Joe Short to follow up with Kate Starick regarding project feedback
- o Jacinta to provide her feedback to KPMG via Kate on the best practice report. KPMG to then reissue this in final form

**Activities completed to date**

- Focus groups
  - o 13 focus groups performed, including 4 within the previous week
  - o 1 focus group remaining - 7<sup>th</sup> July, 12.30pm. Session designed for providers & practitioners
  - o Written feedback from parents provided to KPMG
- PEAK body interviews
  - o 2 performed and indicative written input received from the
  - o 2 outstanding being diarised
- Best practice review
  - o Feedback received from ACT government and final report issued.
- Project update report
  - o Report summarising work to date submitted

**Activities planned for w/c 7<sup>th</sup> July**

- Finalise arrangements and perform remaining interviews and focus group
- Receive feedback on project update report as appropriate

**Project risks**

- n/a

**Additional discussion points / actions**

- n/a



### Emerging themes from market soundings

- Market soundings (*additional points from this week's soundings in italics*)
  - *Recent soundings have shown an increasing preference from the market for a direct tender approach. Given timelines, this is seen by a number of organisations as the most effective way to meet term 1 commitments.*
  - *Belief that the remaining timeline would be challenging in order to run a competitive tender process that also provides sufficient time for transition planning*
  - *Desire to manage reputational risks (driven largely by timeline) continues to be strong. Providers seeking to do this through receipt and analysis of service information, commercial due diligence and sufficient transition planning*
  - *Some large providers appear well positioned given an ability to invest and mobilise quickly, NDIS experience, strong back office infrastructure and local partnerships. They would seek scale and volume to make a long term commitment.*
  - *Solid interest from majority of organisations however, most are keen to be provided with specific details on a range of issues (client profiles and funding arrangements) in order to assess sustainability and viability of offerings.*
  - *Feedback on existing services focuses on need to reform however it should be incremental over a 12-18 month period. Suggestions include a collaborative partnerships between gov and providers to plan and implement change to meet timelines; providing access to gov staff and a need to utilise trans-disciplinary approaches.*
  - *Emerging concerns in relation to implementation problems with NDIS trial sites which in the short-term is shaping views on the need for incentives, particularly for interstate providers, to avoid potential financial viability concerns.*
  - *Smaller providers have expressed interest in financial / admin support to facilitate additional services delivery admin.*
  - *Availability of qualified allied health professionals, if existing staff do not transition has been consistently raised.*
  - *Strong appetite for a two stage procurement process continues, as a means to minimise time and cost. Procurement process should recognise the potential burden that it may have on smaller organisations*
  - *Appetite expressed from a range of providers (small sole traders and large interstate) with regards to forming networks with other providers and the local community. Desire shown for government to play a role in facilitating this*
  
- Focus groups (*additional points from this week's soundings in italics*)
  - *Parents indicating increasing preference with regards to provider type, showing a reluctance for For Profit providers due to a perceived incompatibility with sustained service investment.*
  - *Risks raised regarding providers 'cherry picking' services and high support children being left without a service – parent proposed solution is for government to retain an element of provision.*
  - *Concern regarding NDIS funding and the ability for it to support the full range of extensive supports.*
  - *Increased consideration and views given regarding service wide improvements.*
  - *Existing centre-based E.I. services are well supported overall (with parents particularly valuing the integration of services with mainstream government preschools and schools), although some criticism exists regarding current Therapy ACT assessment processes and services, and some playgroups (especially unstructured playgroups or where times are considered inflexible / inconvenient)*
  - *Lack of overall understanding about the change and rationale for it - most parents are focused on what they see as potential loss of qualified, experienced staff from the government sector rather than as an opportunity for enhanced choice or options with new providers. This has led to a high level of overall concern and anxiety from parents.*
  - *Parents key concern is around whether there will be sufficient time to transition to new providers by January - several suggested at least a 3-4 month lead-in was required. However, parents on the whole have been pragmatic / realistic.*
  - *Some concerns about who new NGO providers would be and whether they would be able to retain quality service levels. Concern raised about a lack of specialist providers exist to be able to deliver all services*
  - *Concern also expressed regarding how the service delivery model may be affected via a transition – specifically whether this would lead to services being concentrated in fewer (less accessible) hubs, or whether services would remain integrated within the school system as it is now.*
  - *As part of the transition, parents keen for a streamlined process providing choice of providers and a clarity of steps and timelines. Parents were also keen to ensure that during a transition process there was service continuity. Broader concerns also expressed re existing staffing in terms of knowledge transfer, retained skills and staff well being.*
  - *Appears to be a lack of broader understanding regarding the NDIS and how it would affect them. There appeared to be instances of misinformation as a result of this. Whilst parents indicated that there had been much communication about the NDIS from different sources, they were unsure about what it would specifically mean for them as families.*
  - *Parents actively seeking additional information from government – a number of people appeared to be attending the focus group sessions as a means of obtaining updates.*
  - *Session have raised a previous initiative where autism units were outsourced to Noah's Ark unsuccessfully.*

**Gotovac, Jessica**

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**From:** Fraser, Norman  
**Sent:** Tuesday, 8 July 2014 9:11 AM  
**To:** Laurent, Kristen  
**Subject:** Re: EI Project Plan DRAFT

Hi Kristen

I will give you a call After 10.30 just need to finalise some work I am doing for ACT treasury.

On 8 Jul 2014, at 8:27 am, "Laurent, Kristen" <[Kristen.Laurent@act.gov.au](mailto:Kristen.Laurent@act.gov.au)> wrote:

Good morning Norm

How did you go with the changes we put forward for the Gantt chart...did they make sense? I have started the project plan template and would be keen to talk through a couple of sections to see where you think I need to focus my remaining attention in the lead up to this afternoon's meeting. I haven't done anything with reporting or governance at this stage as I was hoping to gain some clarity around these matters this afternoon. It still needs a lot of work but is a start. I was also a little unsure about outcomes and how they relate to the deliverables. Is there a good time I can call you after 9.30 this morning?

Cheers

Kristen Laurent | NDIS Project Manager  
Phone: 6205 2693 | Email: [kristen.laurent@act.gov.au](mailto:kristen.laurent@act.gov.au)  
Disability Education | Education and Training | ACT Government  
Hedley Beare Centre for Teaching and Learning | Stirling Drive, Freemantle | [www.act.gov.au](http://www.act.gov.au)

<Early Intervention Project Plan DRAFT.docx>

**Gotovac, Jessica**

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**From:** Anderson, Carlie  
**Sent:** Tuesday, 8 July 2014 10:46 AM  
**To:** McClelland, Lisa  
**Subject:** RE: Meeting to discuss KPMG's EI work [SEC=UNCLASSIFIED]

Hi Lisa,

Also please let me know if there is anything Steve will need for the meeting.

Thanks,  
 Carlie

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**From:** McClelland, Lisa  
**Sent:** Tuesday, 8 July 2014 9:05 AM  
**To:** Anderson, Carlie; Fitzgerald, Fran  
**Cc:** Eley, Melissa  
**Subject:** RE: Meeting to discuss KPMG's EI work [SEC=UNCLASSIFIED]

Good morning Carlie and Fran  
 Would 2pm Friday 11 July in the city suit?  
 Kind Regards  
 Lisa

**Lisa McClelland | ACT NDIS Taskforce**  
 Ph: 6205 2122 | Fax: 6205 0228  
 Community Services Directorate | ACT Government  
 Level 2, Nature Conservation House, Emu Bank, Belconnen ACT 2617 | GPO Box 158 Canberra City ACT 2601  
[www.communityservices.act.gov.au](http://www.communityservices.act.gov.au)

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**From:** Anderson, Carlie  
**Sent:** Tuesday, 8 July 2014 8:58 AM  
**To:** McClelland, Lisa  
**Subject:** RE: Meeting to discuss KPMG's EI work [SEC=UNCLASSIFIED]

Good Morning Lisa,

Sorry I missed your call yesterday, unfortunately I was away. Steve is currently on leave and not back until 10<sup>th</sup> July. At the moment he is fully booked for Thursday but there is time available on Friday, if Maureen and Meredith are available.

Kind Regards,  
 Carlie

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**From:** McClelland, Lisa  
**Sent:** Monday, 7 July 2014 5:36 PM  
**To:** Anderson, Carlie; Fitzgerald, Fran  
**Subject:** Meeting to discuss KPMG's EI work  
**Importance:** High

Hi Carlie and Fran

As mentioned in my voice mail we are hoping to schedule early this week a meeting with Stephen, Maureen Sheehan and Meredith Whitten to discuss the Early Intervention work by KPMG.

Could you please let me know whether Stephen and Meredith are available during any of the following time slots?  
 Tue 8 Jul at Nature Conservation House from 12.30 – 3pm

Wed 9 July 9am – 10am at 11 Moore street in the city  
Thursday 10 July from 1pm – 3pm at 11 Moore street in the city

Many thanks  
Lisa

**Lisa McClelland | ACT NDIS Taskforce**

Ph: 6205 2122 | Fax: 6205 0228

Community Services Directorate | ACT Government

Level 2, Nature Conservation House, Emu Bank, Belconnen ACT 2617 | GPO Box 158 Canberra City ACT 2601

[www.communityservices.act.gov.au](http://www.communityservices.act.gov.au)

**otovac, Jessica**

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**From:** Fraser, Norman  
**Sent:** Wednesday, 9 July 2014 9:48 AM  
**To:** Hatherly, Bronwyn  
**Subject:** FW: Revised Gantt Chart  
**Attachments:** ETD PP amendments 070714(2).xlsx

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**From:** Laurent, Kristen  
**Sent:** Tuesday, 8 July 2014 11:12 AM  
**To:** Fraser, Norman  
**Subject:** FW: Revised Gantt Chart

Hi Norm

I'm not sure if you had opened the attachment yet but I have just realised I send through the wrong copy. Here is what I meant to send.

Cheers

Kristen Laurent | NDIS Project Manager  
Phone: 6205 2693 | Email: [kristen.laurent@act.gov.au](mailto:kristen.laurent@act.gov.au)  
Disability Education | Education and Training | ACT Government  
Hedley Beare Centre for Teaching and Learning | Stirling Drive, Freemantle | [www.act.gov.au](http://www.act.gov.au)

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**From:** Laurent, Kristen  
**Sent:** Monday, 7 July 2014 2:29 PM  
**To:** Fraser, Norman  
**Cc:** Abbott, Lynette  
**Subject:** Revised Gantt Chart

Good afternoon Norm

Please find attached a spreadsheet detailing some changes to the draft Gantt chart for the EI and Mainstream Model project plans. I have made the following key changes and will have a few further changes from HR in the next day or two.

- I have separated the mainstream model project from the EI project
- EI project:
  - Phase – Develop service closure plan
    - Mapping of resources has been incorporated into the development of the closure plan
  - Phase – Develop EI Provider Sector
    - Review of closure plan added in after release of final KPMG report
  - Phase – renamed 'Develop ETD Early Childhood Inclusion Implementation Plan'
    - Now includes redesigning the Support at Preschool Program model for 2015 (taken from MM project)
    - Design of EI Inclusion Implementation Plan previously referenced joint plan with joint Directorate approval. This has been amended to show ETD only with approval by Exec Director Education Strategy (Steve Gniel)
  - Phase – Communications and Engagement

- Query whether establishment of a steering group should sit within the EI project – is this intend just for Comms and Engagement or for the project more broadly?
- Mainstream Model project:
  - Phase – Design Mainstream Model Service
    - Brought the starting point forward to end of July to include co-design workshop
    - Moved the establishment of budget responsibilities and MOUs from its previous position under the phase ‘Develop EC and Disability implementation plan’

If you have any questions please feel free to give me call and we can talk through them over the phone. Also, as discussed, would you mind sending me a copy of a completed short form project plan document to help guide me in the one I am drafting for the EI project?

Thanks

Kristen Laurent | NDIS Project Manager  
 Phone: 6205 2693 | Email: [kristen.laurent@act.gov.au](mailto:kristen.laurent@act.gov.au)  
 Disability Education | Education and Training | ACT Government  
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# Early Intervention Transition Project

## ETD Transition Strategy and Implementation

### Develop Service closure plan

#### Establish ETD Closure Plan

Identify closure activities and responsibilities (including management of equipment and student resources)

Consult with internal stakeholders

Draft closure plan

Consult with stakeholders ( internal approvals and briefings)

Amend the plan

Brief all internal Stakeholders

### Develop Human Resources Plan

#### Develop Human Resources Plan

Consult with stakeholders ( principals, Staff, IR)

Draft HR plan

Design recruitment round (casual staff)

Design transfer round (permanent staff)

Re-define Disability Education roles for some staff (Jean/Robyn)

Seek Directorate approval 5 days

### Develop Early Intervention (EI) Provider Sector

#### Undertake Market Sounding (KPMG)

Consult with providers

Analyse the findings

Develop market sounding report & proposed Plan

Review Closure Plan

Undertake provider conversations

#### Establish arrangements with new providers to access ETD sites and assets

Establish arrangements for ETD sites

Establish ETD Equipment and Asset management agreement

Establish new EI Provider readiness

Duration	Start	End	Lead
167	04/06/2014	27/01/2015	
72	04/06/2014	12/09/2014	
35	04/06/2014	23/07/2014	
35	04/04/2014	23/07/2014	ETD
12			ETD
2			ETD
2			ETD
10			ETD
5			ETD
4			ETD
56	04/06/2014	21/08/2014	ETD
56	04/06/2014	21/08/2014	ETD
2	04/06/2014	05/06/2014	ETD
30	01/08/2014	14/08/2014	ETD
10	01/08/2014	14/08/2014	ETD
10	01/08/2014	14/08/2014	ETD
10	01/08/2014	14/08/2014	ETD
5	15/08/2014	21/08/2014	ETD
69	10/06/2014	12/09/2014	
35	10/06/2014	28/07/2014	KPMG
35	10/06/2014	28/07/2014	KPMG
35	10/06/2014	28/07/2014	KPMG
35	10/06/2014	28/07/2014	KPMG
			ETD
35	10/06/2014	28/07/2014	Taskforce
10	29/07/2014	11/08/2014	ETD
10	29/07/2014	11/08/2014	ETD
10	29/07/2014	11/08/2014	ETD
15	29/07/2014	18/08/2014	Taskforce

Establish Interim funding arrangements for EI services providers	15	29/07/2014	18/08/2014	Taskforce
Develop supported opportunities for entrance to EI market- KPMG	15	29/07/2014	18/08/2014	KPMG
Facilitate provider registration with the NDIA	15	29/07/2014	18/08/2014	??
<b>Undertake Early Intervention Expo</b>	<b>19</b>	<b>19/08/2014</b>	<b>12/09/2014</b>	<b>Taskforce</b>
Scope Expo	5	26/08/2014	12/09/2014	Taskforce
Procure Expo facilitator	14	26/08/2014	12/09/2014	Taskforce
Hold Expo Saturday 13 September	1	12/09/2014	12/09/2014	Taskforce
<b>Develop ETD Early Childhood Inclusion Implementation Plan</b>	<b>53</b>	<b>10/11/2014</b>	<b>14/11/2014</b>	
<b>Redesign Support at Preschool Model for 2015</b>	<b>32</b>		<b>03/10/2014</b>	<b>ETD</b>
Draft the model	15			ETD
Consult with stakeholders	5			ETD
Amend the model	2			ETD
Seek EDES approval	10			ETD
<b>Design Early Education Inclusion Implementation Plan</b>	<b>43</b>	<b>10/11/2014</b>		<b>ETD</b>
Draft plan	15			ETD
Draft new staff model				ETD
Consult with stakeholders				ETD
Amend the plan				ETD
Seek EDES approval				ETD
<b>Develop Principal and Teacher inclusion packages</b>	<b>10</b>		<b>17/10/2014</b>	<b>ETD</b>
Design seminars and workshops	10			ETD
Design information sessions	10			ETD
<b>Approve Inclusion implementation plan</b>	<b>10</b>		<b>23/12/2014</b>	
<b>Establish Approval</b>	<b>10</b>		<b>12/12/2014</b>	<b>ETD</b>
Establish EDES approval	10	12/12/2014		ETD
<b>Communications and Engagement (Early Intervention)</b>	<b>164</b>		<b>27/01/2015</b>	
<b>Stakeholder Engagement Early Intervention</b>	<b>69</b>	<b>10/06/2014</b>	<b>12/09/2014</b>	
<b>Establish Steering Group</b>	<b>5</b>	<b>11/07/2014</b>	<b>17/07/2014</b>	<b>Taskforce</b>
Identify members	2	11/07/2014	14/07/2014	Taskforce
Develop the Terms of Reference	2	15/07/2014	18/07/2014	Taskforce
Hold first meeting	1	17/07/2014	18/07/2014	Taskforce
<b>Design Joint Communications Implementation Strategy</b>	<b>29</b>	<b>10/06/2014</b>	<b>18/07/2014</b>	<b>ETD</b>



Consult on EI community requirements _KPMG	29	10/06/2014	18/07/2014	KPMG
Endorse Implementation plan	14	01/07/2014	18/07/2014	ETD
Seek approval	5	11/07/2014	17/07/2014	ETD
<b>Develop Communication materials</b>	41	18/07/2014	14/08/2014	
Develop Key messages	20	18/07/2014	14/08/2014	ETD
Develop Fact sheets ( Principals, staff, families)	20	18/07/2014	14/08/2014	ETD
Develop Media releases 20 days Fri 18/07/14 Thu 14/08/14 106FF	20	18/07/2014	14/08/2014	ETD
Establish referral process publications	20	18/07/2014	14/08/2014	ETD
Undertake staff information sessions	20	18/07/2014	14/08/2014	ETD
Consultation with Unions	20	18/07/2014	14/08/2014	ETD
Ministerial communications established	20	18/07/2014	14/08/2014	ETD

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	Duration	Start	End	Lead
<b>Mainstream Service Model Re-design</b>	91	15/09/2014	21/01/2015	
<b>Design Mainstream Service Model</b>	80	15/09/2014	06/01/2015	
Initial workshop to co-design mainstream service model			30/07/2014	
<b>Establish Steering Committee or Expert Panel</b>				
Identify members	10			
Develop the Terms of Reference	4			
Prepare meeting agenda and information papers	3			
Hold meeting	1			
<b>Establish Model Design team</b>	10	15/09/2014	26/09/2014	
Identify potential team	5	15/09/2014	26/09/2014	
Establish design team	5	22/09/2014	26/09/2014	
<b>Map remaining services</b>	10	30/09/2014	07/10/2014	
Identify current services	5	08/10/2014	14/10/2014	
Map services and gaps	5	08/10/2014	14/10/2014	
<b>Establish budget responsibilities</b>	21			
Identify budget responsibilities	5			
Develop recommendation	6			
Seek approval	5			
Establish budget responsibilities	5			
<b>Design a support &amp; assessment process</b>	21			
Draft support model and assessment process	10			
Consult with stakeholders	4			
Amend the model	2			
Seek Joint Directorate approval	5			
<b>Design Referral Pathways</b>	21			
Identify referral requirements	2			
Draft referral pathways	7			
Consult with stakeholders	5			
Amend referral pathways	2			
Consult with stakeholders	5			
Amend the model	2			

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Seek Joint Directorate approval	10
Establish referral pathways	5
<b>Establish MOUs/working arrangement across Directorates</b>	22
Identify MOUs required	
Develop MOUs	
Establish MOUs/working arrangements	
<b>Stakeholder Engagement Mainstream Services</b>	25
Community	
Staff	
<b>Approve New Mainstream Model</b>	
<b>Establish Approval</b>	10/12/2014 23/12/2014
Brief the Directorates on mainstream model	10/12/2014 23/12/2014
Ministerial/Cabinet approval	10/12/2014 23/12/2014

## **Develop Human Resources Plan**

Consult with stakeholders ( principals, Staff, IR)

Draft HR plan

Design recruitment round (casual staff)

Design transfer round (permanent staff)

Re-define Disability Education roles for some staff

Seek Directorate approval 5 days

Duration	Start	Finish
56 days	04/06/2014	21/08/2014
2 days	04/06/2014	05/06/2014
30 days	01/08/2014	14/08/2014
10 days	01/08/2014	14/08/2014
10 days	01/08/2014	14/08/2014
10 days	01/08/2014	14/08/2014
5 days	15/08/2014	21/08/2014

**Gotovac, Jessica**

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**From:** Fraser, Norman  
**Sent:** Wednesday, 9 July 2014 9:49 AM  
**To:** Hatherly, Bronwyn  
**Subject:** FW: Reworked ETD Early Intervention project plan  
**Attachments:** ETD Early Intervention & Mainstream redesign.pdf; Reworked ETD project plan.mpp

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**From:** Fraser, Norman  
**Sent:** Thursday, 3 July 2014 4:47 PM  
**To:** Abbott, Lynette; Starick, Kate  
**Subject:** Reworked ETD Early Intervention project plan

Hi Lynette

Please find attached the reworked project plan. I have tried to make it as clear as possible. I have also separated the mainstream redesign work from the Early Intervention so they did not conflict with each other given the priority of the early intervention work. I understand Kate has discussed with you a time tomorrow to discuss this further.

Regards Norm

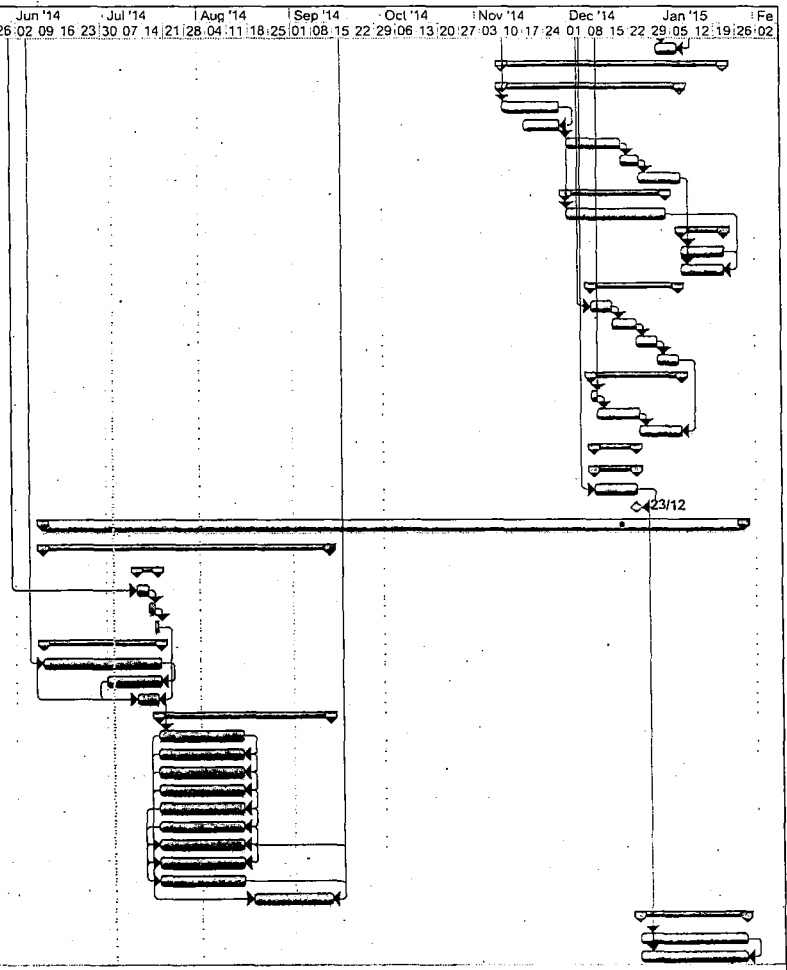
ID	Task Name	Duration	Start	Finish	Predecessors	Jun '14	Jul '14	Aug '14	Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb							
1	<b>Early Intervention Transition Project</b>	167 days	Wed 04/06/14	Tue 27/01/15		19:26	02 09 16:23:30	07:14:21,28	04:11:18,25	01:08 15	22:29	06:13	20:27	03:10	17:24	01:08	15 22	29	05:12	19:26	02
2	<b>EI Transition Strategy and Implimentation</b>	72 days	Wed 04/06/14	Fri 12/09/14																	
3	<b>Develop Service closure plan</b>	35 days	Wed 04/06/14	Wed 23/07/14																	
4	<b>Map current resources</b>	35 days	Wed 04/06/14	Wed 23/07/14																	
5	Identify current resources ( building, Equipment, ICT,student resources)	15 days	Wed 04/06/14	Wed 25/06/14																	
6	Undertake Inventory	10 days	Mon 30/06/14	Fri 11/07/14 5																	
7	Map resources	8 days	Mon 14/07/14	Wed 23/07/14 6																	
8	<b>Establish a ETD Closure Plan</b>	35 days	Wed 04/06/14	Wed 23/07/14																	
9	Consult with internal stakeholders	2 days	Wed 04/06/14	Thu 05/06/14 5SS																	
10	Identify closure activities and responsibilities	2 days	Wed 04/06/14	Thu 05/06/14 9SS																	
11	Draft closure plan	10 days	Fri 06/06/14	Fri 20/06/14 10,9																	
12	Consult with stakeholders ( internal approvals and briefings)	5 days	Mon 23/06/14	Fri 27/06/14 11																	
13	Amend the plan	4 days	Mon 30/06/14	Thu 03/07/14 12																	
14	Brief all Internal Stakeholders	4 days	Fri 18/07/14	Wed 23/07/14 13,7FF																	
15	<b>Develop ETD Human Resources plan</b>	56 days	Wed 04/06/14	Thu 21/08/14																	
16	<b>Develop Human Resources Plan</b>	56 days	Wed 04/06/14	Thu 21/08/14																	
17	Consult with stakeholders ( principals, Staff, IR)	2 days	Wed 04/06/14	Thu 05/06/14 5SS																	
18	Draft HR plan	30 days	Fri 06/06/14	Fri 18/07/14 17																	
19	Design recruitment round (casual staff)	10 days	Fri 01/08/14	Thu 14/08/14 12																	
20	Design transfer round (permanent staff)	10 days	Fri 01/08/14	Thu 14/08/14 19SS																	
21	Re-define Disability Education roles for some staff	10 days	Fri 01/08/14	Thu 14/08/14 20SS,19FF																	
22	Seek Directorate approval	5 days	Fri 15/08/14	Thu 21/08/14 21,18FF																	
23	<b>Develop Early Intervention (EI) Provider Sector</b>	69 days	Tue 10/06/14	Fri 12/09/14																	
24	<b>Undertake Market Sounding (KPMG)</b>	35 days	Tue 10/06/14	Mon 28/07/14																	
25	Consult with providers	35 days	Tue 10/06/14	Mon 28/07/14:17																	
26	Analyse the findings	35 days	Tue 10/06/14	Mon 28/07/14 25FF,17FF																	
27	Develop market sounding report & proposed Plan	35 days	Tue 10/06/14	Mon 28/07/14 26FF,25FF																	
28	Undertake provider conversations	35 days	Tue 10/06/14	Mon 28/07/14 27FF,26FF,25S																	
29	<b>Establish arrangements with new providers to access ETD sites and assets</b>	10 days	Tue 29/07/14	Mon 11/08/14:																	
30	Establish arrangements for ETD sites	10 days	Tue 29/07/14	Mon 11/08/14:28																	
31	Establish ETD Equipment and Asset management agreement	10 days	Tue 29/07/14	Mon 11/08/14 30SS																	
32	<b>Establish new EI Provider readiness</b>	15 days	Tue 29/07/14	Mon 18/08/14:																	
33	Establish Interim funding arrangements for EI services providers.	15 days	Tue 29/07/14	Mon 18/08/14 27																	
34	Develop supported opportunities for entrance to EI market- KPMG	15 days	Tue 29/07/14	Mon 18/08/14 33SS																	
35	Facilitate provider registration with the NDIA	15 days	Tue 29/07/14	Mon 18/08/14 34FF,14FF,33F																	
36	<b>Undertake Early intervention Expo</b>	19 days	Tue 19/08/14	Fri 12/09/14:																	
37	Scope Expo	5 days	Tue 19/08/14	Mon 25/08/14:35																	
38	Procure Expo facilitator	14 days	Tue 26/08/14	Fri 12/09/14 37																	
39	Hold Expo satursday 13 September	1 day	Fri 12/09/14	Fri 12/09/14 38FF,25FF,30F																	
40	<b>Mainstream Service Model Re-design</b>	91 days	Mon 15/09/14	Wed 21/01/15																	
41	<b>Design Mainstream Service Model</b>	80 days	Mon 15/09/14	Tue 06/01/15																	
42	<b>Establish Model Design team</b>	10 days	Mon 15/09/14	Fri 26/09/14																	
43	Identify potential team	5 days	Mon 15/09/14	Fri 19/09/14 39																	
44	Establish design team	5 days	Mon 22/09/14	Fri 26/09/14 43																	
45	<b>Map remaining services</b>	10 days	Tue 30/09/14	Tue 14/10/14:																	
46	Identify current services	5 days	Tue 30/09/14	Tue 07/10/14 44																	
47	Map services and gaps	5 days	Wed 08/10/14	Tue 14/10/14 46																	
48	<b>Establish Steering Committee or Expert Panel</b>	18 days	Wed 15/10/14	Fri 07/11/14:																	
49	Identify members	10 days	Wed 15/10/14	Tue 28/10/14 47																	
50	Develop the Terms of Reference TORs	4 days	Wed 29/10/14	Mon 03/11/14 49																	
51	Prepare meeting agenda and information papers	3 days	Tue 04/11/14	Thu 06/11/14 50,44,47																	
52	Hold meeting	1 day	Fri 07/11/14	Fri 07/11/14 51																	
53	<b>Develop Supported Preschool Model 2015</b>	32 days	Mon 10/11/14	Tue 23/12/14																	
54	Draft the model	15 days	Mon 10/11/14	Fri 28/11/14 52																	
55	Consult with stakeholders	5 days	Mon 01/12/14	Fri 05/12/14 54																	
56	Amend the model	2 days	Mon 08/12/14	Tue 09/12/14 55																	
57	Seek Joint Directorate approval	10 days	Wed 10/12/14	Tue 23/12/14 56																	
58	<b>Design a support &amp; assessment process</b>	21 days	Mon 10/11/14	Mon 08/12/14																	
59	Draft support model and assessment process	10 days	Mon 10/11/14	Fri 21/11/14 52																	
60	Consult with stakeholders	4 days	Mon 24/11/14	Thu 27/11/14 59																	
61	Amend the model	2 days	Fri 28/11/14	Mon 01/12/14 60																	
62	Seek Joint Directorate approval	5 days	Tue 02/12/14	Mon 08/12/14 61																	
63	<b>Design Referral Pathways</b>	21 days	Tue 09/12/14	Tue 06/01/15 62																	
64	Identify referral requirements	2 days	Tue 09/12/14	Wed 10/12/14 59SS																	
65	Draft referral pathways	7 days	Thu 11/12/14	Fri 19/12/14 64																	
66	Consult with stakeholders	5 days	Mon 22/12/14	Fri 26/12/14 65																	
67	Amend referral pathways	2 days	Mon 29/12/14	Tue 30/12/14 66																	

Project: Reworked ETD project plan  
Date: Thu 03/07/14

Task		Progress		Summary		External Tasks		Deadline
Split		Milestone		Project Summary		External Milestone		

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ID	Task Name	Duration	Start	Finish	Predecessors	Jun '14	Jul '14	Aug '14	Sep '14	Oct '14	Nov '14	Dec '14	Jan '15	Feb '15
68	Establish referral pathways	5 days	Wed 31/12/14	Tue 06/01/15	67,57FF									
69	<b>Develop Early Childhood and Disability Education implementation plan</b>	53 days	Mon 10/11/14	Wed 21/01/15										
70	Design Early education implementation	43 days	Mon 10/11/14	Wed 07/01/15										
71	Draft joint plan	15 days	Mon 10/11/14	Fri 28/11/14	52									
72	Draft new staff model	10 days	Mon 17/11/14	Fri 28/11/14	71FF									
73	Consult with stakeholders	14 days	Mon 01/12/14	Thu 18/12/14	72									
74	Amend the plan	4 days	Fri 19/12/14	Wed 24/12/14	73									
75	Seek Joint Directorate approval	10 days	Thu 25/12/14	Wed 07/01/15	74									
76	<b>Recruit Disability Educators (Pre consultation)</b>	25 days	Mon 01/12/14	Fri 02/01/15										
77	Undertake recruitment process	25 days	Mon 01/12/14	Fri 02/01/15	72									
78	<b>Develop Principal and Teacher inclusion packages</b>	10 days	Thu 08/01/15	Wed 21/01/15										
79	design seminars and workshops	10 days	Thu 08/01/15	Wed 21/01/15	75									
80	Design information sessions	10 days	Thu 08/01/15	Wed 21/01/15	75,77FF									
81	<b>Establish Budget Responsibilities</b>	21 days	Tue 09/12/14	Tue 06/01/15										
82	Identify budget responsibilities	5 days	Tue 09/12/14	Mon 15/12/14	64SS									
83	Develop recommendation	6 days	Tue 16/12/14	Tue 23/12/14	82									
84	Seek approval	5 days	Wed 24/12/14	Tue 30/12/14	83									
85	Establish budget responsibilities	5 days	Wed 31/12/14	Tue 06/01/15	84									
86	<b>Establish MOUs/working arrangement across Directorates</b>	22 days	Tue 09/12/14	Wed 07/01/15										
87	Identify MOUs required	2 days	Tue 09/12/14	Wed 10/12/14	62									
88	Develop MOUs	10 days	Thu 11/12/14	Wed 24/12/14	87									
89	Establish MOUs/working arrangements	10 days	Thu 25/12/14	Wed 07/01/15	88,85FF									
90	<b>Approve New Mainstream Model &amp; Implementation plan</b>	10 days	Wed 10/12/14	Tue 23/12/14										
91	<b>Establish Approval</b>	10 days	Wed 10/12/14	Tue 23/12/14										
92	Brief the Directorates on mainstream and preschool models	10 days	Wed 10/12/14	Tue 23/12/14	57SS									
93	Seek Ministerial/cabinet approval	10 days	Wed 10/12/14	Tue 23/12/14	92FF									
94	<b>Communications and Engagement (Early Intervention)</b>	164 days	Tue 10/06/14	Tue 27/01/15										
95	<b>Stakholder Engagement Early Intervention</b>	69 days	Tue 10/06/14	Fri 12/09/14										
96	<b>Establish Steering Group</b>	5 days	Fri 11/07/14	Thu 17/07/14										
97	Identify members	2 days	Fri 11/07/14	Mon 14/07/14	85S									
98	Develop the Terms of Reference TORs	2 days	Tue 15/07/14	Wed 16/07/14	97									
99	Hold first meetings	1 day	Thu 17/07/14	Thu 17/07/14	98									
100	<b>Design Joint Communications Implementation Strategy</b>	29 days	Tue 10/06/14	Fri 18/07/14	27SS									
101	Consult on EI community requirements_KPMG	29 days	Tue 10/06/14	Fri 18/07/14	27SS									
102	endorse Implementation plan	14 days	Tue 01/07/14	Fri 18/07/14	101FF									
103	Seek approval	5 days	Fri 11/07/14	Thu 17/07/14	99FF,101SS,102SS									
104	<b>Develop Communication materials</b>	41 days	Fri 18/07/14	Fri 12/09/14										
105	Develop Key messages	20 days	Fri 18/07/14	Thu 14/08/14	103									
106	Develop Fact sheets ( Principals, staff, families)	20 days	Fri 18/07/14	Thu 14/08/14	105FF									
107	Develop Media releases	20 days	Fri 18/07/14	Thu 14/08/14	106FF									
108	Develop News letter	20 days	Fri 18/07/14	Thu 14/08/14	107FF									
109	Develop workforce messages	20 days	Fri 18/07/14	Thu 14/08/14	108FF									
110	Develop workforce training	20 days	Fri 18/07/14	Thu 14/08/14	109FF									
111	Establish referral process publications	20 days	Fri 18/07/14	Thu 14/08/14	110FF,109SS									
112	Undertake staff information sessions - 6/6, 8/9, 20/10 & 1/12/2014	20 days	Fri 18/07/14	Thu 14/08/14	111FF,110SS									
113	Consultation with Unions	20 days	Fri 18/07/14	Thu 14/08/14	112SS,111SS									
114	Ministerial communications established	20 days	Mon 18/08/14	Fri 12/09/14	105SS,106SS,111									
115	<b>Stakholder Engagement Mainstream Services</b>	25 days	Wed 24/12/14	Tue 27/01/15										
116	Community	25 days	Wed 24/12/14	Tue 27/01/15	93									
117	Staff	25 days	Wed 24/12/14	Tue 27/01/15	116FF,93									





**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Wednesday, 9 July 2014 9:56 AM  
**To:** McClelland, Lisa  
**Subject:** FW: Questions from 2 June Forum  
**Attachments:** 2 June Forum Answers to individual Questions.docx

Cleared  
Thanks-Lisa  
Please send

Regards  
Kate

Kate Starick | Director |  
**P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047**  
**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**  
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**From:** McClelland, Lisa  
**Sent:** Wednesday, 9 July 2014 9:45 AM  
**To:** Starick, Kate  
**Subject:** Questions from 2 June Forum

Hi Kate  
Please find attached the compilation of Answers to the individuals who filled in the feedback forms.  
As discussed, once you are happy I will email each individual from the NDIS email address with the approved response.  
Kind Regards  
Lisa

Lisa McClelland | **ACT NDIS Taskforce**  
Ph: 6205 2122 | Fax: 6205 0228  
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Therapy and Early Intervention Services in the ACT Forum 2 June 2014.

Response by Therapy ACT to Questions related the Therapy Services in the ACT

How much assessment will be available for children? Often it takes months to work out what are the real problems/diagnosis.

What are the criteria for acceptance into short term EI?

Response:

Initial assessment currently provided by Therapy ACT will continue to be provided as a mainstream government service up until and beyond December 2016. This includes Therapy ACT services for children including Drop-In Clinics and Intake/Referral which can be accessed without a diagnosis. If a child is identified as having functional impairment and being potentially eligible for the NDIS, they can contact the National Disability Insurance Agency directly. If further /ongoing assessment is considered necessary, the National Disability Insurance Agency will consider it in the context of the child's future therapeutic management plan.

Criteria for NDIS Early Intervention requirements, including developmental disability are at [www.ndis.gov.au/.../og\\_access\\_early\\_intervention\\_requirements3.docx](http://www.ndis.gov.au/.../og_access_early_intervention_requirements3.docx)

Therapy ACT services will continue until December 2016 and their eligibility criteria for early intervention will continue to be "ACT residents with needs relating to delays in their development or a developmental disability."

We currently access Therapy ACT early childhood services for our 2 year old son, primarily physiotherapist and occupational therapist (and social worker if required). Could you please advise when these services would be transition to non government services?

Response:

Therapy ACT will continue as a service provider until December 2016. If your son meets the requirements to become a participant of the NDIS, you will have a planning conversation with a planner from the National Disability Insurance Agency after 1 July 2014. This conversation will include discussion about your current goals and needs. If occupational therapy and physiotherapy (and social work) is part of those identified needs, Therapy ACT will continue to provide these services as part of your NDIS plan until 2016. If you are not considered to meet the requirements for the NDIS, your services will continue through Therapy ACT as originally planned.

Most of Therapy ACT services will transition into the non-government sector after December, 2016. Mainstream services that Therapy ACT currently provide, for example Drop-In Clinics, Intake/ Referral and assessment will continue to be provided by the ACT Government after 2016.

Will children already on the waitlist for therapy with Therapy ACT be transferred to Early Intervention program with NDIS? Or will we have to go through assessment process again? This is in relation for children who have no specific diagnosis.

For children who are already receiving speech therapy with Therapy ACT with no specific diagnosis will they too be transferred to NDIS? Do I need to apply for therapy or will I be contacted by NDIS?

Response:

Therapy ACT services are continuing as usual until 2016. The NDIA will use information from assessments provided by Therapy ACT to help determine eligibility for the scheme and also to plan future supports. Children on Therapy ACT waitlists who are in an age group that is about to move to the NDIS will receive a courtesy letter from Therapy ACT to inform them of how to contact the NDIA to discuss services provided by funding under the NDIS. If the NDIA assesses a person as meeting the requirements for the NDIS, they will assist them to select a service provider. They may choose Therapy ACT until 2016 or another non-government/ private provider:

Therapy ACT clients will be contacted by the NDIA when their age group is phasing into the scheme. They will then have a planning conversation with the NDIA and if they meet the requirements to become a Scheme participant, will identify their current goals and priorities which will help to determine the funds allocated for future supports, including therapy services. If a client is already receiving a service such as Speech Pathology through Therapy ACT, they may continue this service as part of their NDIS plan. If a client does not meet the requirements to become an NDIS participant, they will continue their service with Therapy ACT until their episode of intervention is complete.

There is a lot of confusion in the community and families around the division of early intervention and therapy services. Physically disabled children need therapy support in the early intervention playgroups. Where will they come from?

Where will the therapy support come from to enable physically disabled children to access early intervention?

What happens for equipment trials? Very time consuming and expensive if private therapists take this on.

Response:

There has been some confusion in relation to the distinction between Early Intervention Group Programs currently provided by Education and Training Directorate (continuing until December 2014) and Early Intervention *Therapy* services (continuing until December 2016).

Therapy ACT will continue to provide therapy services, which includes services for children with physical disabilities until December 2016. When clients phase into the NDIS according to their age, Therapy ACT is able to continue to provide services as an "in kind" provider for the scheme until December 2016. Intervention goals are identified with families and Therapy ACT therapists often provide support for their client's participation in settings such as playgroup and other early intervention settings.

KPMG are currently conducting consultations with parents regarding their ideas and priorities for models of early intervention services from 2015 onwards. A number of Early Intervention providers have already indicated their commitment to setting up services in the ACT. Some of these providers have particular experience in providing early intervention services for children with physical disabilities. The KPMG consultations with families and potential providers will help to determine the models of early intervention that will commence in the ACT.

It is recognised that equipment prescription is a specialised area of practice and the hours involved in assessment; prescription and implementation can be extensive. The ACT Government will continue to provide equipment trials through Therapy ACT until 2016 and is considering a future model. There are a number of non-government organisations with experience in this area who it is expected will be conducting equipment trials for their clients.

Talk about therapists in Therapy ACT - have heard they need to look for alternative employment by end 2014. So how many therapists will Therapy ACT actually have after 2014?

Response:

Therapy ACT services will continue until the end of 2016. It is the Early Intervention Group Programs, currently run by Education and Training Directorate that are transitioning to community organisations at the end of 2014 and this will not affect services at Therapy ACT or the staffing levels of therapists.

Therapy ACT employees have been kept informed about the future changes at Therapy ACT and are being supported to consider future employment options by the end of 2016. The ACT government is committed to finding suitable future employment options for therapists and also developing the future non-government/ private sector so that clients have choices in future providers.

**Response by ETD for 2 June Forum for Questions related to Early Intervention**

**3 further Questions from**

What happens with Regional students e.g. Bungendore, Murrumbateman etc who access 3 & 4 year old programs in the schools?

Response:

Currently only children who reside in the ACT are able to attend Education and Training Directorate early intervention programs.

Is it a cost saving exercise getting rid of EI units?

Response:

The ACT Government's decision to transition from the government provision to non-government provision of early intervention services is not a cost saving measure. The resources currently allocated for these programs will form part of the ACT's contribution to the NDIS. This is a part of a total overall increase in government funding to the disability sector.

What level of support will these children actually get to what they currently receive with ACT schools?

Response:

Families of children who are eligible to access the NDIS will meet with a planner to discuss the necessary and reasonable supports that their child requires. The package will be individualised for each child.

What service provider is going to provide equivalent services that small group preschools currently provide, 4-6 hours a day, 2-3 days a week and at what cost?

Response:

Early intervention providers will be required to register with the NDIS and show evidence that they have the required qualifications, experience and capacity to deliver services. Service providers will not be required to replicate existing services but will need to demonstrate that the supports they provide are based on best practice models to meet the needs of families.

My question is what support services will be given to mainstream preschools e.g. LSA to support the influx of additional needs children?

Response:

Schools that require additional support to include children with a developmental delay or disability to participate and engage in a preschool program are able to access support through the Support at Preschool program. This program will continue. The Education and Training Directorate (ETD) also provides consultancy support to schools to assist them to make the adjustments necessary to include preschool children with developmental delays and disabilities. ETD, along with staff from Therapy ACT will be offering

professional learning for preschool staff to assist them to make the appropriate adjustments for children with delays and disabilities.

Question that a lady brought up about "can you guarantee that by Term 1 2015 children will have services (early intervention) to attend." The talk and answers have all been centred that there will be providers and they'll be named in Term 4. But you cannot promise that it will be ready in term 1 2015.

Response:

No child currently accessing early intervention services will be left without support. All current supports will continue until a participant has an approved plan with the NDIA. A number of organisations have already expressed an interest in providing early intervention services from 2015, including Northcott, Yooralla, the Cerebral Palsy Alliance and House With No Steps. A number of organisations including the Cerebral Palsy Alliance have received NDIS Sector Development funding to help develop services such as early intervention.

Children who are eligible for the NDIS will have the opportunity to meet with a NDIS planner to develop a package of supports that will address the child's individual needs. All children will be able to access mainstream services such as early childhood education and care and preschool. The Education and Training Directorate currently provides additional resources to schools to support children with developmental delays and disabilities access and participate in preschool. This support will continue.

If they are ready, will all children be able to enrol in the services (early intervention)? The lady from Aspire says that if they have an influx of clients they will not be able to manage what happens. If my child is not able to attend a service (early intervention) in Term 1 2015 - how is it that you guarantee no child will be left behind?

Response:

A number of new early intervention providers have expressed interest in providing services from the beginning of 2015 and some current providers are interested in expanding their services. As mentioned, four organisations have already identified they are interested in expanding their service offer to include early intervention programs in the ACT. We are continuing to work with KPMG to talk to families about what they want early intervention services to look like, and develop new programs that families will be able to choose. We will have a summary of the KPMG report for you in term four.

No mention was made during the presentation of the medical personnel who diagnose these children who need early intervention. Who do we refer to? Newly diagnosed children who need early intervention services that we are seeing now, their families are left up in the air. We don't know who to refer them to. When will we know who to refer them to? How will the service providers cope with this sudden influx of newly diagnosed children in a short period of time?

Response:

The NDIS does not actually accept referrals in the same way a doctor or specialist would. Because it places the person with the disability at the centre, they (or their parent or guardian) will need to contact the National Disability Insurance Agency themselves. Of course frontline workers can suggest they make contact with the Agency if you think they might be eligible. If the child is eligible, the family will have the opportunity to work with a planner to look at reasonable and necessary supports delivered by an early intervention provider registered with the NDIA. All NDIS eligible children who will not be attending primary school next year will be able to transition to the NDIS by the end of this year. Children under school age who are diagnosed after the end of 2014 can go to the NDIA as soon as they are diagnosed.

No mention was made of children who are in "out of home care". The term "parent" was used but not every child is in the care of their parent. Who looks after their needs in the NDIS?

Response:

The legal arrangements for "children in care" involve the Director-General of Community Services Directorate having "parental responsibility", which is delegated to Care and Protection Services staff and in many cases the child or young person's carer. In some circumstances the child or young person's parent will continue to hold shared parental responsibility with the Director-General.

Care and Protection Services will engage with the NDIS phasing in processes like any other parent.

For more information go to:

[http://www.ndis.gov.au/sites/default/files/documents/og\\_plan\\_assess\\_supp\\_plan\\_interface\\_child\\_protection.pdf](http://www.ndis.gov.au/sites/default/files/documents/og_plan_assess_supp_plan_interface_child_protection.pdf)

#### **Response by ACT NDIS Taskforce for 2 June Forum Questions about the NDIS in the ACT**

**What happens if the market does not meet demand? You are relying on the market, if it fails, what happens?**

Response:

This is a good question, and one we are working very hard on. The ACT has been given \$12.5 million in sector development funding from the Commonwealth Government to help our service providers make the transition from a block-funding to an individualised funding model. Service providers have already done a lot of work to assess their preparedness for the NDIS and understand what they need to do to ensure they can deliver the services people will want under the NDIS.

The ACT Government has also allocated \$1.4 million to 40 organisations in the ACT to ensure they get professional assistance to make the transition to the NDIS. Some organisations might use this funding to develop new service offers, overhaul their IT systems or streamline their admin processes. This includes organisations wanting to expand into the early intervention space.

We are already seeing organisations express interest in delivering early intervention and therapy services here in the ACT, and we are working with them to develop services that people will want. Currently more than \$2 million is invested in the early intervention programs that Education and Training Directorate (ETD) will transition to non-government providers, which is very attractive to service providers because they know this level of funding will be available to them through NDIS packages. Already Northcott, Yooralla, House With No Steps and the Cerebral Palsy Alliance have told us they would like to offer services to replace those currently funded by ETD.

The National Disability Insurance Agency is also investing in sector development with the aim of supporting small providers through the Trial.

The NDIS will mean we will see disability funding double in the ACT over the next few years – to \$342 million by 2019-20. The difference in the future will be that the market will need to give prominence to relationships between services and people with disabilities, rather than with government.

**Will the KPMG report due to government in mid-July (referred to in the presentation) be made publically available (or excerpts of it)? If so, please email it to me.**

Response:

KPMG have been asked to talk to parents, peak bodies and service providers about what early intervention programs and services should look like under the NDIS. This is all about co-design – designing services with the people who will use the services.

We are expecting to be able to tell families the results of this work, and the attributes that people say they want from the new services at the beginning of term four. At this time we will be able to send you a summary of KPMG's findings.

As a referrer (paediatrician) to service providers:

- How does one go about it (fax, phone, referral forms?)
- Who will be these NGOs to refer to?
- Will a list be provided and their service descriptions?
- What will happen to 'children in care' with developmental issues, and who takes on the role of seeking service providers?

Response:

Thank you for your questions around pathways into the NDIS. The NDIS does not actually accept referrals in the same way a doctor or specialist would. Because it places the person with the disability at the centre, they (or their parent or guardian) will need to contact the National Disability Insurance Agency themselves. Of course as a paediatrician, and as a frontline worker, you could suggest they make contact with the Agency if you think they might be eligible. The Agency can be contacted on 1800 800 110 or at one of their two office locations (212 Northbourne Avenue, Braddon and the One Human Services Gateway at 153 Emu Bank, Belconnen).

The Agency will be able to tell the potential participant what is required when it comes to assessment for the NDIS, and how to make an Access Request when it is their turn to transition to the Scheme as we gradually move people into the NDIS over the next two years.

The Agency will have lists (which will also be published on their website soon – www.ndis.gov.au) of all service providers registered in the ACT to provide disability services. They will have staff who can help participants connect with those service providers.

The legal arrangements for "children in care" involve the Director-General of Community Services Directorate having "parental responsibility", which is delegated to Care and Protection Services staff and in many cases the child or young person's carer. In some circumstances the child or young person's parent will continue to hold shared parental responsibility with the Director-General.

Care and Protection Services will engage with the NDIS phasing in processes like any other parent.

In anticipation of the NDIS, Care and Protection Services have identified children and young people with a disability who are in out of home care and may be eligible for supports and services through the NDIS.

Assessment of individual children and young people's needs will focus on sources of support from 'mainstream' services as well as specialist services under the NDIS.

Care and Protection Services will continue to be responsible for providing out of home care and support to children and carers and parenting support for families at risk of a child protection intervention. Additional support through NDIS will be specific to the child or young person's disability or developmental delay, where these are additional to children of other children of a similar age who are in out of home care.

The NDIS guidelines about the processes relating to children, young people and families who are involved with care and protection are available at:  
[http://www.ndis.gov.au/sites/default/files/documents/og\\_plan\\_assess\\_supp\\_plan\\_interface\\_child\\_protection.pdf](http://www.ndis.gov.au/sites/default/files/documents/og_plan_assess_supp_plan_interface_child_protection.pdf)

My son is diagnosed PPD-NOS and has been in EIU but we withdrew this year as NDIS trial now funds Applied Behavioural Analysis (ABA) Therapy at home. Next year he starts kindergarten. Fiona Jackson is his ABA therapist.

- Will he transition to the NDIA and be eligible for funding in 2015?
- Must we apply for funding before 2015? When? We need ABA continuing.
- I heard EIU families were contacted, but we are an ex-EIU family as of early 2014. Will we be contacted?
- How do we get into the family forums?
- In applying for Carer's payment at Centrelink we needed a Therapy ACT psychologist to fill in the papers, our ABA therapist (funded by the NDIS trial) was not allowed. From 2015, who can do this?

Response:

Without knowing your exact circumstances, we can try to answer some of your questions. Firstly, if your son meets the NDIS eligibility requirements he will be able to transition into the NDIS on or after 1 April 2015. The National Disability Insurance Scheme has contacted families and people with disabilities about how the process will work. If you have not had any correspondence from them yet, we would suggest giving them a call on 1800 800 110 to discuss your son's eligibility.

Until he transitions to the NDIS he will continue to receive the ACT Government funded supports he is receiving. This means, if services are provided in an ongoing way, that is, once a week, once a day etc, your son will continue to receive those. If the service is provided as an episode or 'block' of sessions, your son will continue to receive services as part of that episode until it concludes. You should not necessarily have to reapply for funding before he transitions to the NDIS.

As for the Carer Payment, we understand medical reports, which are used to assess eligibility for the Carer Payment, must be completed by a health professional. This would be determined by Centrelink, so you would need to ask them if it is likely to change. Therapy ACT will continue to provide assessment and referral services for families as an ongoing service.

And we appreciate your interest in the family forums – we understand you were contacted about attending these. If this has not happened, please let us know.



**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Wednesday, 9 July 2014 11:51 AM  
**To:** McClelland, Lisa; Swan, Kelly  
**Subject:** RE: Quality follow up

I am going to lunch on Friday – Thursday sounds great

Kate Starick | Director |  
**P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047**  
**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**  
Level 2 Nature Conservation House| 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

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**From:** McClelland, Lisa  
**Sent:** Wednesday, 9 July 2014 11:00 AM  
**To:** Starick, Kate; Swan, Kelly  
**Subject:** RE: Quality follow up

Sure can Kate, two options below for your consideration:

1. Kate you have in your calendar a meeting at the NDIA's Braddon office tomorrow from 10-11am. Would you be happy to go to Moore St to meet Kelly after that and stay at Moore St for the 12pm NDIS fortnightly Trial Site Teleconference?
2. Otherwise perhaps on Friday in Moore St prior to the meeting in Maureen's office on KPMG's early intervention work?

(Not sure if you're going to the AHL luncheon at QT though)  
Thanks  
Lisa

**Lisa McClelland | ACT NDIS Taskforce**  
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Community Services Directorate | ACT Government  
Level 2, Nature Conservation House, Emu Bank, Belconnen ACT 2617 | GPO Box 158 Canberra City ACT 2601  
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**From:** Starick, Kate  
**Sent:** Wednesday, 9 July 2014 10:41 AM  
**To:** Swan, Kelly  
**Cc:** McClelland, Lisa  
**Subject:** RE: Quality follow up

Thanks Kelly that would be great.  
Can catch up either here or in the city  
Lisa, could you please arrange?  
Cheers  
Kate

Kate Starick | Director |  
**P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047**  
**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**  
Level 2 Nature Conservation House| 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

**From:** Swan, Kelly  
**Sent:** Wednesday, 9 July 2014 10:13 AM  
**To:** Starick, Kate  
**Cc:** McClelland, Lisa  
**Subject:** RE: Quality follow up

Howdy!

You beat me to it :-) That sounds like a good discussion with DACT and a good understanding.

I don't know what letter Leanne is talking about? It might be a good opportunity to insert some basic content though? Should I follow up with her?

I've definitely not yet drafted anything - would for sure have forwarded to you if I had anything for comment :-)

Sorry we didn't catch each other again yesterday. After 5pm my mobile was dying and I had Sally's and the DSA registrar phone both forwarded so I headed home to charge it and keep working from there. Are you coming to the city for any meetings this week? I can liaise with Lisa... :-)

Cheers,  
Kelly.

---

**From:** Starick, Kate  
**Sent:** Wednesday 9 July 2014 10:04  
**To:** Swan, Kelly  
**Cc:** McClelland, Lisa  
**Subject:** Quality follow up

Hi Kelly

I discussed with ED and Directors in DACT the role of contract managers for contracted services and the role of the registrar under the Act. All acknowledged there will be a decreasing role for DACT as contracts stepped down and that there would need to be good liaising between Sally and Directorates.

Leanne also referred to a letter that will go to providers. I assume this is the letter you referred to yesterday. I had not understood that it had already been circulated for comment. Could you please send me a copy? Also could you please schedule a further catch up to update me on where this is up to.

Thanks  
Kate

Kate Starick | Director |  
**P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047**  
**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**  
Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

**Gotovac, Jessica**

**From:** Starick, Kate  
**Sent:** Wednesday, 9 July 2014 4:48 PM  
**To:** Gehrig, Therese (Health); Fraser, Norman; King, Sarah; Johnston, Claire; Kipling, Wendy (Health); Swan, Kelly  
**Subject:** FW: ACT Early intervention market soundings - KPMG update report  
**Attachments:** ECI Report Final.pdf; ACT ECI market soundings update summary vfinal.pdf  
  
**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Hi  
 You may find this interesting. This is the work we commissioned KPMG to carry out regarding Early Intervention services

Regards  
 Kate

Kate Starick | Director |  
 P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
 ACT NDIS Taskforce | Community Services Directorate | ACT Government  
 Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

**From:** Short, Joe [<mailto:jjshort@kpmg.com.au>]  
**Sent:** Friday, 4 July 2014 4:00 PM  
**To:** Sheehan, Maureen; Starick, Kate; Whitten, Meredith  
**Subject:** ACT Early intervention market soundings - KPMG update report

Dear Maureen, Kate and Meredith,

Please find attached the KPMG update report which captures our work performed to date on the Early Intervention transition:  
 Recognising the timelines of the project, we have looked to make it as complete as possible, and have also started to consider some of the key areas of things government may like to consider in planning for the transition. These will need to be thought through by the team properly and in more detail once all of the project activities have been completed, so I would ask you to treat the contents of the document very much as emerging thoughts at this stage.

I hope that this is sufficient for your purposes at this time. As confirmed, we will provide our draft final report to you by July 25<sup>th</sup>.

I also attach the final copy of our research report, which incorporates the feedback previously provided:  
 Please don't hesitate to contact me if you have any queries.

Kind regards,

Joe  
 Director  
 0409 396 444

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**Gotovac, Jessica**

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**From:** Hatherly, Bronwyn  
**Sent:** Wednesday, 9 July 2014 5:03 PM  
**To:** Fraser, Norman  
**Subject:** Please check the Early intervention project schedules  
**Attachments:** 2010709 Early Intervention Strategy and Implementation project.mpp; 20140709 Early Intervention Mainstream Service Model project.mpp

Hi Norm

I've finished what I can against the dates that I have please look over. The Stakeholder Engagement in the Mainstream doesn't really sit well at that end I think there needs to be engagement earlier with the design (?) and community comms at the end of the project. Let me know.

Thanks  
Bronwyn

**Bronwyn Hatherly | Project Officer |**  
**ACT NDIS Taskforce | Community Services Directorate | ACT Government**  
Telephone 02 6207 0890 | Facsimile 02 6205 0228  
Level 2, Nature Conservation House, 153 Emu Bank, Belconnen ACT | GPO Box 158, Canberra, ACT 2601  
| [www.act.gov.au/ndis](http://www.act.gov.au/ndis)

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**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Wednesday, 9 July 2014 6:18 PM  
**To:** Whitten, Meredith; Evans, Jacinta  
**Subject:** 43RE: TACT D-G letter to ETD

**Categories:** Red Category

Hi Thanks Meredith – nil comment from me  
Thanks Jacinta  
Cheers  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
ACT NDIS Taskforce | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

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**From:** Whitten, Meredith  
**Sent:** Wednesday, 9 July 2014 6:15 PM  
**To:** Starick, Kate; Evans, Jacinta  
**Subject:** TACT D-G letter to ETD

Kate

Jacinta has prepared this letter for the Director-General for the D-G, ETD. For your comments please.

With thanks

Meredith Whitten | Executive Director |  
Phone 620 71475 | Fax 620 71371 | Mobile 0419 426 308  
Disability ACT | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House 153 Emu Bank BELCONNEN ACT 2617 | GPO Box 158 Canberra ACT 2601 | [www.act.gov.au](http://www.act.gov.au)

**ACT**

Government

Community Services

Ms Dianne Joseph  
Director General  
Education and Training Directorate

Dear Ms Joseph

I am writing about the commencement of the National Disability Insurance Scheme (NDIS) in the ACT from 1 July 2014 which has marked the beginning of significant changes in service delivery in both Community Services Directorate (CSD) and Education and Training Directorate (ETD).

I know that officers from both Directorates continue to work closely together to ensure that our clients, students, families and staff are supported in this time of change.

Two aspects of this change are of particular importance. The first is the transition of early intervention playgroups and programs to the non-government sector. CSD engaged KPMG to facilitate market soundings and family focus groups. To date, at least 28 market soundings and 13 focus groups are completed. KPMG will provide a full report at the end of this month.

To provide families with an opportunity to speak with early intervention providers, an Early Intervention Forum will be held on Saturday 13 September 2014 at EPIC at Mitchell. The NDIS Taskforce is taking the lead on the Expo, in collaboration with officers from ETD, CSD and Health.

The second area of change relates to services described by the NDIS as mainstream services. These are services that anyone in our community can access, including schools. For Therapy ACT, the mainstream elements of the service include Intake, Drop In Clinics, diagnostic assessments and therapy services for non-NDIS eligible children, that is, services that are not disability specific.

Our Directorates are leading a project to design an integrated service for developmentally vulnerable children who may have previously accessed both ETD and Therapy ACT early intervention programs. A workshop with ETD, CSD and Health representatives is being planned for late July to progress this integrated model.

Finally, in recent years disability access, technology, curriculum adjustment and direct therapy services in schools have largely been provided by Therapy ACT in ACT Government schools. However with the transition of therapy services to the

non-government sector from 2016 some of these services will no longer be provided by Therapy ACT. Officers from Therapy ACT and Disability Education are meeting regularly to map services and propose new service options to ensure students with special needs are able to access curriculum in mainstream and specialist schools.

I wanted to keep you informed about current status of these important initiatives.

Yours sincerely

Natalie Howson  
Director General  
Community Services Directorate  
July 2014



**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Thursday, 10 July 2014 9:09 AM  
**To:** Mitchell, Beth  
**Cc:** Abbott, Lynette  
**Subject:** 46FW: ACT Early intervention market soundings - KPMG update report  
**Attachments:** ECI Report Final.pdf; ACT ECI market soundings update summary vfinal.pdf  
**Importance:** High  
**Categories:** Red Category

Sorry Beth – I needed to include you as well  
Regards  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**  
Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

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**From:** Starick, Kate  
**Sent:** Thursday, 10 July 2014 9:08 AM  
**To:** Abbott, Lynette; Whitten, Meredith; Sheehan, Maureen; Gniel, Stephen; Evans, Jacinta; King, Sarah; Fraser, Norman  
**Cc:** 'Short, Joe'  
**Subject:** FW: ACT Early intervention market soundings - KPMG update report  
**Importance:** High

Dear All

Just following up on Monday's teleconference and a reminder to please forward any comments regarding the summary report to me– thank you Joe it is very comprehensive, and I appreciate the opportunity to make comment.

My early comments are mostly around the key considerations on pages 17 and 18:

- There be a greater link to the findings from the ECI report to the key points under service model enhancements. Also clarify under this section what attributes have emerged from family forums that can be worked into a best practice model
  - For pre planning and transition planning – the key points to consider should take into account the time frame we are working to – would appreciate advice from the group re commencement of industry briefings and a potential forum or workshop.
  - Would be very interested in the consideration of individual transition plans.
1. Further – for the group to consider (Joe would appreciate any further information you can provide) – what are the principles that will guide the next steps – what is the optimal number and variety of models and providers in this space?
  2. In addition we have had a request to release the ECI Report – would appreciate your advice
  3. Some early advice is to develop and release comprehensive details regarding the existing services. Sarah has already sent an email requesting those details – thank you
  4. And finally, we are also discussing the with NDIA their potential role in commissioning ECI services.

Thanks all

322

Regards  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
ACT NDIS Taskforce | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

**From:** Short, Joe [mailto:jjshort@kpmg.com.au]  
**Sent:** Friday, 4 July 2014 4:00 PM  
**To:** Sheehan, Maureen; Starick, Kate; Whitten, Meredith  
**Subject:** ACT Early intervention market soundings - KPMG update report

Dear Maureen, Kate and Meredith,

Please find attached the KPMG update report which captures our work performed to date on the Early Intervention transition:

Recognising the timelines of the project, we have looked to make it as complete as possible, and have also started to consider some of the key areas of things government may like to consider in planning for the transition. These will need to be thought through by the team properly and in more detail once all of the project activities have been completed, so I would ask you to treat the contents of the document very much as emerging thoughts at this stage.

I hope that this is sufficient for your purposes at this time. As confirmed, we will provide our draft final report to you by July 25<sup>th</sup>.

I also attach the final copy of our research report, which incorporates the feedback previously provided: Please don't hesitate to contact me if you have any queries.

Kind regards,

Joe  
Director  
0409 396 444

\*\*\*\*\*

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**Gotovac, Jessica**

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**From:** King, Sarah  
**Sent:** Thursday, 10 July 2014 9:22 AM  
**To:** Starick, Kate  
**Subject:** 48hey Kate -- what is the best way to get this to the KPMG contacts...we ask them to send or we get their address list? -EXPO Flier Save the Date  
**Attachments:** Early Intervention and Therapy EXPO - Save The Date Flier.pdf  
**Categories:** Red Category

Sarah King  
ACT NDIS Taskforce  
Phone 62050003 : | Email: [Sarah.King@act.gov.au](mailto:Sarah.King@act.gov.au)  
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[www.dhcs.act.gov.au](http://www.dhcs.act.gov.au)



**ACT**

Government

Community Services

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## **Early Intervention and Therapy EXPO**

**SAVE THE DATE**

**'Saturday 13 September 2014'**

### **NOTICE TO POTENTIAL STALLHOLDERS**

**The ACT Government invites all ACT providers of early intervention and therapy services to showcase their services at a one day EXPO.**

**10.00am – 4.00pm**

**Saturday 13 September 2014**

**Fitzroy Pavilion, EPIC**

The EXPO will provide an opportunity for people with disabilities, their parents and carers to find out more about the range of therapy and early intervention services available to them in the ACT.

Stallholders will be providers of early intervention and/or therapy services and allied health providers in the ACT that assist children with developmental delays and people of all ages who have functional impairments which significantly impact, or have the potential to impact, on their daily living activities.

Stallholders will be:

- Providers of any size
- Private or not-for-profit
- Existing providers or new to the ACT

**To register your interest for this free event or for further information please email [ndis@act.gov.au](mailto:ndis@act.gov.au)**

**Gotovac, Jessica**

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**From:** Fraser, Norman  
**Sent:** Thursday, 10 July 2014 9:53 AM  
**To:** Hatherly, Bronwyn  
**Subject:** FW: Revised Gantt Chart  
**Attachments:** ETD PP amendments 070714.xlsx

**From:** Laurent, Kristen  
**Sent:** Monday, 7 July 2014 2:29 PM  
**To:** Fraser, Norman  
**Cc:** Abbott, Lynette  
**Subject:** Revised Gantt Chart

Good afternoon Norm

Please find attached a spreadsheet detailing some changes to the draft Gantt chart for the EI and Mainstream Model project plans. I have made the following key changes and will have a few further changes from HR in the next day or two.

- I have separated the mainstream model project from the EI project
- EI project:
  - Phase – Develop service closure plan
    - Mapping of resources has been incorporated into the development of the closure plan
  - Phase – Develop EI Provider Sector
    - Review of closure plan added in after release of final KPMG report
  - Phase – renamed ‘Develop ETD Early Childhood Inclusion Implementation Plan’
    - Now includes redesigning the Support at Preschool Program model for 2015 (taken from MM project)
    - Design of EI Inclusion Implementation Plan previously referenced joint plan with joint Directorate approval. This has been amended to show ETD only with approval by Exec Director Education Strategy (Steve Gniel)
  - Phase – Communications and Engagement
    - Query whether establishment of a steering group should sit within the EI project – is this intend just for Comms and Engagement or for the project more broadly?
- Mainstream Model project:
  - Phase – Design Mainstream Model Service
    - Brought the starting point forward to end of July to include co-design workshop
    - Moved the establishment of budget responsibilities and MOUs from its previous position under the phase ‘Develop EC and Disability implementation plan’

If you have any questions please feel free to give me call and we can talk through them over the phone. Also, as discussed, would you mind sending me a copy of a completed short form project plan document to help guide me in the one I am drafting for the EI project?

Thanks

Kristen Laurent | NDIS Project Manager  
Phone: 6205 2693 | Email: [kristen.laurent@act.gov.au](mailto:kristen.laurent@act.gov.au)  
Disability Education | Education and Training | ACT Government  
Hedley Beare Centre for Teaching and Learning | Stirling Drive, Freemantle | [www.act.gov.au](http://www.act.gov.au)

## **Develop Human Resources Plan**

Consult with stakeholders (- principals, Staff, IR)

Draft HR plan

Design recruitment round (casual staff)

Design transfer round (permanent staff)

Re-define Disability Education roles for some staff

Seek Directorate approval 5 days

Duration	Start	Finish
56 days	04/06/2014	21/08/2014
2 days	04/06/2014	05/06/2014
30 days	01/08/2014	14/08/2014
10 days	01/08/2014	14/08/2014
10 days	01/08/2014	14/08/2014
10 days	01/08/2014	14/08/2014
5 days	15/08/2014	21/08/2014



- 1 **Early Intervention Transition Project 167 days Wed 04/06/14 Tue 27/01/15**
- 2 El Transition Strategy and Implimentation 72 days Wed 04/06/14 Fri 12/09/14
- 3 Develop Service closure plan 35 days Wed 04/06/14 Wed 23/07/14
- 4 Map current resources 35 days Wed 04/06/14 Wed 23/07/14
- 5 Identify current resources ( building, Equipment, ICT,student resources) 15 days Wed 04/06/14 Wed :
- 6 Undertake Inventory 10 days Mon 30/06/14 Fri 11/07/14 5
- 7 Map resources 8 days Mon 14/07/14 Wed 23/07/14 6
- 8 Establish a ETD Closure Plan 35 days Wed 04/06/14 Wed 23/07/14
- 9 Consult with internal stakeholders 2 days Wed 04/06/14 Thu 05/06/14 5SS
- 10 Identify closure activites and responsibilities 2 days Wed 04/06/14 Thu 05/06/14 9SS
- 11 Draft closure plan 10 days Fri 06/06/14 Fri 20/06/14 10,9
- 12 Consult with stakeholders ( internal approvals and briefings) 5 days Mon 23/06/14 Fri 27/06/14 11
- 13 Amend the plan 4 days Mon 30/06/14 Thu 03/07/14 12
- 14 Brief all internal Stakholders 4 days Fri 18/07/14 Wed 23/07/14 13,7FF
- 15 Develop ETD Human Resources plan 56 days Wed 04/06/14 Thu 21/08/14
- 16 **Develop Human Resources Plan 56 days Wed 04/06/14 Thu 21/08/14**
- 17 Consult with stakeholders ( principals, Staff, IR) 2 days Wed 04/06/14 Thu 05/06/14 5SS
- 18 Draft HR plan 30 days Fri 06/06/14 Fri 18/07/14 17
- 19 Design recruitment round (casual staff) 10 days Fri 01/08/14 Thu 14/08/14 12
- 20 Design transfer round (permanent staff) 10 days Fri 01/08/14 Thu 14/08/14 19SS
- 21 Re-define Disability Education roles for some staff 10 days Fri 01/08/14 Thu 14/08/14 20SS,19FF
- 22 Seek Directorate approval 5 days Fri 15/08/14 Thu 21/08/14 21,18FF
- 23 Develop Early Intervention (EI) Provider Sector 69 days Tue 10/06/14 Fri 12/09/14
- 24 Undertake Market Sounding (KPMG) 35 days Tue 10/06/14 Mon 28/07/14
- 25 Consult with providers 35 days Tue 10/06/14 Mon 28/07/14 17
- 26 Analyse the findings 35 days Tue 10/06/14 Mon 28/07/14 25FF,17FF
- 27 Develop market sounding report & proposed Plan 35 days Tue 10/06/14 Mon 28/07/14 26FF,25FF
- 28 Undertake provider conversations 35 days Tue 10/06/14 Mon 28/07/14 27FF,26FF,25SS
- 29 Establish arrangements with new providers to access ETD sites and assets 10 days Tue 29/07/14 Mo
- 30 Establish arrangements for ETD sites 10 days Tue 29/07/14 Mon 11/08/14 28
- 31 Establish ETD Equipment and Asset management agreement 10 days Tue 29/07/14 Mon 11/08/14 3
- 32 Establish new EI Provider readiness 15 days Tue 29/07/14 Mon 18/08/14
- 33 Establish Interim funding arrangements for EI services providers. 15 days Tue 29/07/14 Mon 18/08/
- 34 Develop supported opportunities for entrance to EI market- KPMG 15 days Tue 29/07/14 Mon 18/08/
- 35 Facilitate provider registration with the NDIA 15 days Tue 29/07/14 Mon 18/08/14 34FF,14FF,33FF
- 36 Undertake Early intervention Expo 19 days Tue 19/08/14 Fri 12/09/14
- 37 Scope Expo 5 days Tue 19/08/14 Mon 25/08/14 35
- 38 Procure Expo faciliator 14 days Tue 26/08/14 Fri 12/09/14 37
- 39 Hold Expo saturday 13 September 1 day Fri 12/09/14 Fri 12/09/14 38FF,25FF,30FF,31FF,22FF
- 40 Mainstream Service Model Re-design 91 days Mon 15/09/14 Wed 21/01/15
- 41 Design Mainstream Service Model 80 days Mon 15/09/14 Tue 06/01/15
- 42 Establish Model Design team 10 days Mon 15/09/14 Fri 26/09/14
- 43 Identify potential team 5 days Mon 15/09/14 Fri 19/09/14 39
- 44 Establish design team 5 days Mon 22/09/14 Fri 26/09/14 43
- 45 Map remaining services 10 days Tue 30/09/14 Tue 14/10/14
- 46 Identify current services 5 days Tue 30/09/14 Tue 07/10/14 44
- 47 Map services and gaps 5 days Wed 08/10/14 Tue 14/10/14 46
- 48 Establish Steering Committee or Expert Panel 18 days Wed 15/10/14 Fri 07/11/14
- 49 Identify members 10 days Wed 15/10/14 Tue 28/10/14 47
- 50 Develop the Terms of Reference TORs 4 days Wed 29/10/14 Mon 03/11/14 49

- 51 Prepare meeting agenda and information papers 3 days Tue 04/11/14 Thu 06/11/14 50,44,47  
 52 Hold meeting 1 day Fri 07/11/14 Fri 07/11/14 51  
 53 Develop Supported Preschool Model 2015 32 days Mon 10/11/14 Tue 23/12/14  
 54 Draft the model 15 days Mon 10/11/14 Fri 28/11/14 52  
 55 Consult with stakeholders 5 days Mon 01/12/14 Fri 05/12/14 54  
 56 Amend the model 2 days Mon 08/12/14 Tue 09/12/14 55  
 57 Seek Joint Directorate approval 10 days Wed 10/12/14 Tue 23/12/14 56  
 58 Design a support & assessment process 21 days Mon 10/11/14 Mon 08/12/14  
 59 Draft support model and assessment process 10 days Mon 10/11/14 Fri 21/11/14 52  
 60 Consult with stakeholders 4 days Mon 24/11/14 Thu 27/11/14 59  
 61 Amend the model 2 days Fri 28/11/14 Mon 01/12/14 60  
 62 Seek Joint Directorate approval 5 days Tue 02/12/14 Mon 08/12/14 61  
 63 Design Referral Pathways 21 days Tue 09/12/14 Tue 06/01/15 62  
 64 Identify referral requirements 2 days Tue 09/12/14 Wed 10/12/14 59SS  
 65 Draft referral pathways 7 days Thu 11/12/14 Fri 19/12/14 64  
 66 Consult with stakeholders 5 days Mon 22/12/14 Fri 26/12/14 65  
 67 Amend referral pathways 2 days Mon 29/12/14 Tue 30/12/14 66
- 12-Sep  
 19 26 02 09 16 23 30 07 14 21 28 04 11 18 25 01 08 15 22 29 06 13 20 27 03 10 17 24 01 08 15 22 29 01  
 Jun '14 Jul '14 Aug '14 Sep '14 Oct '14 Nov '14 Dec '14 Jan '15 Fe
- Task  
 Split
- Establish referral pathways 5 days Wed 31/12/14 Tue 06/01/15 67,57FF  
 69 Develop Early Childhood and Disability Education implementation plan 53 days Mon 10/11/14 Wed 2  
 70 Design Early education implementation 43 days Mon 10/11/14 Wed 07/01/15  
 71 Draft joint plan 15 days Mon 10/11/14 Fri 28/11/14 52  
 72 Draft new staff model 10 days Mon 17/11/14 Fri 28/11/14 71FF  
 73 Consult with stakeholders 14 days Mon 01/12/14 Thu 18/12/14 72  
 74 Amend the plan 4 days Fri 19/12/14 Wed 24/12/14 73  
 75 Seek Joint Directorate approval 10 days Thu 25/12/14 Wed 07/01/15 74  
 76 Recruit Disability Educators (Pre consultation) 25 days Mon 01/12/14 Fri 02/01/15  
 77 Undertake recruitment process 25 days Mon 01/12/14 Fri 02/01/15 72  
 78 Develop Principal and Teacher inclusion packages 10 days Thu 08/01/15 Wed 21/01/15  
 79 design seminars and workshops 10 days Thu 08/01/15 Wed 21/01/15 75  
 80 Design information sessions 10 days Thu 08/01/15 Wed 21/01/15 79FF,75,77FF  
 81 Establish Budget Responsibilities 21 days Tue 09/12/14 Tue 06/01/15  
 82 Identify budget responsibilities 5 days Tue 09/12/14 Mon 15/12/14 64SS  
 83 Develop recommendation 6 days Tue 16/12/14 Tue 23/12/14 82  
 84 Seek approval 5 days Wed 24/12/14 Tue 30/12/14 83  
 85 Establish budget responsibilities 5 days Wed 31/12/14 Tue 06/01/15 84  
 86 Establish MOUs/working arrangement across Directorates 22 days Tue 09/12/14 Wed 07/01/15  
 87 Identify MOUs required 2 days Tue 09/12/14 Wed 10/12/14 62  
 88 Develop MOUs 10 days Thu 11/12/14 Wed 24/12/14 87  
 89 Establish MOUs/working arrangements 10 days Thu 25/12/14 Wed 07/01/15 88,85FF  
 90 Approve New Mainstream Model & Implementation plan 10 days Wed 10/12/14 Tue 23/12/14  
 91 Establish Approval 10 days Wed 10/12/14 Tue 23/12/14  
 92 Brief the Directorates on mainstream and preschool models 10 days Wed 10/12/14 Tue 23/12/14 5;  
 93 Seek Ministerial/cabinet approval 10 days Wed 10/12/14 Tue 23/12/14 92FF  
 94 Communications and Engagement (Early Intervention) 164 days Tue 10/06/14 Tue 27/01/15  
 95 Stakeholder Engagement Early Intervention 69 days Tue 10/06/14 Fri 12/09/14

- 96 Establish Steering Group 5 days Fri 11/07/14 Thu 17/07/14
- 97 Identify members 2 days Fri 11/07/14 Mon 14/07/14 8SS
- 98 Develop the Terms of Reference TORs 2 days Tue 15/07/14 Wed 16/07/14 97
- 99 Hold first meetings 1 day Thu 17/07/14 Thu 17/07/14 98
- 100 Design Joint Communications Implementation Strategy 29 days Tue 10/06/14 Fri 18/07/14
- 101 Consult on EI community requirements \_KPMG 29 days Tue 10/06/14 Fri 18/07/14 27SS
- 102 endorse Implementation plan 14 days Tue 01/07/14 Fri 18/07/14 101FF
- 103 Seek approval 5 days Fri 11/07/14 Thu 17/07/14 99FF,101SS,102SS
- 104 Develop Communication materials 41 days Fri 18/07/14 Fri 12/09/14
- 105 Develop Key messages 20 days Fri 18/07/14 Thu 14/08/14 103
- 106 Develop Fact sheets ( Principals, staff, families) 20 days Fri 18/07/14 Thu 14/08/14 105FF
- 107 Develop Media releases 20 days Fri 18/07/14 Thu 14/08/14 106FF
- 108 Develop News letter 20 days Fri 18/07/14 Thu 14/08/14 107FF
- 109 Develop workforce messages 20 days Fri 18/07/14 Thu 14/08/14 108FF
- 110 Develop workforce training 20 days Fri 18/07/14 Thu 14/08/14 109FF
- 111 Establish referral process publications 20 days Fri 18/07/14 Thu 14/08/14 110FF,109SS
- 112 Undertake staff information sessions - 6/6, 8/9, 20/10 & 1/12/2014 20 days Fri 18/07/14 Thu 14/08/14
- 113 Consultation with Unions 20 days Fri 18/07/14 Thu 14/08/14 112SS,111SS
- 114 Ministerial communications established 20 days Mon 18/08/14 Fri 12/09/14 105SS,106SS,107SS,108SS
- 115 Stakeholder Engagement Mainstream Services 25 days Wed 24/12/14 Tue 27/01/15
- 116 Community 25 days Wed 24/12/14 Tue 27/01/15 93
- 117 Staff 25 days Wed 24/12/14 Tue 27/01/15 116FF,93

25/06/14

n 11/08/14

OSS

14 27

3/14 33SS

Gotovac, Jessica

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**From:** Abbott, Lynette  
**Sent:** Thursday, 10 July 2014 11:32 AM  
**To:** Starick, Kate; Whitten, Meredith; Sheehan, Maureen; Gniel, Stephen; Evans, Jacinta; King, Sarah; Fraser, Norman; Mitchell, Beth  
**Cc:** Short, Joe  
**Subject:** RE: ACT Early intervention market soundings - KPMG update report

Hi Kate

I agree that there should be a greater link between the ECI report and the service model enhancement key points.

I question whether the market is large enough for more than a few providers (3-4?) but it would be interesting to know what others think the optimal number would be. It is clear that families value group programs but I believe these should be secondary to family centred, strengths-based, inclusive and integrated models of service delivery. It will also be important to the community that autism specific services are offered.

I am pleased to hear you are discussing with the NDIA their potential role in commissioning services and will be very interested to hear any outcomes from these discussions.

Cheers  
Lindy

---

**From:** Starick, Kate  
**Sent:** Thursday, 10 July 2014 9:08 AM  
**To:** Abbott, Lynette; Whitten, Meredith; Sheehan, Maureen; Gniel, Stephen; Evans, Jacinta; King, Sarah; Fraser, Norman  
**Cc:** Short, Joe  
**Subject:** FW: ACT Early intervention market soundings - KPMG update report  
**Importance:** High

Dear All

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My early comments are mostly around the key considerations on pages 17 and 18:

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  - For pre planning and transition planning – the key points to consider should take into account the time frame we are working to – would appreciate advice from the group re commencement of industry briefings and a potential forum or workshop.
  - Would be very interested in the consideration of individual transition plans.
1. Further – for the group to consider (Joe would appreciate any further information you can provide) – what are the principles that will guide the next steps – what is the optimal number and variety of models and providers in this space?
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  3. Some early advice is to develop and release comprehensive details regarding the existing services. Sarah has already sent an email requesting those details – thank you
  4. And finally, we are also discussing the with NDIA their potential role in commissioning ECI services.

Thanks all

Regards  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
ACT NDIS Taskforce | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

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**From:** Short, Joe [<mailto:jjshort@kpmg.com.au>]  
**Sent:** Friday, 4 July 2014 4:00 PM  
**To:** Sheehan, Maureen; Starick, Kate; Whitten, Meredith  
**Subject:** ACT Early intervention market soundings - KPMG update report

Dear Maureen, Kate and Meredith,

Please find attached the KPMG update report which captures our work performed to date on the Early Intervention transition:

Recognising the timelines of the project, we have looked to make it as complete as possible, and have also started to consider some of the key areas of things government may like to consider in planning for the transition. These will need to be thought through by the team properly and in more detail once all of the project activities have been completed, so I would ask you to treat the contents of the document very much as emerging thoughts at this stage.

I hope that this is sufficient for your purposes at this time. As confirmed, we will provide our draft final report to you by July 25<sup>th</sup>.

I also attach the final copy of our research report, which incorporates the feedback previously provided: Please don't hesitate to contact me if you have any queries.

Kind regards,

Joe  
Director  
0409 396 444

\*\*\*\*\*

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**Gotovac, Jessica**

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**From:** Boyle, Nathan on behalf of Howson, Natalie  
**Sent:** Thursday, 10 July 2014 5:04 PM  
**To:** david.bowen@ndis.gov.au  
**Cc:** Starick, Kate  
**Subject:** 50RE: Pricing for the ACT [SEC=UNCLASSIFIED]  
**Attachments:** NH letter to DB NDIS ACT pricing and sector development.pdf

**Categories:** Red Category

Dear David

Attached is a letter in response to your email below.

Regards  
Natalie

**Natalie Howson | Director-General |**

[Natalie.Howson@act.gov.au](mailto:Natalie.Howson@act.gov.au)

Director-General | ACT Government

10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975, 976, 977, 978, 979, 980, 981, 982, 983, 984, 985, 986, 987, 988, 989, 990, 991, 992, 993, 994, 995, 996, 997, 998, 999, 1000

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**From:** KIRKALDY, Jennifer [<mailto:Jennifer.KIRKALDY@ndis.gov.au>] **On Behalf Of** BOWEN, David  
**Sent:** Monday, 30 June 2014 4:05 PM  
**To:** Howson, Natalie  
**Cc:** Sheehan, Maureen; PAULL, Jillian; HAWKINS, Mary  
**Subject:** Pricing for the ACT [SEC=UNCLASSIFIED]

Dear Natalie

Thank you for our conversations over the last few weeks in relation to pricing for personal care and community care in the ACT.

As you know, the NDIA has recently developed a new interim price for personal care and community care, applicable from July 1, as we move towards operating under the efficient price. The NDIA believes these interim prices are appropriate for all of the trial sites.

Evidence gathered by the NDIA during the work of the joint working group with NDS (including through discussions with NDS and independent expert consultants) suggests that ACT rates should be aligned with the NSW rates. Based on your concerns however, and some uncertainty in regards to the current wage level paid to workers in the ACT, the NDIA proposes that the ACT commences with a price similar to that in the SA launch site pricing for all supports which have personal care and community care.

These rates are currently higher than the other trial sites. For example the base day rate for Personal Care and community support of \$41.19 is 6.2% higher than the transition price of \$38.78 in the other trial sites.



The NDIS will immediately commence a detailed review of the wage rates paid to workers in the ACT for personal care and community services to establish a fair market transitional rate as we move towards the efficient price. This will be a public process where the review will inform whether the pricing be reset as part of December indexation.

To help with ensuring there are providers of support for NDIS clients the NDIA will also explore putting out a tender to providers to undertake work within the ACT where the Agency will look to underwrite a certain amount of work.

To support the sector in the ACT the Agency is also looking at a number of Sector Development activities to commence. This will include activities to support small providers in remaining viable as we move to full scheme roll out.

Attached is a copy of the rates we are intending to introduced from July 1 for the ACT prior to the review being conducted.

The Agency is currently meeting with providers and we intend to advise providers of the prices that will apply in the ACT this afternoon.

Regards

David Bowen



**ACT**  
Government  
Community Services

Mr David Bowen  
CEO  
National Disability Insurance Scheme  
[david.bowen@ndis.gov.au](mailto:david.bowen@ndis.gov.au)

Dear Mr Bowen *David*

### **ACT Pricing and Sector Development**

Thank you for your email of 30 June 2014 outlining the NDIA's advice regarding a transitional price for the ACT and the proposed detailed public review of wages for personal care and community services in the ACT.

As you know the ACT is seeking to expand and develop service offerings for early intervention to enable families authentic choice of a range of contemporary early intervention models and providers. To this end I would like to further our discussions concerning your proposed tender to providers to undertake work within the ACT where the Agency will look to underwrite a certain amount of work.

The ACT NDIS Taskforce has engaged KPMG to complete family focus groups and market soundings concerning the early intervention groups funded through Education and Training Directorate in the ACT. Early advice has been received from this consultation, with a final report due later this month. The Minister for Disability has committed to announcing the new providers in October this year.

This presents a great opportunity for the NDIA to work with the ACT NDIS Taskforce to commission services to commence later this year in preparation for 2015. I had the opportunity to discuss this matter with Ms Anne Skordis recently and we have agreed to meet as soon as practicable.

For your information the ACT contact is Ms Kate Starick, Director ACT NDIS Taskforce. Ms Starick can be contacted on (02) 6205 7062 or at [kate.starick@act.gov.au](mailto:kate.starick@act.gov.au).

Yours sincerely

Natalie Howson  
Director-General  
Community Services Directorate

10 July 2014

**Gotovac, Jessica**

---

**From:** Starick, Kate  
**Sent:** Thursday, 10 July 2014 9:07 PM  
**To:** McClelland, Lisa  
**Subject:** 266FW: Compilation of Answers from 2 June Forum  
**Attachments:** 2 June Forum Answers.docx

**Categories:** possible

Hi Lisa  
Did these go out?  
Kate

---

**From:** McClelland, Lisa  
**Sent:** Thursday, 3 July 2014 2:00 PM  
**To:** Starick, Kate  
**Subject:** Compilation of Answers from 2 June Forum

Hi Kate  
Please find attached the questions that were submitted on the feedback forms.

I am waiting to hear whether the ETD responses have been cleared by the ED  
Kind Regards  
Lisa

**Lisa McClelland | ACT NDIS Taskforce**  
Ph: 6205 2122 | Fax: 6205 0228  
Community Services Directorate | ACT Government  
Level 2, Nature Conservation House, Emu Bank, Belconnen ACT 2617 | GPO Box 158 Canberra City ACT 2601  
[www.communityservices.act.gov.au](http://www.communityservices.act.gov.au)

355

**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Friday, 11 July 2014 5:42 PM  
**To:** Mitchell, Beth; Abbott, Lynette; Sheehan, Maureen  
**Subject:** 56FW: KPMG ECI Project update - 7th July  
**Attachments:** KPMG Status Report 14 Julyjs.pdf

**Categories:** Red Category

FYI  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
ACT NDIS Taskforce | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

---

**From:** Short, Joe [<mailto:jjshort@kpmg.com.au>]  
**Sent:** Friday, 11 July 2014 2:07 PM  
**To:** Starick, Kate; Whitten, Meredith; Sheehan, Maureen; Gniel, Stephen; Evans, Jacinta  
**Cc:** Barr, Iain; Mitchell, Beth; Baumgart, Richard; Doyle, Nicki; Durham, Amity; Tyro-Burns, Patrick; Monteith, Jo; Abbott, Lynette; Humphries, Scott  
**Subject:** RE: KPMG ECI Project update - 7th July

Dear all,

Please find attached the weekly project update document.

As we are in the final stages of the project, there will be no project update call on Monday. As per last week's actions, Kate and I will touch base to discuss feedback on our interim document and next steps.

Regards,

Joe  
0409 396 444

\*\*\*\*\*

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PROJECT: ECI MARKET SOUNDINGS AND TRANSITION PLANNING

PREPARED BY: JOE SHORT

PURPOSE: WEEKLY STATUS UPDATE

DATE: 14 JULY, 2014

**Project update summary**

**Prior update meeting actions**

- Kate to combine feedback from the formal project update document and pass to KPMG. Joe and Kate to discuss feedback via the phone
- Graham to provide staff transition sequencing information to Joe for inclusion in the final report
- Jacinta to contact the SPA re a KPMG interview. Joe to pass on to Jacinta the name of the KPMG interviewer
- Nicki to pass on feedback to Lindy regarding previous focus groups participant understanding of the system including potential misunderstandings
- KPMG to include thinking in the final report regarding key dynamics that will be desirable from the provider market post transition

**Activities completed to date**

- Focus groups
  - o 14 focus groups performed, including 1 within the previous week
  - o 2 submissions of written feedback from parents provided to KPMG
- PEAK body interviews
  - o 2 performed ) and written input received from the
  - o 2 outstanding being diarised (contact has been provided and meeting being organized) and (Jacinta helping to facilitate)
- Best practice review
  - o Final report issued
- Project update (interim report)
  - o Project update issued. Kate to provide feedback to Joe

**Activities planned for w/c 7<sup>th</sup> July**

- Complete interview program
- Receive and analyze further written submissions
- Prepare draft final report

**Project risks**

- n/a

**Additional discussion points / actions**

- n/a

**Emerging themes from market soundings**

- Market soundings
  - Recent soundings have shown an increasing preference from the market for a direct tender approach. Given timelines, this is seen by a number of organisations as the most effective way to meet term 1 commitments.
  - Belief that the remaining timeline would be challenging in order to run a competitive tender process that also provides sufficient time for transition planning
  - Desire to manage reputational risks (driven largely by timeline) continues to be strong. Providers seeking to do this through receipt and analysis of service information, commercial due diligence and sufficient transition planning
  - Some large providers appear well positioned given an ability to invest and mobilise quickly, NDIS experience, strong back office infrastructure and local partnerships. They would seek scale and volume to make a long term commitment.
  - Solid interest from majority of organisations however, most are keen to be provided with specific details on a range of issues (client profiles and funding arrangements) in order to assess sustainability and viability of offerings.
  - Feedback on existing services focuses on need to reform however it should be incremental over a 12-18 month period. Suggestions include a collaborative partnerships between gov and providers to plan and implement change to meet timelines; providing access to gov staff and a need to utilise trans-disciplinary approaches.
  - Emerging concerns in relation to implementation problems with NDIS trial sites which in the short-term is shaping views on the need for incentives, particularly for interstate providers, to avoid potential financial viability concerns.
  - Smaller providers have expressed interest in financial / admin support to facilitate additional services delivery admin.
  - Availability of qualified allied health professionals, if existing staff do not transition has been consistently raised.
  - Strong appetite for a two stage procurement process continues, as a means to minimise time and cost. Procurement process should recognise the potential burden that it may have on smaller organisations
  - Appetite expressed from a range of providers (small sole traders and large interstate) with regards to forming networks with other providers and the local community. Desire shown for government to play a role in facilitating this.
  
- Focus groups
  - Parents indicating increasing preference with regards to provider type, showing a reluctance for For Profit providers due to a perceived incompatibility with sustained service investment.
  - Risks raised regarding providers 'cherry picking' services and high support children being left without a service – parent proposed solution is for government to retain an element of provision.
  - Concern regarding NDIS funding and the ability for it to support the full range of extensive supports.
  - Increased consideration and views given regarding service wide improvements.
  - Existing centre-based E.I. services are well supported overall (with parents particularly valuing the integration of services with mainstream government preschools and schools), although some criticism exists regarding current Therapy ACT assessment processes and services, and some playgroups (especially unstructured playgroups or where times are considered inflexible / inconvenient)
  - Lack of overall understanding about the change and rationale for it - most parents are focused on what they see as potential loss of qualified, experienced staff from the government sector rather than as an opportunity for enhanced choice or options with new providers. This has led to a high level of overall concern and anxiety from parents.
  - Parents key concern is around whether there will be sufficient time to transition to new providers by January - several suggested at least a 3-4 month lead-in was required. However, parents on the whole have been pragmatic / realistic.
  - Some concerns about who new NGO providers would be and whether they would be able to retain quality service levels. Concern raised about a lack of specialist providers exist to be able to deliver all services
  - Concern also expressed regarding how the service delivery model may be affected via a transition – specifically whether this would lead to services being concentrated in fewer (less accessible) hubs, or whether services would remain integrated within the school system as it is now.
  - As part of the transition, parents keen for a streamlined process providing choice of providers and a clarity of steps and timelines. Parents were also keen to ensure that during a transition process there was service continuity. Broader concerns also expressed re existing staffing in terms of knowledge transfer, retained skills and staff well being.
  - Appears to be a lack of broader understanding regarding the NDIS and how it would affect them. There appeared to be instances of misinformation as a result of this. Whilst parents indicated that there had been much communication about the NDIS from different sources, they were unsure about what it would specifically mean for them as families.
  - Parents actively seeking additional information from government – a number of people appeared to be attending the focus group sessions as a means of obtaining updates.
  - Session have raised a previous initiative where autism units were outsourced to Noah's Ark unsuccessfully.

**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Friday, 11 July 2014 5:49 PM  
**To:** 'Short, Joe'  
**Subject:** 58RE: KPMG ECI Project update - 7th July

**Categories:** Red Category

You too  
Cheers  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
ACT NDIS Taskforce | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House| 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

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**From:** Short, Joe [<mailto:jjshort@kpmg.com.au>]  
**Sent:** Friday, 11 July 2014 5:45 PM  
**To:** Starick, Kate  
**Subject:** RE: KPMG ECI Project update - 7th July

Thanks Kate – that sounds good.

I will send you a meeting request for Tuesday.

Have a good weekend.

Joe

**From:** Starick, Kate [<mailto:Kate.Starick@act.gov.au>]  
**Sent:** Friday, 11 July 2014 5:42 PM  
**To:** Short, Joe  
**Subject:** RE: KPMG ECI Project update - 7th July

Hi Joe  
Can do after 2.00 on Tuesday. We met with the project group today and I have some further feedback and should hopefully have more by Tuesday  
Cheers  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
ACT NDIS Taskforce | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House| 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

---

**From:** Short, Joe [<mailto:jjshort@kpmg.com.au>]  
**Sent:** Friday, 11 July 2014 2:09 PM  
**To:** Starick, Kate  
**Subject:** RE: KPMG ECI Project update - 7th July



300

Hi Kate,

Hope all is well with you.

I thought it would be a good idea to put some time in the diary for next week for a catch up? I can do the following if any of these work:

Monday – before 9.30am or after 5pm

Tuesday – 2pm onwards

Best wishes,

Joe

**From:** Short, Joe

**Sent:** Friday, 11 July 2014 2:07 PM

**To:** Starick, Kate; Whitten, Meredith; Sheehan, Maureen; Gniel, Stephen; Evans, Jacinta

**Cc:** Barr, Iain; Mitchell, Beth; Baumgart, Richard; Doyle, Nicki; Durham, Amity; Tyro-Burns, Patrick; Monteith, Jo; Abbott, Lynette; Humphries, Scott

**Subject:** RE: KPMG ECI Project update - 7th July

Dear all,

Please find attached the weekly project update document.

As we are in the final stages of the project, there will be no project update call on Monday. As per last week's actions, Kate and I will touch base to discuss feedback on our interim document and next steps.

Regards,

Joe

0409 396 444

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**Gotovac, Jessica**

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**From:** Whitten, Meredith  
**Sent:** Monday, 14 July 2014 9:00 AM  
**To:** Starick, Kate  
**Subject:** 269RE: 2 June Forum - Transcript

**Categories:** possible

Kate

The Minister is away this week. Do you wish to raise with Melinda and see whether we should discuss with the Minister next week.

Meredith Whitten | Executive Director |  
Phone 620 71475 | Fax 620 71371 | Mobile 0419 426 308  
Disability ACT | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House 153 Emu Bank BELCONNEN ACT 2617 | GPO Box 158 Canberra ACT 2601 | [www.act.gov.au](http://www.act.gov.au)

---

**From:** Starick, Kate  
**Sent:** Monday, 14 July 2014 8:42 AM  
**To:** Whitten, Meredith  
**Subject:** RE: 2 June Forum - Transcript

I don't think it has yet. I was wondering if it could be raised? Alternatively we'll let Melinda and Maria know.  
Regards  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
ACT NDIS Taskforce | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

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**From:** Whitten, Meredith  
**Sent:** Monday, 14 July 2014 8:11 AM  
**To:** Starick, Kate  
**Subject:** RE: 2 June Forum - Transcript

Kate

Thank you for the transcript, I think it needs to be placed on the internet and forum participants advised of its location. Did you discuss this with the Minister's Office?

Meredith Whitten | Executive Director |  
Phone 620 71475 | Fax 620 71371 | Mobile 0419 426 308  
Disability ACT | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House 153 Emu Bank BELCONNEN ACT 2617 | GPO Box 158 Canberra ACT 2601 | [www.act.gov.au](http://www.act.gov.au)

**From:** Starick, Kate  
**Sent:** Friday, 4 July 2014 5:54 PM  
**To:** Whitten, Meredith; Sheehan, Maureen  
**Subject:** FW: 2 June Forum - Transcript

Hi Meredith and Maureen

At the 2 June Forum we gave a commitment to make the transcript available. The Transcript is attached with edits from the Minister's office. Options are to put it on the internet and sent forum participants the link?

Regards  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**  
Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

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**From:** McClelland, Lisa  
**Sent:** Friday, 4 July 2014 3:32 PM  
**To:** Starick, Kate  
**Subject:** 2 June Forum - Transcript

Hi Kate

Please find attached the Transcript with some suggested changes from the Minister's office

Kind Regards  
Lisa

**Lisa McClelland | ACT NDIS Taskforce**  
Ph: 6205 2122 | Fax: 6205 0228  
Community Services Directorate | ACT Government  
Level 2, Nature Conservation House, Emu Bank, Belconnen ACT 2617 | GPO Box 158 Canberra City ACT 2601  
[www.communityservices.act.gov.au](http://www.communityservices.act.gov.au)

**Gotovac, Jessica**

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**From:** Sheehan, Maureen  
**Sent:** Monday, 14 July 2014 1:07 PM  
**To:** Starick, Kate  
**Cc:** Whitten, Meredith; Mitchell, Beth; Gniel, Stephen; Abbott, Lynette  
**Subject:** Re: Early Intervention Meeting Actions

Good summary Kate

Maureen Sheehan  
 Executive Director  
 Service Strategy and Community Building

On 14 Jul 2014, at 1:05 pm, "Starick, Kate" <[Kate.Starick@act.gov.au](mailto:Kate.Starick@act.gov.au)> wrote:

Dear All

Thank you for your advice on Friday 11 July regarding the next steps for ETD early intervention services for 2015.

Please find below draft actions to progress the next steps at the beginning of August 2014 from the meeting:

	Action	When	Who
1.	Finalise funding and scope of services to go to market.	ETD	23/7/2014
2.	Section the Market – scope potential service models and client groups	ETD and TACT	23/7/2014
3.	Finalise details for industry briefing	ETD and NDIS Taskforce	25/7/2014
4.	Feedback to KPMG comments for ECI Report and Summary report	All	15/07/2014
5.	Follow up with NDIA re block purchasing early intervention	ACT NDIS Taskforce	15/7/2014
6.	Seek GSO advice regarding commissioning options	ACT NDIS Taskforce	15/7/2014
7.	Develop Transition Plan	All	08/08/2014

Would appreciate any comments or feedback.

Regards  
 Kate

Kate Starick | Director |

**P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047**

**ACT NDIS Taskforce | Community Services Directorate | ACT Government**

Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

<image001.jpg>

391

**Gotovac, Jessica**

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**From:** Johnston, Claire  
**Sent:** Tuesday, 15 July 2014 10:02 AM  
**To:** Dutt, Kanchan  
**Subject:** RE: ACT Early intervention market soundings - KPMG update report

Hey Kanchan,

I don't think we need to report to the Minister yet on this – I'll raise it with Kate though and see what she thinks.

At the Press Club last week Bruce Bonyhady said the NDIA would be reporting to the Minister in about a month about the KPMG report, so I guess we can expect something around then. I'll try to find out when the next quarterly report will come out.

Claire

---

**From:** Dutt, Kanchan  
**Sent:** Tuesday, 15 July 2014 9:31 AM  
**To:** Johnston, Claire  
**Subject:** RE: ACT Early intervention market soundings - KPMG update report

Hello Claire,

Thanks for the report.

Is there anything we need to do for the Minister on this?

Also, do you know if/when the NDIA might next report to their Minister on progress of the NDIS? Just wondering if this is something we need to be prepared for.

Cheers,

Kanchan

Kanchan Dutt | Senior Manager

**T: 02 6205 0282 | M: 0478 301 615**

**Media and Communications | Community Services Directorate | ACT Government**

Level 8, 11 Moore St, Canberra City | GPO Box Canberra 158 | [www.communityservices.act.gov.au](http://www.communityservices.act.gov.au)

---

**From:** Johnston, Claire  
**Sent:** Friday, 11 July 2014 3:03 PM  
**To:** Dutt, Kanchan  
**Subject:** FW: ACT Early intervention market soundings - KPMG update report

Hi Kanchan, I haven't had a thorough read of this yet but looks like we're on track with the early intervention market soundings. Final report is due on 25 July.

---

**From:** Starick, Kate  
**Sent:** Wednesday, 9 July 2014 4:48 PM  
**To:** Gehrig, Therese (Health); Fraser, Norman; King, Sarah; Johnston, Claire; Kipling, Wendy (Health); Swan, Kelly  
**Subject:** FW: ACT Early intervention market soundings - KPMG update report

Hi

You may find this interesting. This is the work we commissioned KPMG to carry out regarding Early Intervention services

Regards

Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
ACT NDIS Taskforce | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

**From:** Short, Joe [<mailto:jjshort@kpmg.com.au>]  
**Sent:** Friday, 4 July 2014 4:00 PM  
**To:** Sheehan, Maureen; Starick, Kate; Whitten, Meredith  
**Subject:** ACT Early intervention market soundings - KPMG update report

Dear Maureen, Kate and Meredith,

Please find attached the KPMG update report which captures our work performed to date on the Early Intervention transition:

Recognising the timelines of the project, we have looked to make it as complete as possible, and have also started to consider some of the key areas of things government may like to consider in planning for the transition. These will need to be thought through by the team properly and in more detail once all of the project activities have been completed, so I would ask you to treat the contents of the document very much as emerging thoughts at this stage.

I hope that this is sufficient for your purposes at this time. As confirmed, we will provide our draft final report to you by July 25<sup>th</sup>.

I also attach the final copy of our research report, which incorporates the feedback previously provided: Please don't hesitate to contact me if you have any queries.

Kind regards,

Joe  
Director  
0409 396 444

\*\*\*\*\*

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## Gotovac, Jessica

---

**From:** Short, Joe [jshort@kpmg.com.au]  
**Sent:** Tuesday, 15 July 2014 3:27 PM  
**To:** Starick, Kate  
**Subject:** 68RE: Meeting Minutes: ECI catch up

**Categories:** Red Category

Hi Kate,

Only – this was pretty close. I have edited where needed. Just to manage expectations, this is very much our working draft of thoughts, so there may be some change in the below once we flesh out further, but this is our current direction of travel etc..

Please shout if you need anything further.

Cheers

joe

- Key messages
- Executive Summary
- Project context
- Market sounding approach
  
- Market sounding approach key findings
  1. Overall main findings
  2. Service interest
  3. NDIS readiness and capacity
  4. Procurement and incentives
  5. Transition planning
  
- Focus group findings
  1. feedback on existing services
  2. Feedback on new providers service models
  3. transition planning.
  
- Service model enhancements - opportunities
- Summary of implications for the government.
  1. 1. Strong service interest.
  2. 2. Risk management is a priority for providers- financial and workforce and organisational.
  3. Appetite for local knowledge from providers and appetite for info on potential providers from families.
  4. May be a requirement for gov't to intervene in design the market, dependent on gov preferences of market structure and wider goals.
  5. ~~Tools are tender, select tender etc.~~ 5. ~~Select conversations with providers. (GSO advice).~~
  6. Provides an opportunity for service model enhancements, but ~~market design~~. Needs to be carefully managed given family feedback – balancing model enhancements with change management.
  7. Incentives may play an important part in successful transition and risk management. (eg financial incentives, transition support, secondment of workforce)



- 8. Client risks need to be managed, transition planning.
- 9. Strong appetite from families and providers for Communication regarding next steps.
- 10. Mechanics of transition planning will need to be worked out to ensure all risks are considered etc

- Recommendation areas

- 1. Market shaping and design - guiding principles re number of providers.
- 2. Pre procurement information and procurement process considerations in advance if the procurement.
- 3. Transition risk management.
- 4. NDIS readiness for both providers and families. Want more information re what NDIS means for them.
- 5. 5. Service model enhancements.
- 6. 6. Communication

- Appendix of conversations.

Executive summary and separate key messages document .

- Key messages
- Exec sum
- Market sounding key findings would include:
  - o Overall main findings
  - o Service interest
  - o NDIS readiness and capacity
  - o Procurement and incentives
  - o Transition planning
- In summary of implications for gov
  - o Points 4 and 5 are part of the same thing

**From:** Starick, Kate [mailto:Kate.Starick@act.gov.au]  
**Sent:** Tuesday, 15 July 2014 2:58 PM  
**To:** Short, Joe  
**Subject:** FW: Meeting Minutes: ECI catch up

Hi Joe  
 Does this capture our discussion?  
 Cheers  
 Kate

Kate Starick | Director |  
 P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
 ACT NDIS Taskforce | Community Services Directorate | ACT Government  
 Level 2 Nature Conservation House| 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

**From:** Starick, Kate  
**Sent:** Tuesday, 15 July 2014 2:48 PM  
**To:** Starick, Kate  
**Subject:** Meeting Minutes: ECI catch up

Meeting Minutes: ECI catch up

Occurred: 15/07/14 2:19PM-2:41PM

Meeting Name

Meeting with Consultant/Providers

1. General Discussion 21:40 mins

Report Outline

- Project context
- Market sounding approach
- Market sounding approach key findings
- Focus group findings feedback on existing and new service models and model changes and transition planning.
- Model enhancements - opportunities
- Summary of implications for the government. 1. Strong service interest. 2. Risk management is a priority for providers- financial and workforce. 3. Appetite for local knowledge from providers and families. 4. May be a requirement for gov't to intervene in design the market. Tools are tender, select tender etc. 5. Select conversations with providers. (GSO advice). 6. Provides an opportunity for market design. Needs to be carefully managed given family feedback - balancing model enhancements with change management. 7. Incentives re risk management. 8. Client risks need to be managed, transition planning. 8. Communication regarding next steps. 9. Mechanics of transition planning will need to be worked out.
- Recommendations 1. Market shaping and design - guiding principles re number of providers. 2. Pre procurement information and in advance if the procurement. 3. Transition risk management. 4. NDIS readiness. Want more information re what NDIS means for them. 5. Service model enhancements. 6. Communication
- Appendix of conversations.
- Executive summary and separate key messages document .

2. Next Steps 0 mins

Attendance present

<a href="mailto:jjshort@kpmg.com.au">jjshort@kpmg.com.au</a>	Y
Starick, Kate	Y



Sent By Less Meeting:  
Expect More out of your Meetings

Sent from my iPad

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**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Wednesday, 16 July 2014 11:12 AM  
**To:** Abbott, Lynette; Mitchell, Beth  
**Subject:** 70FW: KPMG ECI Project update - 7th July

**Importance:** High  
**Categories:** Red Category

Hi Lindy and Bet  
Could you please advise the questions re staffing – when they will transition and FTE involved now?

Cheers  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
ACT NDIS Taskforce | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House| 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

**From:** Short, Joe [<mailto:jjshort@kpmg.com.au>]  
**Sent:** Wednesday, 16 July 2014 9:03 AM  
**To:** Starick, Kate  
**Subject:** RE: KPMG ECI Project update - 7th July

Hi Kate,

Something I forget to follow up on during our call yesterday was the action below for Graham to provide data re staff transitioning. I unfortunately don't have Graham's email address, but would you mind forwarding this on to him please. We would also be interested in knowing how many staff (and FTEs) there currently are as well.

Many thanks in advance.

joe

**From:** Short, Joe  
**Sent:** Monday, 7 July 2014 10:09 PM  
**To:** Short, Joe; Starick, Kate; Whitten, Meredith; Sheehan, Maureen; Gniel, Stephen; Evans, Jacinta  
**Cc:** Barr, Iain; Mitchell, Beth; Baumgart, Richard; Doyle, Nicki; Durham, Amity; Tyro-Burns, Patrick; Monteith, Jo; Abbott, Lynette; Humphries, Scott  
**Subject:** RE: KPMG ECI Project update - 7th July

Dear all,

Further to today's call, please find the following actions.

- Kate to combine feedback from the formal project update document and pass to KPMG. Joe and Kate to discuss feedback via the phone
- Graham to provide staff transition sequencing information to Joe for inclusion in the final report
- Jacinta to contact the re a KPMG interview. Joe to pass on to Jacinta the name of the KPMG interviewer

- Nicki to pass on feedback to Lindy regarding previous focus groups participant understanding of the system including potential misunderstandings
- KPMG to include thinking in the final report regarding key dynamics that will be desirable from the provider market post transition

Kind regards,

Joe

---

**From:** Short, Joe  
**Sent:** Friday, 4 July 2014 2:59 PM  
**To:** 'Starick, Kate'; Whitten, Meredith; Sheehan, Maureen; Gniel, Stephen; Evans, Jacinta  
**Cc:** Barr, Iain; Mitchell, Beth; Baumgart, Richard; Doyle, Nicki; Durham, Amity; Tyro-Burns, Patrick; Monteith, Jo; Abbott, Lynette; Humphries, Scott  
**Subject:** RE: KPMG ECI Project update - 7th July

Dear all,

Please find attached the project update for discussion on Monday.

Regards,

Joe  
0409 396 444

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Gotovac, Jessica

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**From:** Starick, Kate  
**Sent:** Wednesday, 16 July 2014 11:18 AM  
**To:** Whitten, Meredith; Sheehan, Maureen; Abbott, Lynette; Evans, Jacinta; Gniel, Stephen; Mitchell, Beth  
**Cc:** Short, Joe; King, Sarah; Fraser, Norman  
**Subject:** FW: Meeting Minutes: ECI catch up

**Importance:** High

Dear All

Please find attached a summary of the report format following discussion with Joe from KPMG on Tuesday. Provided feedback from our meeting on Friday to incorporate into the report. Please feedback directly to Joe if there is further information you would like included.

Thanks  
Kate

**Report Format**

- Key messages
- Executive Summary
- Project context
- Market sounding approach
- Market sounding- key findings
  1. Overall main findings
  2. Service interest
  3. NDIS readiness and capacity
  4. Procurement and incentives
  5. Transition planning
- Focus group findings
  1. feedback on existing services
  2. Feedback on new providers service models
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- Service model-enhancements - opportunities
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  1. 1. Strong service interest.
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  4. May be a requirement for gov't to intervene in design the market, dependent on gov preferences of market structure and wider goals.
  6. Provides an opportunity for service model enhancements, but needs to be carefully managed given family feedback – balancing model enhancements with change management.
  7. Incentives may play an important part in successful transition and risk management. (eg financial incentives, transition support, secondment of workforce)
  8. Client risks need to be managed, transition planning.
  9. Strong appetite from families and providers for Communication regarding next steps.
  10. Mechanics of transition planning will need to be worked out to ensure all risks are considered etc
- Recommendation areas
  1. Market shaping and design - guiding principles re number of providers.
  2. Pre procurement information and procurement process considerations
  3. Transition risk management.
  4. NDIS readiness for both providers and families. Want more information re what NDIS means for them.
  5. 5. Service model enhancements.

6. 6. Communication

- Appendix of conversations.

**Executive summary and separate key messages document .**

- Key messages
- Exec sum
- Market sounding key findings would include:
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  - o NDIS readiness and capacity
  - o Procurement and incentives
  - o Transition planning
- In summary of implications for gov
  - o Points 4 and 5 are part of the same thing

**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Wednesday, 16 July 2014 12:09 PM  
**To:** Johnston, Claire  
**Subject:** 271RE: Question & Answer doc on Therapy and Early Intervention Services in the ACT.

**Categories:** possible

Really good  
Will send to group for agreement then we'll replace  
Cheers  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**  
Level 2 Nature Conservation House| 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

---

**From:** Johnston, Claire  
**Sent:** Wednesday, 16 July 2014 10:54 AM  
**To:** McClelland, Lisa; Starick, Kate  
**Subject:** RE: Question & Answer doc on Therapy and Early Intervention Services in the ACT.

Hi Kate,

I've made a few changes to this Q and A document – do you want to take a look and see what you think?

If you are happy with it will update the fact sheet as well.

Cheers,  
Claire

---

**From:** McClelland, Lisa  
**Sent:** Friday, 11 July 2014 8:44 AM  
**To:** Johnston, Claire  
**Subject:** FW: Question & Answer doc on Therapy and Early Intervention Services in the ACT.

Hi Claire

Kate requested a Q&A style doc based on the questions we received at the 2 June Forum using the answers that were provided by ETD and TACT.

Kate has advised we need to re visit the EI fact sheet because it is incorrect.

Are you able to have a look at both docs attached please as requested by Kate below?

I understand we will upload to CSD website once approved

Many thanks

Lisa

Lisa McClelland | **ACT NDIS Taskforce**  
Ph: 6205 2122 | Fax: 6205 0228  
Community Services Directorate | ACT Government  
Level 2, Nature Conservation House, Emu Bank, Belconnen ACT 2617 | GPO Box 158 Canberra City ACT 2601  
[www.communityservices.act.gov.au](http://www.communityservices.act.gov.au)



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**From:** Starick, Kate  
**Sent:** Sunday, 6 July 2014 4:13 PM  
**To:** McClelland, Lisa  
**Subject:** RE: Question & Answer doc on Therapy and Early Intervention Services in the ACT.

Thanks Lisa  
Really good start  
Claire can review when she returns  
Thanks  
Kate

---

**From:** McClelland, Lisa  
**Sent:** Friday, 4 July 2014 12:17 PM  
**To:** Starick, Kate  
**Subject:** Question & Answer doc on Therapy and Early Intervention Services in the ACT.

Hi Kate  
Please find attached the Q&A style document based on the questions at 2 June Forum.

Claire sent the Transcript to the Minister's media team rather than Kanchan. I am waiting to receive their approval of the Transcript and will chase it up now  
Kind Regards  
Lisa

**Lisa McClelland | ACT NDIS Taskforce**  
Ph: 6205 2122 | Fax: 6205 0228  
Community Services Directorate | ACT Government  
Level 2, Nature Conservation House, Emu Bank, Belconnen ACT 2617 | GPO Box 158 Canberra City ACT 2601  
[www.communityservices.act.gov.au](http://www.communityservices.act.gov.au)

## Frequently Asked Questions on Therapy and Early Intervention Services in the ACT

### What is early intervention?

Early intervention refers to services that support children with a disability or developmental delay so they can get the best start in life. Such services help optimise the child's development and ability to participate in family and community life.

Intervening early in the lives of children with a disability or developmental delay can lead to better outcomes for the child, and their families, over the long term.

Children with a disability or developmental delay may be eligible for the National Disability Insurance Scheme (NDIS).

### How does the ACT Government deliver early intervention services?

Most early intervention services in the ACT today are group and individualised programs run by the Education and Training Directorate.

The ACT Government will transition these services to the community sector by the end of December 2014 to ensure there are more options available to families as the NDIS gets up and running.

Therapy ACT, which operates as part of the Community Services Directorate, also offers a range of support services including physiotherapy, occupational therapy, speech pathology, social work and psychology, which are provided to people of all ages with delays in development and developmental disabilities.

Therapy ACT services will be transitioned to the community sector by the end of December 2016, but it will continue to provide these services until then.

### Why is the ACT Government moving away from the providing early intervention services?

The ACT Government has announced it will gradually transition specialist disability services to the community sector.

The ACT Government will transition early intervention services to the community sector by the end of December 2014. From 2015 early intervention services will be provided by community organisations. This will allow for more inclusive, integrated and family-centred support for children with a developmental delay or disability and their families and carers.

The ACT Government will also withdraw from Therapy services by December 2016, but will continue to provide these services until then.

This decision was based on the ACT Government's commitment to ensure the success of the NDIS in the ACT.

All the funding that the Government has provided for these services will flow to families so that they have increased choice and control over the reasonable and necessary services provided by the non government sector.

**Will children eligible for the NDIS have to go through an assessment process again?**

The National Disability Insurance Agency, which administers the NDIS, will use information from assessments provided by Therapy ACT to help determine eligibility for the scheme and also to plan future supports. Children on Therapy ACT waitlists who are in an age group that is about to move to the NDIS will receive a courtesy letter from Therapy ACT to inform them of how to contact the Agency to discuss services provided by funding under the NDIS.

**What level of support will children actually get to what they currently receive with ACT schools?**

Families of children who are eligible to access the NDIS will meet with a planner to discuss the necessary and reasonable supports that their child requires. Each package will be individualised for each child.

**The government will transition early intervention services to new providers. Will these providers be ready by 2015?**

No child currently accessing early intervention services or who requires services will be left without support. And all current supports will continue until a participant has an approved plan with the NDIA.

A number of organisations have already expressed an interest in providing early intervention services from 2015, including Northcott, Yooralla, the Cerebral Palsy Alliance and House With No Steps. A number of organisations including the Cerebral Palsy Alliance have received NDIS Sector Development funding to help develop services such as early intervention.

On 13 September 2014 there will be an Early Intervention and Therapy expo for people to find out more about who will be offering these types of services and how they can connect with them under the NDIS.

KPMG, a leading advisory service, has also been engaged to talk to families, peak bodies and service providers about what they want early intervention services to look like, and to develop new programs that families will be able to choose. A summary of the KPMG report will be available soon.

Children who are eligible for the NDIS will have the opportunity to meet with a planner to develop a package of supports that will address the child's individual needs. All children will

be able to access mainstream services such as early childhood education and care and preschool. The Education and Training Directorate currently provides additional resources to schools to support children with developmental delays and disabilities access and participate in preschool. This support will continue.

**What happens if the new market does not meet demand?**

The ACT has been given \$12.5 million in sector development funding from the Commonwealth Government to help our service providers make the transition from block-funding to an individualised funding model. Service providers have already done a lot of work to assess their preparedness for the NDIS and understand what they need to do to ensure they can deliver the services people will want under the NDIS.

The ACT Government has also allocated \$1.4 million so far to 40 organisations in the ACT to ensure they get professional assistance to make any changes they need to as a result of the NDIS. Some organisations might use this funding to develop new service offers, overhaul their IT systems or streamline their admin processes. This includes organisations wanting to expand into the early intervention space.

We are already seeing organisations express interest in delivering early intervention and therapy services here in the ACT, and we are working with them to develop services that people will want. Currently more than \$2 million is invested in the early intervention programs that the Education and Training Directorate will transition to community providers, which is very attractive to service providers because they know this level of funding will be available to them through NDIS packages. Already Northcott, Yooralla, House With No Steps and the Cerebral Palsy Alliance have informed us they would like to offer services to replace those currently funded by the Education and Training Directorate.

The National Disability Insurance Agency is also investing in sector development with the aim of supporting small providers through the NDIS two-year trial period.

The NDIS will mean we will see disability funding double in the ACT over the next few years, to \$342 million by 2019-20. The difference in the future will be that the market will need to give prominence to relationships between services and people with disabilities, rather than with government.

**Can we still access Therapy ACT services under the NDIS?**

Therapy ACT services are continuing as usual until 2016. If the Agency assesses a person as meeting the requirements for the NDIS, they will assist them to select a service provider. They may choose Therapy ACT until 2016 or another non-government/private provider.

**How do Therapy ACT clients become participants in the NDIS?**

Therapy ACT clients will be contacted by the Agency when their age group is transitioning into the scheme. They will then have a planning conversation with the NDIA and if they meet the requirements to become a Scheme participant, will identify their current goals and priorities which will help to determine the funds allocated for future supports, including therapy services. If a client is already receiving a service such as Speech Pathology through Therapy ACT, they may continue this service as part of their NDIS plan. If a client does not meet the requirements to become an NDIS participant, they will continue their service with Therapy ACT until their episode of intervention is complete.

Gotovac, Jessica

---

From: Laurent, Kristen  
Sent: Wednesday, 16 July 2014 4:08 PM  
To: Fraser, Norman  
Subject: RE: Revisions to Gantt Chart

OK thanks Norm.

Kristen

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

From: Fraser, Norman  
Sent: Wednesday, 16 July 2014 4:02 PM  
To: Laurent, Kristen  
Subject: Re: Revisions to Gantt Chart

Hi Kristen

I Will look at them tomorrow when I am back in the office.

> On 16 Jul 2014, at 3:10 pm, "Laurent, Kristen" <[Kristen.Laurent@act.gov.au](mailto:Kristen.Laurent@act.gov.au)> wrote:

>  
> Good afternoon Norm and Bronwyn  
>  
> I am looking forward to your return Norm to learn what is inside the NDIA black box!  
>  
> I have done some further work on our project plan, communications strategy and risk register for the EI Transition project. I have attached the current drafts however please note these have not yet been through our internal clearance process.

> I have a couple more minor changes to the Gantt chart if you wouldn't mind making them:

- > . 2 - Implementation is spelt incorrectly
- > . 4 - Establish an ETD Closure
- > . 10 - Stakeholders is spelt incorrectly
- > . 32 - Capital I for Intervention please
- > . 35 - capital S for Saturday please
- > . 56-59 - Please remove these lines, we do not believe we need to establish a steering group.

> I would also be grateful for your feedback on the other project planning documents. Another quick question...the preamble of the Project Plan document states the document belongs to the CSD Project Management Office - I have left this in but am I right in saying this document would not need to progress to the CSD Project Management Board?

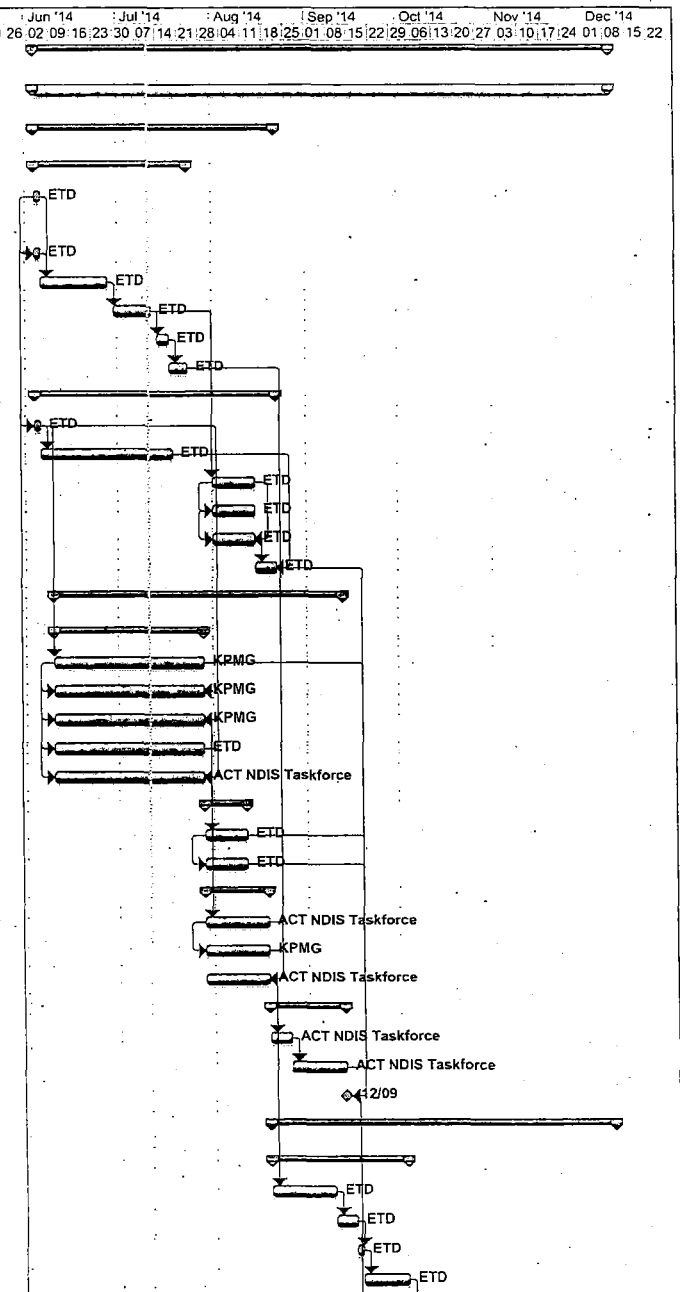
> Shilo and I are also keen to chat to you about the Mainstream Model project when you have a chance.

> Thanks

> Kristen Laurent | NDIS Project Manager  
> Phone: 6205 2693 | Email:  
> [kristen.laurent@act.gov.au](mailto:kristen.laurent@act.gov.au) <<mailto:kristen.laurent@act.gov.au>>  
> Disability Education | Education and Training | ACT Government Hedley

- > Beare Centre for Teaching and Learning|Freemantle Drive, Stirling|
- > [www.act.gov.au](http://www.act.gov.au)<<http://www.act.gov.au/>>
- >
- > <Attachment A EI Transition Project Schedule.pdf> <Attachment B
- > Communication Strategy.docx> <Attachment C Risk Register.docx> <DRAFT
- > Early Intervention Project Plan 160714.docx>

ID	Task Name	Duration	Start	Finish	Predecessors	% Complete	Jun '14	Jul '14	Aug '14	Sep '14	Oct '14	Nov '14	Dec '14																									
1	<b>Early Intervention Transition Project</b>	132 days	Wed 04/06/14	Tue 09/12/14		0%	19	26	02	09	16	23	30	07	14	21	28	04	11	18	25	01	08	15	22	29	06	13	20	27	03	10	17	24	01	08	15	22
2	<b>EI Transition Strategy and Implimentation</b>	132 days	Wed 04/06/14	Tue 09/12/14		0%																																
3	<b>Develop Service closure plan</b>	56 days	Wed 04/06/14	Thu 21/08/14		0%																																
4	<b>Establish a ETD Closure Plan</b>	35 days	Wed 04/06/14	Wed 23/07/14		0%																																
5	Identify closure activities and responsibilities (including management of equipment and student resources)	2 days	Wed 04/06/14	Thu 05/06/14		0%																																
6	Consult with internal stakeholders	2 days	Wed 04/06/14	Thu 05/06/14 5SS		0%																																
7	Draft closure plan	15 days	Fri 06/06/14	Fri 27/06/14 5,6		0%																																
8	Consult with stakeholders ( internal approvals and briefings)	10 days	Mon 30/06/14	Fri 11/07/14 7		0%																																
9	Amend the plan	4 days	Mon 14/07/14	Thu 17/07/14 8		0%																																
10	Brief all internal Stakeholders	4 days	Fri 18/07/14	Wed 23/07/14 9		0%																																
11	<b>Develop Human Resources Plan</b>	56 days	Wed 04/06/14	Thu 21/08/14		0%																																
12	Consult with stakeholders (principals, Staff, IR)	2 days	Wed 04/06/14	Thu 05/06/14 5SS		0%																																
13	Draft HR plan	30 days	Fri 06/06/14	Fri 18/07/14 12		0%																																
14	Design recruitment round (casual staff)	10 days	Fri 01/08/14	Thu 14/08/14 8		0%																																
15	Design transfer round (permanent staff)	10 days	Fri 01/08/14	Thu 14/08/14 14SS		0%																																
16	Re-define Disability Education roles for some staff (Jean/Robyn)	10 days	Fri 01/08/14	Thu 14/08/14 15SS,14FF		0%																																
17	Seek Directorate approval	5 days	Fri 15/08/14	Thu 21/08/14 16,13FF		0%																																
18	<b>Develop Early Intervention (EI) Provider-Sector</b>	69 days	Tue 10/06/14	Fri 12/09/14		0%																																
19	<b>Undertake Market Sounding (KPMG)</b>	35 days	Tue 10/06/14	Mon 28/07/14		0%																																
20	Consult with providers	35 days	Tue 10/06/14	Mon 28/07/14 12		0%																																
21	Analyse the findings	35 days	Tue 10/06/14	Mon 28/07/14 20SS,12FF		0%																																
22	Develop market sounding report & proposed plan	35 days	Tue 10/06/14	Mon 28/07/14 21FF,20SS		0%																																
23	Review Closure Plan	35 days	Tue 10/06/14	Mon 28/07/14 20SS		0%																																
24	Undertake provider conversations	35 days	Tue 10/06/14	Mon 28/07/14 22FF,21FF,20S		0%																																
25	<b>Establish arrangements with new providers to access ETD sites and assets</b>	10 days	Tue 29/07/14	Mon 11/08/14		0%																																
26	Establish arrangements for ETD sites	10 days	Tue 29/07/14	Mon 11/08/14 24		0%																																
27	Establish ETD Equipment and Asset management agreement	10 days	Tue 29/07/14	Mon 11/08/14 26SS		0%																																
28	<b>Establish new EI Provider readiness</b>	15 days	Tue 29/07/14	Mon 18/08/14		0%																																
29	Establish Interim funding arrangements for EI services providers	15 days	Tue 29/07/14	Mon 18/08/14 22		0%																																
30	Develop supported opportunities for entrance to EI market- KPMG	15 days	Tue 29/07/14	Mon 18/08/14 29SS		0%																																
31	Facilitate provider registration with the NDIA	15 days	Tue 29/07/14	Mon 18/08/14 30FF,10FF,29F		0%																																
32	<b>Undertake Early intervention Expo</b>	19 days	Tue 19/08/14	Fri 12/09/14		0%																																
33	Scope Expo	5 days	Tue 19/08/14	Mon 25/08/14 31		0%																																
34	Procure Expo faciliator	14 days	Tue 26/08/14	Fri 12/09/14 33		0%																																
35	Hold Expo saturday 13 September	1 day	Fri 12/09/14	Fri 12/09/14 34FF,20FF,26F		0%																																
36	<b>Develop ETD Early Childhood Inclusion Implementation Plan</b>	79 days	Tue 19/08/14	Tue 09/12/14		0%																																
37	<b>Redesign Support at Preschool Model for 2015</b>	32 days	Tue 19/08/14	Thu 02/10/14		0%																																
38	Draft the model	15 days	Tue 19/08/14	Mon 08/09/14 31		0%																																
39	Consult with stakeholders	5 days	Tue 09/09/14	Mon 15/09/14 38		0%																																
40	Amend the mode	2 days	Tue 16/09/14	Wed 17/09/14 39		0%																																
41	Seek EDES approval	10 days	Thu 18/09/14	Thu 02/10/14 40		0%																																

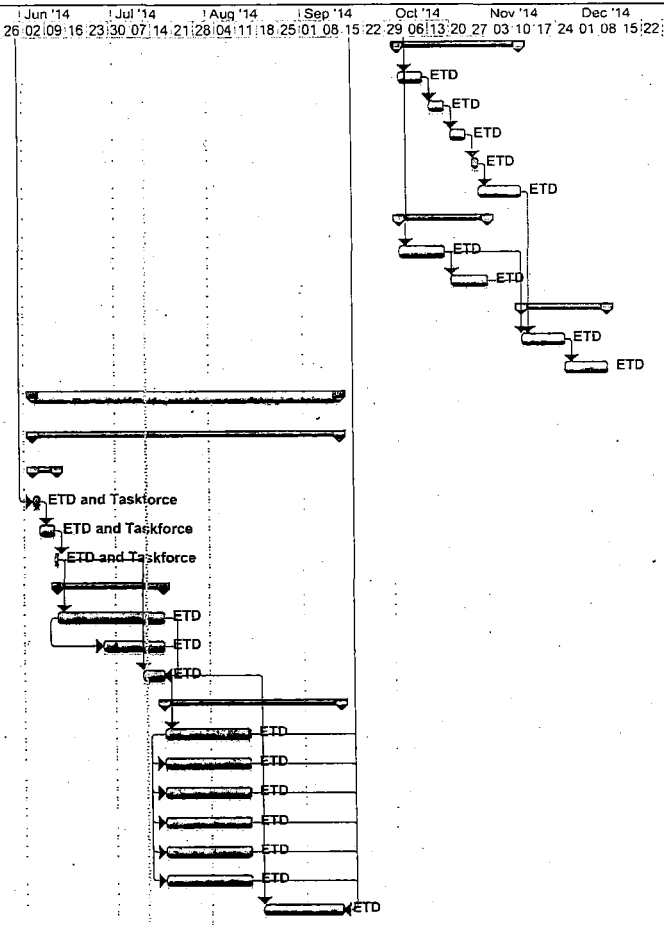


Project: 2010709 Early Intervention St Task Progress Summary External Tasks Deadline  
 Date: Fri 11/07/14 Split Milestone Project Summary External Milestone

20



ID	Task Name	Duration	Start	Finish	Predecessors	% Complete	Jun '14	Jul '14	Aug '14	Sep '14	Oct '14	Nov '14	Dec '14
42	Design Early Education Inclusion Implementation Plan	27 days	Fri 03/10/14	Tue 11/11/14		0%							
43	Draft plan	5 days	Fri 03/10/14	Fri 10/10/14 41		0%							
44	Draft new staff model	5 days	Mon 13/10/14	Fri 17/10/14 43		0%							
45	Consult with stakeholders	5 days	Mon 20/10/14	Fri 24/10/14 44		0%							
46	Amend the plan	2 days	Mon 27/10/14	Tue 28/10/14 45		0%							
47	Seek EDES approval	10 days	Wed 29/10/14	Tue 11/11/14 46		0%							
48	Develop Principal and Teacher inclusion packages	20 days	Fri 03/10/14	Fri 31/10/14		0%							
49	Design seminars and workshops	10 days	Fri 03/10/14	Fri 17/10/14 41		0%							
50	Design information sessions	10 days	Mon 20/10/14	Fri 31/10/14 49		0%							
51	Approve inclusion implementation plan	20 days	Wed 12/11/14	Tue 09/12/14		0%							
52	Establish Approval	10 days	Wed 12/11/14	Tue 25/11/14 47,49,50		0%							
53	Establish EDES approval	10 days	Wed 26/11/14	Tue 09/12/14 52		0%							
54	<b>Communications and Engagement (Early Intervention)</b>	72 days	Wed 04/06/14	Fri 12/09/14		0%							
55	<b>Stakeholder Engagement Early Intervention</b>	72 days	Wed 04/06/14	Fri 12/09/14		0%							
56	Establish Steering Group	5 days	Wed 04/06/14	Wed 11/06/14		0%							
57	Identify members	2 days	Wed 04/06/14	Thu 05/06/14 55S		0%							
58	Develop the Terms of Reference TORs	2 days	Fri 06/06/14	Tue 10/06/14 57		0%							
59	Hold first meeting	1 day	Wed 11/06/14	Wed 11/06/14 58		0%							
60	Design Joint Communications Implementation Strategy	25 days	Thu 12/06/14	Wed 18/07/14		0%							
61	Consult on EI community requirements _KPMG	25 days	Thu 12/06/14	Wed 18/07/14:59		0%							
62	Endorse Implementation plan	14 days	Fri 27/06/14	Wed 18/07/14 61SS+11 days		0%							
63	Seek approval	5 days	Thu 10/07/14	Wed 16/07/14 59,61FF,62FF		0%							
64	Develop Communication materials	42 days	Thu 17/07/14	Fri 12/09/14		0%							
65	Develop key messages	20 days	Thu 17/07/14	Wed 13/08/14 63		0%							
66	Develop fact sheets (Principals, staff, families)	20 days	Thu 17/07/14	Wed 13/08/14 65SS		0%							
67	Develop media releases	20 days	Thu 17/07/14	Wed 13/08/14 65SS		0%							
68	Establish referral process publications	20 days	Thu 17/07/14	Wed 13/08/14 65SS		0%							
69	Undertake staff information sessions - 6/6, 8/9, 20/10 & 1/12/2014	20 days	Thu 17/07/14	Wed 13/08/14 65SS		0%							
70	Consultation with Unions	20 days	Thu 17/07/14	Wed 13/08/14 65SS		0%							
71	Ministerial communications established	20 days	Mon 18/08/14	Fri 12/09/14 65FF,66FF,67F		0%							



Project: 2010709 Early Intervention St  
Date: Fri 11/07/14

Task Progress Summary External Tasks Deadline   
Split Milestone Project Summary External Milestone

WAC

**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Friday, 18 July 2014 10:26 AM  
**To:** Sheehan, Maureen  
**Cc:** Abbott, Lynette; Mitchell, Beth  
**Subject:** 78FW: Focus group questions

**Categories:** Red Category

We did – but it’s still draft as Stephen also said that he had concerns and wanted to provide comment. We haven’t received those comments yet

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
ACT NDIS Taskforce | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

---

**From:** Sheehan, Maureen  
**Sent:** Friday, 18 July 2014 9:46 AM  
**To:** Abbott, Lynette  
**Cc:** Starick, Kate; Whitten, Meredith; Mitchell, Beth  
**Subject:** Re: Focus group questions

Remember when we discussed the KPMG doc and agreed it could be made public?

Maureen Sheehan  
Executive Director  
Service Strategy and Community Building

On 18 Jul 2014, at 8:48 am, "Abbott, Lynette" <[Lynette.Abbott@act.gov.au](mailto:Lynette.Abbott@act.gov.au)> wrote:

Thanks Kate.

I am happy to reply to [redacted] with this information.

[redacted] may be referring to both the NDIA document and the KPMG document. He seems to want clarity around whether “existing literature scans” referred to in the procurement document was a different piece of work to the NDIA published documents.

Regards  
Lindy

---

**From:** Starick, Kate  
**Sent:** Friday, 18 July 2014 8:39 AM  
**To:** Abbott, Lynette  
**Cc:** Whitten, Meredith; Sheehan, Maureen  
**Subject:** RE: Focus group questions

Lindy

Are you responding to this - Is [redacted] referring to the KPMG document or the NDIA document?

Information from the project we are doing with KPMG will be made public in mid August – following review and presenting information and options to Government

Regards

Kate

429

Kate Starick | Director |

P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047

**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**

Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

<image001.jpg>

**Gotovac, Jessica**

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**From:** Lawler, Mary  
**Sent:** Friday, 18 July 2014 4:23 PM  
**To:** Starick, Kate  
**Cc:** King, Sarah; Mitchell, Malcome  
**Subject:** 81Market Soundings for Early Intervention for the ACT - Draft Services Agreement  
**Attachments:** Draft Services Agreement KPMG\_V5 170714 ML.doc

**Categories:** Red Category

Good Afternoon Kate

Attached is the final draft for clearance of the Market Soundings for Early Intervention for the ACT.

It was necessary to amend the number of market sounding and focus groups. I have highlighted in aqua the minor changes I have made.

I have also been asked to check with you as to whether you wish the Timeframes and Deliverables, Item 4, page 23 of 27 of the Service Agreement changed. The Final consultation Report was due to be submitted today (18 Jul 2014).

Also I had hoped to have the draft worksheets for the NDIS Awareness Package RFQ to you, unfortunately it is still being reviewed and it is anticipated that we will have to you Monday, my apologies.

Regards

Mary Lawler | Contracts Officer

Phone: 02 6205 1382 | Fax 02 6207 2047  
Contracts and Grants Unit | Community Services Directorate | ACT Government  
Level 1, 153 Emu Bank Belconnen ACT 2617 | PO Box 158, Canberra City ACT 2601 | [www.act.gov.au](http://www.act.gov.au)

**Gotovac, Jessica**

---

**From:** Starick, Kate  
**Sent:** Monday, 21 July 2014 8:53 PM  
**To:** 'Short, Joe'  
**Cc:** Lawler, Mary; King, Sarah; Hall, Caroline  
**Subject:** 93Draft Services Agreement KPMG\_V5 170714 ML.doc  
**Attachments:** Draft Services Agreement KPMG\_V5 170714 ML.doc

**Categories:** Red Category

Hi Joe  
As the original contract was a short form contract we are not able to vary it – so I have attached a full new contract.  
Could you please check deliverables and timeframes and send back any comments  
Regards  
Kate

491

**Gotovac, Jessica**

**From:** Starick, Kate  
**Sent:** Monday, 21 July 2014 8:58 PM  
**To:** 'Short, Joe'; Whitten, Meredith; Sheehan, Maureen; Gniel, Stephen; Evans, Jacinta  
**Cc:** Barr, Iain; Mitchell, Beth; Baumgart, Richard; Doyle, Nicki; Durham, Amity; Tyro-Burns, Patrick; Monteith, Jo; Abbott, Lynette; Humphries, Scott  
**Subject:** RE: KPMG ECI Project update - 21st July

Thanks Joe  
 Regards  
 Kate

---

**From:** Short, Joe [<mailto:jjshort@kpmg.com.au>]  
**Sent:** Saturday, 19 July 2014 10:33 AM  
**To:** Starick, Kate; Whitten, Meredith; Sheehan, Maureen; Gniel, Stephen; Evans, Jacinta  
**Cc:** Barr, Iain; Mitchell, Beth; Baumgart, Richard; Doyle, Nicki; Durham, Amity; Tyro-Burns, Patrick; Monteith, Jo; Abbott, Lynette; Humphries, Scott  
**Subject:** RE: KPMG ECI Project update - 21st July

Dear all,

Please find attached the project update for this engagement. In summary, the team completed our consultation program last week, with consultations with [redacted] and [redacted]. We have also now spoken with 30 providers, with one exception from our original list [redacted]. The team is now focused on producing our draft final report which will be provided on Friday 25<sup>th</sup> July.

All actions from the previous week's meeting have been completed, other than staff transition sequencing information to be provided to the KPMG team.

Kind regards,

Joe  
 0409 396 444

\*\*\*\*\*

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**Gotovac, Jessica**

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**From:** Short, Joe [jjshort@kpmg.com.au]  
**Sent:** Friday, 18 July 2014 4:33 PM  
**To:** Starick, Kate  
**Subject:** 82RE: the EI services that ETD and TACT are moving out of

**Categories:** Red Category

Many thanks Kate – I didn't previously have this.

Have a good weekend

joe

**From:** Starick, Kate [mailto:Kate.Starick@act.gov.au]  
**Sent:** Friday, 18 July 2014 4:00 PM  
**To:** Short, Joe  
**Cc:** Whitten, Meredith; Sheehan, Maureen; Evans, Jacinta; Abbott, Lynette; Mitchell, Beth  
**Subject:** FW: the EI services that ETD and TACT are moving out of

Hi Joe  
Do you have this FYI  
Regards  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
ACT NDIS Taskforce | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

**From:** King, Sarah  
**Sent:** Friday, 18 July 2014 3:26 PM  
**To:** Starick, Kate  
**Subject:** the EI services that ETD and TACT are moving out of

Should you send this to KPMG?

Sarah King  
ACT NDIS Taskforce  
Phone 62050003 : | Email: [Sarah.King@act.gov.au](mailto:Sarah.King@act.gov.au)  
Community Services Directorate | ACT Government  
GPO Box 158 Canberra ACT 2601 |  
[www.dhcs.act.gov.au](http://www.dhcs.act.gov.au)

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**Gotovac, Jessica**

---

**From:** Starick, Kate  
**Sent:** Saturday, 19 July 2014 10:53 AM  
**To:** Hall, Caroline; Mitchell, Malcome  
**Subject:** 86Fwd: ECI market soundings and transition support - contract variation  
**Attachments:** image001.jpg; image001.jpg

**Categories:** Red Category

Hi Malcolm could you please action. Though I thought we had done this. Kate

Begin forwarded message:

**From:** "Short, Joe" <jjshort@kpmg.com.au>  
**Date:** 19 July 2014 10:35:25 am AEST  
**To:** "Starick, Kate" <Kate.Starick@act.gov.au>  
**Subject:** RE: ECI market soundings and transition support - contract variation

Hi Kate,

I was just doing some admin this morning, and was wondering if you could send me a contract addendum for the additional activities (as per the below) that I could sign please. Our risk management team prevent us from releasing any deliverables until we have this – so could be great to get it before Friday if possible.

Many thanks,

Joe

**From:** Starick, Kate [mailto:Kate.Starick@act.gov.au]  
**Sent:** Monday, 16 June 2014 10:56 AM  
**To:** Short, Joe  
**Cc:** Luck, Surangani; Mitchell, Malcome  
**Subject:** RE: ECI market soundings and transition support - contract variation

Will do  
Payment will be made as part of the 2<sup>nd</sup> instalment  
Regards  
Kate

Kate Starick | Director |  
**P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047**  
**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**  
Level 2 Nature Conservation House| 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

**From:** Short, Joe [mailto:jjshort@kpmg.com.au]  
**Sent:** Monday, 16 June 2014 10:55 AM  
**To:** Starick, Kate  
**Subject:** RE: ECI market soundings and transition support - contract variation

Great – thanks.

514

Are you ok to have an updated addendum to the contract prepared from your side that we can sign?

Regards,

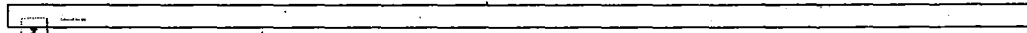
Joe

---

**From:** Starick, Kate [<mailto:Kate.Starick@act.gov.au>]  
**Sent:** Monday, 16 June 2014 10:51 AM  
**To:** Short, Joe  
**Cc:** Doyle, Nicki  
**Subject:** RE: ECI market soundings and transition support - contract variation

Hello Joe  
Agreed  
Thank you  
Kate

Kate Starick | Director |  
**P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047**  
**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**  
Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)



**Whitten, Meredith**

---

**From:** Whitten, Meredith  
**Sent:** Saturday, 19 July 2014 6:03 PM  
**To:** 'Short, Joe'  
**Subject:** RE: KPMG ECI Project update - 21st July

Thanks Joe

---

**From:** Short, Joe [mailto:jjshort@kpmg.com.au]  
**Sent:** Saturday, 19 July 2014 10:33 AM  
**To:** Starick, Kate; Whitten, Meredith; Sheehan, Maureen; Gniel, Stephen; Evans, Jacinta  
**Cc:** Barr, Iain; Mitchell, Beth; Baumgart, Richard; Doyle, Nicki; Durham, Amity; Tyro-Burns, Patrick; Monteith, Jo; Abbott, Lynette; Humphries, Scott  
**Subject:** RE: KPMG ECI Project update - 21st July

Dear all,

Please find attached the project update for this engagement. In summary, the team completed our consultation program last week, with consultations with . We have also now spoken with 30 providers, with one exception from our original list ). The team is now focused on producing our draft final report which will be provided on Friday 25<sup>th</sup> July.

All actions from the previous week's meeting have been completed, other than staff transition sequencing information to be provided to the KPMG team.

Kind regards,

Joe  
0409 396 444

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**PROJECT:** ECI MARKET SOUNDINGS AND TRANSITION PLANNING

**PREPARED BY:** JOE SHORT

**PURPOSE:** WEEKLY STATUS UPDATE

**DATE:** 21 JULY, 2014

Project Weekly Summary
<p><b>Prior update meeting outstanding actions</b></p> <ul style="list-style-type: none"> <li>Graham to provide staff transition sequencing information to Joe for inclusion in the final report</li> </ul>
<p><b>Activities completed to date</b></p> <ul style="list-style-type: none"> <li>Focus groups               <ul style="list-style-type: none"> <li>14 focus groups performed</li> <li>2 submissions of written feedback from parents provided to KPMG</li> </ul> </li> <li>PEAK body interviews               <ul style="list-style-type: none"> <li>5 performed (included within the preceding week)</li> </ul> </li> <li>Best practice review               <ul style="list-style-type: none"> <li>Final report issued</li> </ul> </li> <li>Project update (interim report)               <ul style="list-style-type: none"> <li>Project update issued and feedback received</li> </ul> </li> </ul>
<p><b>Activities planned for w/c 21<sup>st</sup> July</b></p> <ul style="list-style-type: none"> <li>Receive and analyze further written submissions</li> <li>Prepare draft final report</li> </ul>
<p><b>Project risks</b></p> <ul style="list-style-type: none"> <li>n/a</li> </ul>
<p><b>Additional discussion points / actions</b></p> <ul style="list-style-type: none"> <li>n/a</li> </ul>

**Emerging themes from market soundings**

- Market soundings
  - Recent soundings have shown an increasing preference from the market for a direct tender approach. Given timelines, this is seen by a number of organisations as the most effective way to meet term 1 commitments.
  - Belief that the remaining timeline would be challenging in order to run a competitive tender process that also provides sufficient time for transition planning
  - Desire to manage reputational risks (driven largely by timeline) continues to be strong. Providers seeking to do this through receipt and analysis of service information, commercial due diligence and sufficient transition planning
  - Some large providers appear well positioned given an ability to invest and mobilise quickly, NDIS experience, strong back office infrastructure and local partnerships. They would seek scale and volume to make a long term commitment.
  - Solid interest from majority of organisations however, most are keen to be provided with specific details on a range of issues (client profiles and funding arrangements) in order to assess sustainability and viability of offerings.
  - Feedback on existing services focuses on need to reform however it should be incremental over a 12-18 month period. Suggestions include a collaborative partnerships between gov and providers to plan and implement change to meet timelines; providing access to gov staff and a need to utilise trans-disciplinary approaches.
  - Emerging concerns in relation to implementation problems with NDIS trial sites which in the short-term is shaping views on the need for incentives, particularly for interstate providers, to avoid potential financial viability concerns.
  - Smaller providers have expressed interest in financial / admin support to facilitate additional services delivery admin.
  - Availability of qualified allied health professionals, if existing staff do not transition has been consistently raised.
  - Strong appetite for a two stage procurement process continues, as a means to minimise time and cost. Procurement process should recognise the potential burden that it may have on smaller organisations
  - Appetite expressed from a range of providers (small sole traders and large interstate) with regards to forming networks with other providers and the local community. Desire shown for government to play a role in facilitating this.
- Focus groups
  - Parents indicating increasing preference with regards to provider type, showing a reluctance for For Profit providers due to a perceived incompatibility with sustained service investment.
  - Risks raised regarding providers 'cherry picking' services and high support children being left without a service – parent proposed solution is for government to retain an element of provision.
  - Concern regarding NDIS funding and the ability for it to support the full range of extensive supports.
  - Increased consideration and views given regarding service wide improvements.
  - Existing centre-based E.I. services are well supported overall (with parents particularly valuing the integration of services with mainstream government preschools and schools), although some criticism exists regarding current Therapy ACT assessment processes and services, and some playgroups (especially unstructured playgroups or where times are considered inflexible / inconvenient)
  - Lack of overall understanding about the change and rationale for it - most parents are focused on what they see as potential loss of qualified, experienced staff from the government sector rather than as an opportunity for enhanced choice or options with new providers. This has led to a high level of overall concern and anxiety from parents.
  - Parents key concern is around whether there will be sufficient time to transition to new providers by January - several suggested at least a 3-4 month lead-in was required. However, parents on the whole have been pragmatic / realistic.
  - Some concerns about who new NGO providers would be and whether they would be able to retain quality service levels. Concern raised about a lack of specialist providers exist to be able to deliver all services
  - Concern also expressed regarding how the service delivery model may be affected via a transition – specifically whether this would lead to services being concentrated in fewer (less accessible) hubs, or whether services would remain integrated within the school system as it is now.
  - As part of the transition, parents keen for a streamlined process providing choice of providers and a clarity of steps and timelines. Parents were also keen to ensure that during a transition process there was service continuity. Broader concerns also expressed re existing staffing in terms of knowledge transfer, retained skills and staff well being.
  - Appears to be a lack of broader understanding regarding the NDIS and how it would affect them. There appeared to be instances of misinformation as a result of this. Whilst parents indicated that there had been much communication about the NDIS from different sources, they were unsure about what it would specifically mean for them as families.
  - Parents actively seeking additional information from government – a number of people appeared to be attending the focus group sessions as a means of obtaining updates.
  - Session have raised a previous initiative where autism units were outsourced to Noah's Ark unsuccessfully.

5/19

**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Monday, 21 July 2014 8:37 AM  
**To:** Howson, Natalie  
**Cc:** Sheehan, Maureen; Hosie, Donna  
**Subject:** 87RE: KPMG report on NDIS

**Categories:** Red Category

Hi Natalie

Welcome back. Yes can do a summary for Project Board. We are at Tier 2 workshop in Sydney tomorrow, so Project Board is cancelled till August, but can have summary for OOS.

Just FYI

KPMG work is on track.

Some early highlights - there is significant provider interest, though organisations are concerned with the timeline in establishing services and the communities capacity to accept different types of services in that time frame, though they recognise those offered are not consistent with contemporary models. Looking at footprint required for interstate v's local providers, market sectioning. Advice from ETD due end of this week.

Families like existing services, though would like more flexibility and value services that do not always require their presence, particularly in relation to school preparation.

**Timeline**

1. 25/7/2014 - KPMG Draft Final Report to Project Steering Group.
2. 04/08/2014 - meeting with NDIA on 4 August regarding bulk purchasing of services (Mary and Jillian)
3. Wk 2 August - Industry briefing and commence commissioning - ACT Gov or NDIA process to block purchase
4. Report to Cabinet on progress - DACT with input from ETD and Taskforce for August sitting week
5. 13/09/2014 - Early Intervention Expo - Exhibition Park (17 providers registered to date)
6. 21 - 23/10/2014 - Minister report to Cabinet on providers for 2015

Regards

Kate

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

**From:** Howson, Natalie  
**Sent:** Sunday, 20 July 2014 1:46 PM  
**To:** Starick, Kate  
**Cc:** Sheehan, Maureen; Hosie, Donna  
**Subject:** KPMG report on NDIS

Hi Kate

I can see movement on the KPMG report . Can you offer the project board a concise summary when we meet this week . I would like a detailed verbal briefing as soon as practical and to be kept across all engagements with the minister on this work

Thanks

Natalie Howson  
Director General  
Community Services Directorate  
Ph:02 62055335

**Gotovac, Jessica**

**From:** Starick, Kate  
**Sent:** Monday, 21 July 2014 8:39 AM  
**To:** Whitten, Meredith; Abbott, Lynette; Mitchell, Beth; Sheehan, Maureen; Gniel, Stephen; Evans, Jacinta  
**Subject:** FW: Early Intervention Meeting Actions

Hi  
Just a reminder re actions below  
Regards  
Kate

**From:** Sheehan, Maureen  
**Sent:** Monday, 14 July 2014 1:07 PM  
**To:** Starick, Kate  
**Cc:** Whitten, Meredith; Mitchell, Beth; Gniel, Stephen; Abbott, Lynette  
**Subject:** Re: Early Intervention Meeting Actions

Good summary Kate

Maureen Sheehan  
Executive Director  
Service Strategy and Community Building

On 14 Jul 2014, at 1:05 pm, "Starick, Kate" <Kate.Starick@act.gov.au> wrote:

Dear All  
Thank you for your advice on Friday 11 July regarding the next steps for ETD early intervention services for 2015.  
Please find below draft actions to progress the next steps at the beginning of August 2014 from the meeting:

	Action	When	Who
1.	Finalise funding and scope of services to go to market.	ETD	23/7/2014
2.	Section the Market – scope potential service models and client groups	ETD and TACT	23/7/2014
3.	Finalise details for industry briefing	ETD and NDIS Taskforce	25/7/2014
4.	Feedback to KPMG comments for ECI Report and Summary report	All	15/07/2014
5.	Follow up with NDIA re block purchasing early intervention	ACT NDIS Taskforce	15/7/2014
6.	Seek GSO advice regarding commissioning options	ACT NDIS Taskforce	15/7/2014
7.	Develop Transition Plan	All	08/08/2014

Would appreciate any comments or feedback.

Regards  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
ACT NDIS Taskforce | Community Services Directorate | ACT Government





**Gotovac, Jessica**

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**From:** Hatherly, Bronwyn  
**Sent:** Monday, 21 July 2014 9:23 AM  
**To:** Laurent, Kristen; Fraser, Norman  
**Cc:** Preston-Stanley, Shilo; Abbott, Lynette  
**Subject:** RE: Revisions to Gantt Chart  
**Attachments:** 20140721 Early Intervention Strategy and Implementation project.mpp; 20140721 Early Intervention Transition Strategy and Implementation Project Gantt.pdf

Good morning Kristen,

As outlined below please find the alterations attached to the transition project Gantt chart. Norm will be in touch regarding the project plan . He has also been unwell and was not in last Thursday and Friday, apologies for the delay.

Happy to discuss.

Thank you  
Bronwyn

**Bronwyn Hatherly | Project Officer |**  
**ACT NDIS Taskforce | Community Services Directorate | ACT Government**  
Telephone 02 6207 0890 | Facsimile 02 6205 0228  
Level 2, Nature Conservation House, 153 Emu Bank, Belconnen ACT | GPO Box 158, Canberra, ACT 2601  
| [www.act.gov.au/ndis](http://www.act.gov.au/ndis)

---

**From:** Laurent, Kristen  
**Sent:** Wednesday, 16 July 2014 3:11 PM  
**To:** Fraser, Norman; Hatherly, Bronwyn  
**Cc:** Preston-Stanley, Shilo; Abbott, Lynette  
**Subject:** Revisions to Gantt Chart

Good afternoon Norm and Bronwyn

I am looking forward to your return Norm to learn what is inside the NDIA black box!

I have done some further work on our project plan, communications strategy and risk register for the EI Transition project. I have attached the current drafts however please note these have not yet been through our internal clearance process.

I have a couple more minor changes to the Gantt chart if you wouldn't mind making them:

- 2 – Implementation is spelt incorrectly
- 4 – Establish an ETD Closure
- 10 – Stakeholders is spelt incorrectly
- 32 – Capital I for Intervention please
- 35 – capital S for Saturday please
- 56-59 – Please remove these lines, we do not believe we need to establish a steering group.

I would also be grateful for your feedback on the other project planning documents. Another quick question...the preamble of the Project Plan document states the document belongs to the CSD Project Management Office – I have left this in but am I right in saying this document would not need to progress to the CSD Project Management Board?

Shilo and I are also keen to chat to you about the Mainstream Model project when you have a chance.

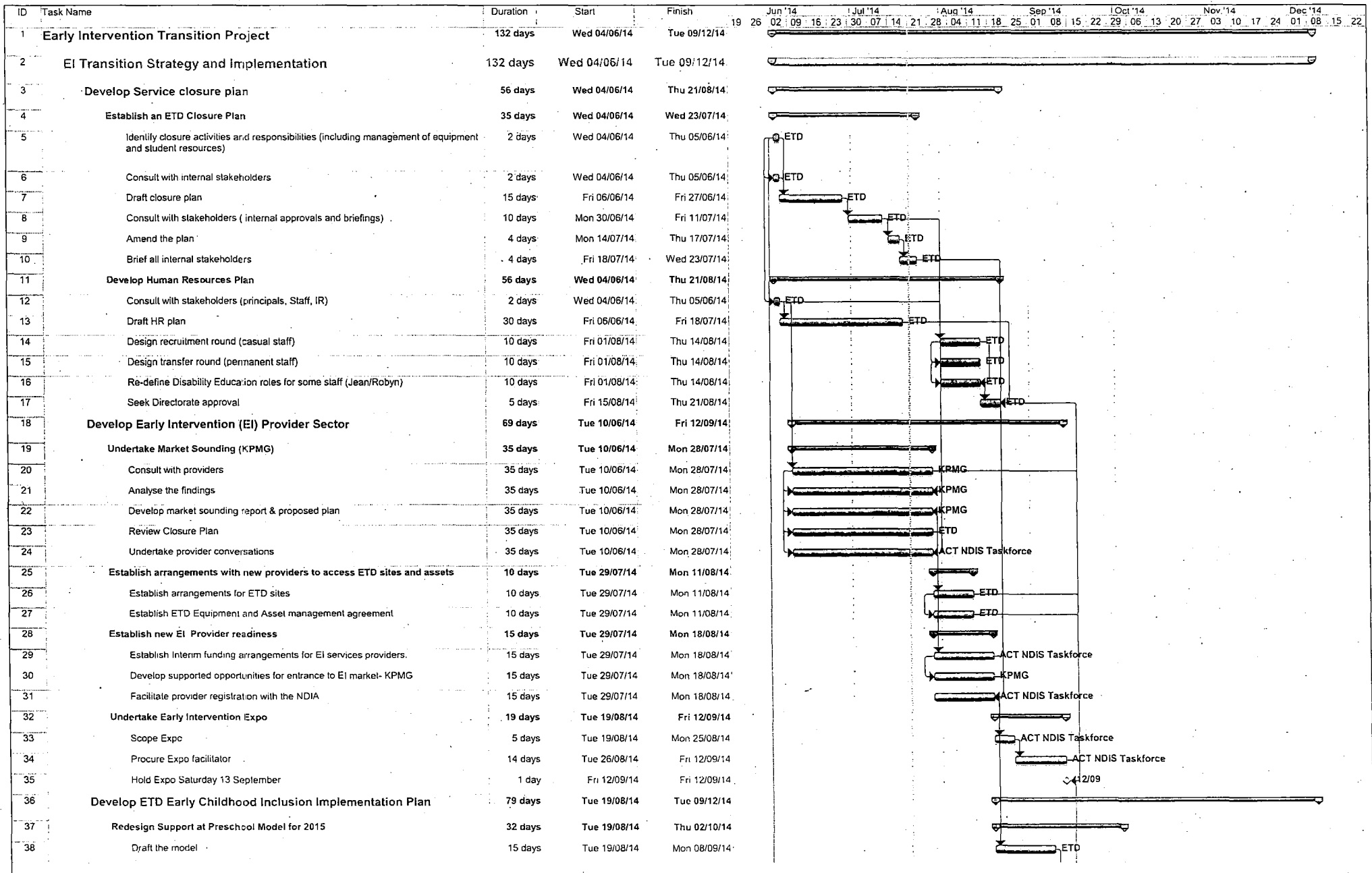
Thanks

Kristen Laurent | NDIS Project Manager

Phone: 6205 2693 | Email: [kristen.laurent@act.gov.au](mailto:kristen.laurent@act.gov.au)

Disability Education | Education and Training | ACT Government

Hedley Beare Centre for Teaching and Learning | Freemantle Drive, Stirling | [www.act.gov.au](http://www.act.gov.au)



Project: 2010709 Early Intervention SI  
Date: Mon 21/07/14

Task Split

Progress Milestone

Summary Project Summary

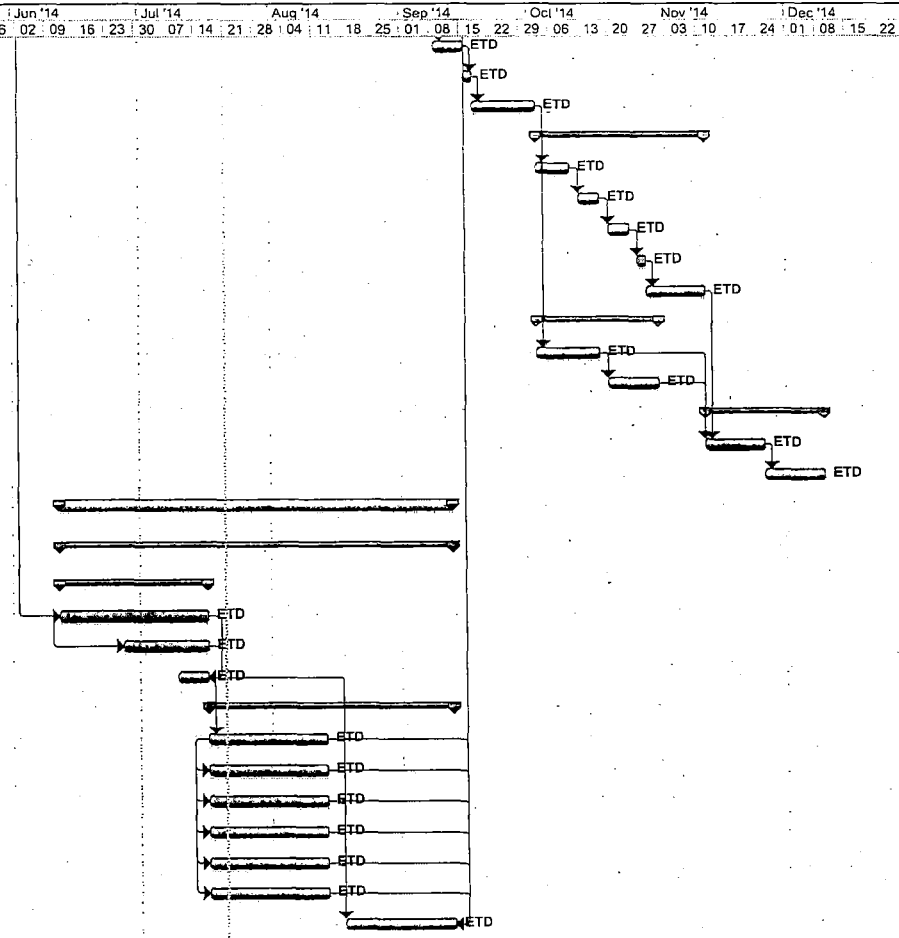
External Tasks External Milestone

Deadline

Page 1

S24

ID	Task Name	Duration	Start	Finish	Jun '14	Jul '14	Aug '14	Sep '14	Oct '14	Nov '14	Dec '14
39	Consult with stakeholders	5 days	Tue 09/09/14	Mon 15/09/14	19	26					
40	Amend the model	2 days	Tue 16/09/14	Wed 17/09/14	02	09					
41	Seek EDES approval	10 days	Thu 18/09/14	Thu 02/10/14	16	23					
42	<b>Design Early Education Inclusion Implementation Plan</b>	<b>27 days</b>	<b>Fri 03/10/14</b>	<b>Tue 11/11/14</b>	30	07	14	21	28	04	11
43	Draft plan	5 days	Fri 03/10/14	Fri 10/10/14	14	21					
44	Draft new staff model	5 days	Mon 13/10/14	Fri 17/10/14	21	28					
45	Consult with stakeholders	5 days	Mon 20/10/14	Fri 24/10/14	28	04					
46	Amend the plan	2 days	Mon 27/10/14	Tue 28/10/14	04	11					
47	Seek EDES approval	10 days	Wed 29/10/14	Tue 11/11/14	11	18					
48	<b>Develop Principal and Teacher inclusion packages</b>	<b>20 days</b>	<b>Fri 03/10/14</b>	<b>Fri 31/10/14</b>	18	25					
49	Design seminars and workshops	10 days	Fri 03/10/14	Fri 17/10/14	25	01					
50	Design information sessions	10 days	Mon 20/10/14	Fri 31/10/14	01	08					
51	<b>Approve Inclusion implementation plan</b>	<b>20 days</b>	<b>Wed 12/11/14</b>	<b>Tue 09/12/14</b>	08	15					
52	Establish Approval	10 days	Wed 12/11/14	Tue 25/11/14	15	22					
53	Establish EDES approval	10 days	Wed 26/11/14	Tue 09/12/14	22	29					
54	<b>Communications and Engagement (Early Intervention)</b>	<b>67 days</b>	<b>Thu 12/06/14</b>	<b>Fri 12/09/14</b>	29	06	13	20	27	03	10
55	<b>Stakeholder Engagement Early Intervention</b>	<b>67 days</b>	<b>Thu 12/06/14</b>	<b>Fri 12/09/14</b>	10	17					
56	<b>Design Joint Communications Implementation Strategy</b>	<b>25 days</b>	<b>Thu 12/06/14</b>	<b>Wed 16/07/14</b>	17	24					
57	Consult on EI community requirements _KPMG	25 days	Thu 12/06/14	Wed 16/07/14	24	30					
58	Endorse Implementation plan	14 days	Fri 27/06/14	Wed 16/07/14	30	07					
59	Seek approval	5 days	Thu 10/07/14	Wed 16/07/14	07	14					
60	<b>Develop Communication materials</b>	<b>42 days</b>	<b>Thu 17/07/14</b>	<b>Fri 12/09/14</b>	14	21					
61	Develop key messages	20 days	Thu 17/07/14	Wed 13/08/14	21	28					
62	Develop fact sheets (Principals, staff, families)	20 days	Thu 17/07/14	Wed 13/08/14	28	04					
63	Develop media releases	20 days	Thu 17/07/14	Wed 13/08/14	04	11					
64	Establish referral process publications	20 days	Thu 17/07/14	Wed 13/08/14	11	18					
65	Undertake staff information sessions - 6/6, 8/9, 20/10 & 11/12/2014	20 days	Thu 17/07/14	Wed 13/08/14	18	25					
66	Consultation with Unions	20 days	Thu 17/07/14	Wed 13/08/14	25	01					
67	Ministerial communications established	20 days	Mon 18/08/14	Fri 12/09/14	01	08					



Project: 2010709 Early Intervention St  
Date: Mon 21/07/14

Task  
Split

Progress  
Milestone

Summary  
Project Summary



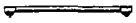
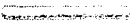

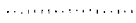

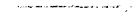

External Tasks  
External Milestone

Deadline

525

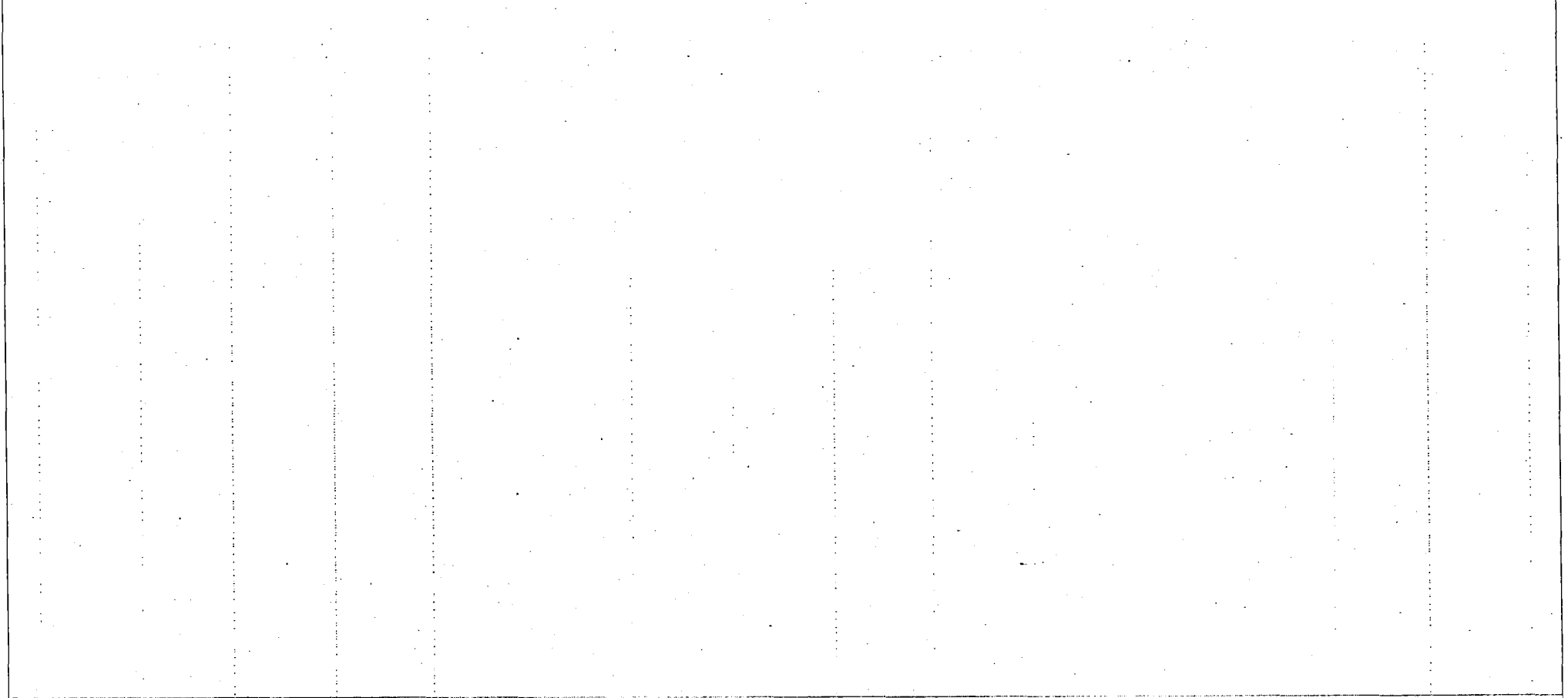
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Project: 2010/09 Early Intervention St  
 Date: Mon 21/07/14

Task		Progress		Summary		External Tasks		Deadline	
Split		Milestone		Project Summary		External Milestone			

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Jan '15 Feb '15 Mar '15 Apr '15 May '15 Jun '15 Jul '15 Aug '15 Sep '15 Oct '15 Nov '15 Dec '15 Jan '16 Feb '16 Mar '16 Apr '16



Project: 2010709 Early Intervention St  
Date: Mon 21/07/14

Task		Progress		Summary		External Tasks		Deadline	
Split		Milestone		Project Summary		External Milestone			

527

**Gotovac, Jessica**

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**From:** Short, Joe [jshort@kpmg.com.au]  
**Sent:** Tuesday, 22 July 2014 3:23 PM  
**To:** Starick, Kate  
**Cc:** Lawler, Mary; King, Sarah; Hall, Caroline  
**Subject:** 95RE: Draft Services Agreement KPMG\_V5 170714 ML.doc  
**Attachments:** Draft Services Agreement KPMG\_V5 170714 ML - kpmg edit.doc

**Categories:** Red Category

Hi Kate,

Thanks for sending this over. All looks fine, other than the date for submission of the draft final report, and final report. I have updated the doc with tracked changes to change the date to July 25<sup>th</sup> for the draft final, and then 31<sup>st</sup> July for the final report. Obviously if it takes longer to collect and put through your feedback into the report, we will manage appropriately, so no issues there.

If you are ok with the change, would you be able to finalise and resend please?

Many thanks,

joe

**From:** Starick, Kate [mailto:Kate.Starick@act.gov.au]  
**Sent:** Monday, 21 July 2014 8:53 PM  
**To:** Short, Joe  
**Cc:** Lawler, Mary; King, Sarah; Hall, Caroline  
**Subject:** Draft Services Agreement KPMG\_V5 170714 ML.doc

Hi Joe  
As the original contract was a short form contract we are not able to vary it – so I have attached a full new contract. Could you please check deliverables and timeframes and send back any comments  
Regards  
Kate

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**Gotovac, Jessica**

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**From:** Short, Joe [jjshort@kpmg.com.au]  
**Sent:** Tuesday, 22 July 2014 3:37 PM  
**To:** Abbott, Lynette; Starick, Kate  
**Subject:** 96RE: KPMG Reports Early Childhood Intervention

**Categories:** Red Category

Hi Lindy,

Following on from the below,

The other report summarising our market soundings and focus groups will be sent across this Friday as previously stated.

Cheers

Joe

**From:** Short, Joe  
**Sent:** Monday, 21 July 2014 9:50 AM  
**To:** 'Abbott, Lynette'; Starick, Kate  
**Subject:** RE: KPMG Reports Early Childhood Intervention

Hi Lindy,

Re the other report relating to the outcomes of our market soundings and focus groups, we will be providing this to you on Friday (25<sup>th</sup> July). This will be provided in draft final form – ie, it will be written as a final report, but there will be a chance for government to provide feedback prior to us removing the 'draft' stamp.

Please do shout if any questions..

Cheers

joe

**From:** Abbott, Lynette [mailto:Lynette.Abbott@act.gov.au]  
**Sent:** Monday, 21 July 2014 9:38 AM  
**To:** Short, Joe; Starick, Kate  
**Subject:** FW: KPMG Reports Early Childhood Intervention

Dear Joe

ETD would like to provide some feedback on the two reports. Kate has suggested that feedback will need to be provided directly to you. Can you confirm that the final draft report on Early Intervention Services Transition Support is due on 25 July and that final comments are due to you by 23 July?

**Early Intervention Transition Support**

The report format as described by Kate look comprehensive and logical. ETD and CSD will be providing some feedback to Kate next week on the potential scope of service provision and possible model enhancements.

Lindy Abbott | Senior Manager

Phone: +61 2 6207 2327 | Fax: +61 2 6205 5447 | Email: [lynette.abbott@act.gov.au](mailto:lynette.abbott@act.gov.au)

NDIS Implementation Team | Education and Training | ACT Government

HBCTL Fremantle Dr. Stirling | GPO Box 158 Canberra ACT 2601 | [www.det.act.gov.au](http://www.det.act.gov.au)

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**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Wednesday, 23 July 2014 1:21 PM  
**To:** Sheehan, Maureen; Johnston, Claire  
**Subject:** 281RE: Question & Answer doc on Therapy and Early Intervention Services in the ACT.

**Categories:** possible

Thank you  
Cheers  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**  
Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

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**From:** Elsey, Melissa **On Behalf Of** Sheehan, Maureen  
**Sent:** Wednesday, 23 July 2014 1:12 PM  
**To:** Starick, Kate; Johnston, Claire  
**Subject:** RE: Question & Answer doc on Therapy and Early Intervention Services in the ACT.

Hi Kate

Cleared by Maureen.

Regards

Mel

Melissa Elsey | Executive Assistant to  
Maureen Sheehan | Executive Director, Service Strategy and Community Building  
David Matthews | Senior Director, Service Reform and Governance  
Ph 6205 0753 | Fax 6205 0343 | Community Services Directorate | **ACT Government**  
Level 4, 11 Moore St City | GPO Box 158 Canberra ACT 2601 | [melissa.elsey@act.gov.au](mailto:melissa.elsey@act.gov.au)

---

**From:** Starick, Kate  
**Sent:** Wednesday, 23 July 2014 11:25 AM  
**To:** Sheehan, Maureen; Johnston, Claire  
**Subject:** FW: Question & Answer doc on Therapy and Early Intervention Services in the ACT.

Hi Maureen  
This has had input from ETD and TACT. Cleared from me. For your consideration  
Regards  
Kate

Kate Starick | Director |

---

**From:** Johnston, Claire  
**Sent:** Tuesday, 22 July 2014 9:22 AM  
**To:** Sheehan, Maureen  
**Cc:** Starick, Kate  
**Subject:** FW: Question & Answer doc on Therapy and Early Intervention Services in the ACT.

Hi Maureen,

Are you happy with the content in this Q and A about early intervention and therapy?

Cheers,  
Claire

---

**From:** Johnston, Claire  
**Sent:** Friday, 18 July 2014 10:08 AM  
**To:** Starick, Kate  
**Subject:** FW: Question & Answer doc on Therapy and Early Intervention Services in the ACT.

Hi Kate,

I haven't had any further feedback on this Q and A – are you happy with it? Do you want any other changes or can you see if Maureen is happy with it?

Cheers,  
Claire

---

**From:** Johnston, Claire  
**Sent:** Thursday, 17 July 2014 11:01 AM  
**To:** Evans, Jacinta; Starick, Kate; Gniel, Stephen; Mitchell, Beth; Abbott, Lynette; Whitten, Meredith; Sheehan, Maureen  
**Cc:** McClelland, Lisa; Gange, Carly; Gilfedder, Stephen; Dutt, Kanchan  
**Subject:** RE: Question & Answer doc on Therapy and Early Intervention Services in the ACT.

Hello again,

Here is the updated Q and A fact sheet for Therapy and Early Intervention. Please let me know if there are any final changes.

Cheers,  
Claire

---

**From:** Evans, Jacinta  
**Sent:** Wednesday, 16 July 2014 3:29 PM  
**To:** Starick, Kate; Johnston, Claire; Gniel, Stephen; Mitchell, Beth; Abbott, Lynette; Whitten, Meredith; Sheehan, Maureen  
**Cc:** McClelland, Lisa  
**Subject:** RE: Question & Answer doc on Therapy and Early Intervention Services in the ACT.

Hi Kate

I made a few changes to the document for your consideration. I have also attached a recent Q&A on therapy services (cleared by Meredith) which we are using with our clients and on our webpage, which I thought could be useful.

Cheers

Jacinta

---

**From:** Starick, Kate  
**Sent:** Wednesday, 16 July 2014 12:12 PM  
**To:** Johnston, Claire; Gniel, Stephen; Mitchell, Beth; Abbott, Lynette; Evans, Jacinta; Whitten, Meredith; Sheehan, Maureen  
**Cc:** McClelland, Lisa  
**Subject:** FW: Question & Answer doc on Therapy and Early Intervention Services in the ACT.

Dear All  
Please find an updated Q & A based on the questions that arose from the 2 June Forum. Please review and we will update on the web.

In addition, we have the transcript for the Forum available to go on the web as well. We will raise with Minister next week

Regards  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**  
Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)



## Frequently Asked Questions on Therapy and Early Intervention Services in the ACT

### What is early intervention?

Early intervention refers to services that support children with a disability or developmental delay so they can get the best start in life. Such services help optimise the child's development and ability to participate in family and community life.

Intervening early in the lives of children with a disability or developmental delay can lead to better outcomes for the child, and their families, over the long term.

Children with a disability or developmental delay may be eligible for the National Disability Insurance Scheme (NDIS).

### How does the ACT Government deliver early intervention services?

The Education and Training Directorate currently provides small group programs for children with developmental delay or disability and individualised support for children with sensory impairments.

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Therapy ACT, which operates as part of the Community Services Directorate, also offers a range of support services including physiotherapy, occupational therapy, speech pathology, social work and psychology, which are provided to people of all ages with delays in development and developmental disabilities.

The ACT Government will transition early intervention group programs to the community sector by the end of December 2014 to ensure there are more options available to families as the NDIS gets up and running.

Therapy ACT services will be transitioned to the community sector by the end of December 2016, but it will continue to provide these services until then.

**Why is the ACT Government moving away from the providing early intervention services?**

To ensure the success of the NDIS in the ACT, the ACT Government has announced it will gradually transition specialist disability services to the community sector.

Transition of early intervention and therapy services to the community sector will allow participants in the NDIS to have a greater choice of integrated and family-centred support for children with a developmental delay or disability and their families and carers.

All the funding that the Government has provided for these services will flow to families through their NDIS packages, so that they have increased choice and control over the reasonable and necessary services provided by the non government sector.

**What does this mean for children in early intervention programs?**

In 2014 there will be no changes to programs, and the vast majority of children in early intervention programs in 2014 will transition through normal processes to preschool or school, including specialist schools, in 2015.

From 2015 children with a developmental delay or disability will be able to access new specialist early intervention supports and services through the NDIS, which will be delivered by community organisations.

To help streamline the process, children below school age will be able to transition to the NDIS between July and December 2014 so their plan can be finalised before the start of 2015.

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**Will children eligible for the NDIS have to go through an assessment process again?**

The National Disability Insurance Agency, which administers the NDIS, will use information from assessments provided by Allied Health or medical specialists to help determine eligibility for the scheme and also to plan future supports.

If you have not yet received a letter from Therapy ACT or the National Disability Insurance Agency you can contact the Agency directly on 1800 800 110 or visit one of their two locations:

- 212 Northbourne Avenue, Braddon
- One Human Services Gateway, 153 Emu Bank, Belconnen



**Will children going to ACT schools still get the same support they are now?**

Services within ACT Government schools will not change as a result of the NDIS.

The Education and Training Directorate currently provides additional resources to schools to support children with developmental delays and disabilities access and participate in preschool. This support will continue

Families of children who are eligible to access the NDIS will meet with a planner to discuss the necessary and reasonable supports that their child requires. Each package will be individualised for each child. All children will be able to access mainstream services such as early childhood education and care, preschool and school.

**The government will transition early intervention services to new providers. Will these providers be ready by 2015?**

No child currently accessing early intervention services or who requires services will be left without support. All current supports will continue until a participant has an approved plan with the NDIA.

A range of organisations have already expressed an interest in providing early intervention services from 2015, including Northcott, Yooralla, the Cerebral Palsy Alliance and House With No Steps. And a number of organisations have received NDIS Sector Development funding to help develop services such as early intervention.

On 13 September 2014 there will be an Early Intervention and Therapy Expo for people to ~~find out more about who will be offering these types of services and how they can connect~~ with them under the NDIS.

KPMG, a leading advisory service, has also been engaged to talk to families, peak bodies and service providers about what they want early intervention services to look like, and to develop new programs that families will be able to choose. A summary of the KPMG report will be available soon.

**What happens if the new market does not meet demand?**

The ACT has been given \$12.5 million in sector development funding from the Commonwealth Government to help our service providers make the transition from block-funding to an individualised funding model. Service providers have already done a lot of work to assess their preparedness for the NDIS and understand what they need to do to ensure they can deliver the services people will want under the NDIS.

The ACT Government has also allocated \$1.4 million of that funding to 40 organisations in the ACT to ensure they get professional assistance to make any changes they need to as a result of the NDIS. Some organisations might use this funding to develop new service offers, overhaul their IT systems or streamline their admin processes. This includes organisations wanting to expand into the early intervention space.

We are already seeing organisations express interest in delivering early intervention and therapy services here in the ACT, and we are working with them to develop services that people will want. Currently more than \$2 million is invested in the early intervention programs that the Education and Training Directorate will transition to community providers. Already Northcott, Yooralla, House With No Steps and the Cerebral Palsy Alliance have informed us they would like to offer early intervention services.

The National Disability Insurance Agency is also investing in sector development with the aim of supporting small providers through the NDIS two-year trial period.

The NDIS will mean we will see disability funding double in the ACT over the next few years, to \$342 million by 2019-20. The difference in the future will be that the market will need to give prominence to relationships between services and people with disabilities, rather than with government.

**What should Therapy ACT clients know about the NDIS?**

The NDIS has now commenced in the ACT. NDIS funding will enable reasonable and necessary supports to be purchased by people who are ACT residents and meet the participant eligibility guidelines for Early Intervention or Disability. Some Therapy ACT clients will be eligible to receive funding for supports such as therapy services from the NDIS.

**My child doesn't have a disability – why do I need to know about the NDIS?**

The NDIS not only provides funding for people with a diagnosed disability, it also provides early intervention packages for some children with developmental delays in one or more area, such as delays in communication or mobility skills. Information on the eligibility criteria for the NDIS is available on the [NDIS website](#).

Therapy ACT clients who have a developmental delay or disability and who are potentially eligible for the NDIS, will be considered for the scheme according to a predetermined timetable. This timetable identifies which age groups will be transferred to the scheme at

which times, which is referred to as phasing. More information about the phasing schedule may be found on the [NDIS website](#).

Therapy ACT clients currently receiving services may receive a letter from the National Disability Insurance Agency (NDIA). If it is their turn to phase into the NDIS, the letter will include an Access Request Form which may be completed by people who would like to be considered for the Scheme. Alternatively clients may choose to initiate contact with the NDIA directly. For more information please visit [www.ndis.gov.au/act](http://www.ndis.gov.au/act) or call 1800 800 110.

### **What happens when Therapy ACT current clients enter the NDIS?**

Current clients will continue to receive their services from Therapy ACT as planned in the goal setting consultations which are held with clients and their therapist/s.

Therapy ACT clients meeting the eligibility requirements for the NDIS and phasing into the Scheme become "NDIS participants". Participants will have a Planning Conversation with the NDIA and develop a plan. This plan will identify reasonable and necessary supports for current areas of need.

If Therapy ACT services are among the services identified in the plan these services can continue to be provided by Therapy ACT as Therapy ACT is an NDIS registered service provider.

NDIS participants will be given a participant number which can be shared with Therapy ACT so therapy services can be linked with the participant's plan.

---

~~Some clients will complete their Access Request Forms and/ or meet with the NDIA and find they are not considered to meet the requirements for participation in the NDIS. These clients may continue to receive Therapy ACT services as previously arranged.~~

**What if I (or my child) is on the waiting list at Therapy ACT?**

People on Therapy ACT waiting lists and people who are not current Therapy ACT clients may approach the NDIA to arrange a planning conversation. For more information please visit [www.ndis.gov.au](http://www.ndis.gov.au) or call 1800 800 110.

In addition to Therapy ACT, the range of Allied Health service providers in the ACT has begun to grow and will continue to do so. NDIS participants who identify the need for therapy services in their plan will receive assistance from the NDIS to choose a service provider.

**How long will Therapy ACT services continue?**

Therapy ACT services will continue until December 2016 and over the next two years Therapy ACT will continue to receive referrals as usual. New clients may access therapy services via Drop-In Clinics or by phoning the Therapy ACT Intake line on 6205 1246. Usual service demands and waiting times are expected to apply during this period.

Beyond 2016 some services such as Drop-In Clinics for speech pathology and physiotherapy, intake and referral services and diagnostic assessments will continue to be provided by the ACT Government. However other therapy services currently provided by Therapy ACT will be provided by private and non-government providers.

**What will happen to Therapy ACT staff?**

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Therapy ACT staff are aware of the changes to ACT Government services that are now underway. Staff are receiving assistance to look at options, to plan and prepare for future career moves. It is anticipated some staff will join non-government organisations or private practices and will continue to see clients, including clients who receive funding from the NDIS. Some staff will pursue other government positions, including positions in other Directorates, for example ACT Health, or with the Commonwealth Government, such as taking up positions at the National Disability Insurance Agency.

**Gotovac, Jessica**

---

**From:** Hall, Caroline  
**Sent:** Wednesday, 23 July 2014 4:28 PM  
**To:** Starick, Kate  
**Subject:** 101RE: Draft Services Agreement KPMG\_V5 170714 ML.doc

**Categories:** Red Category

Yes we will get this out

Regards

**Caroline Hall**  
Senior Manager  
Contracts and Grants Unit  
Community Services Directorate  
Phone: (02) 6205 4655  
Fax: (02) 6205 0940  
Mobile: 0418 631 214

---

**From:** Starick, Kate  
**Sent:** Wednesday, 23 July 2014 4:28 PM  
**To:** Short, Joe  
**Cc:** Lawler, Mary; King, Sarah; Hall, Caroline  
**Subject:** RE: Draft Services Agreement KPMG\_V5 170714 ML.doc

Will do  
Regards  
Kate

---

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
ACT NDIS Taskforce | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

---

**From:** Short, Joe [<mailto:jjshort@kpmg.com.au>]  
**Sent:** Tuesday, 22 July 2014 3:23 PM  
**To:** Starick, Kate  
**Cc:** Lawler, Mary; King, Sarah; Hall, Caroline  
**Subject:** RE: Draft Services Agreement KPMG\_V5 170714 ML.doc

Hi Kate,

Thanks for sending this over. All looks fine, other than the date for submission of the draft final report, and final report. I have updated the doc with tracked changes to change the date to July 25<sup>th</sup> for the draft final, and then 31<sup>st</sup> July for the final report. Obviously if it takes longer to collect and put through your feedback into the report, we will manage appropriately, so no issues there.

If you are ok with the change, would you be able to finalise and resend please?

Many thanks,

joe

**From:** Starick, Kate [mailto:Kate.Starick@act.gov.au]  
**Sent:** Monday, 21 July 2014 8:53 PM  
**To:** Short, Joe  
**Cc:** Lawler, Mary; King, Sarah; Hall, Caroline  
**Subject:** Draft Services Agreement KPMG\_V5 170714 ML.doc

Hi Joe

As the original contract was a short form contract we are not able to vary it – so I have attached a full new contract. Could you please check deliverables and timeframes and send back any comments

Regards  
Kate

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**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Wednesday, 23 July 2014 4:29 PM  
**To:** Hall, Caroline  
**Subject:** 100FW: Draft Services Agreement KPMG\_V5 170714 ML.doc  
**Attachments:** Draft Services Agreement KPMG\_V5 170714 ML - kpmg edit.doc; RE: ECI market soundings and transition support - contract variation

**Importance:** High

**Categories:** Red Category

FYI  
Regards  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
ACT NDIS Taskforce | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House| 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

---

**From:** Starick, Kate  
**Sent:** Wednesday, 23 July 2014 4:20 PM  
**To:** Lawler, Mary; King, Sarah  
**Cc:** Fraser, Norman; Wang, Cherry; Mitchell, Beth  
**Subject:** FW: Draft Services Agreement KPMG\_V5 170714 ML.doc  
**Importance:** High

Thank you  
Appears consistent with what was previously agreed  
Regards  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
ACT NDIS Taskforce | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House| 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

---

**From:** Lawler, Mary  
**Sent:** Wednesday, 23 July 2014 8:32 AM  
**To:** Starick, Kate  
**Cc:** King, Sarah; Mitchell, Malcome  
**Subject:** FW: Draft Services Agreement KPMG\_V5 170714 ML.doc

Kate  
  
If you are happy with the advised changes from KPMG I can arrange to make the final changes and send out bound copies for signature.

Regards  
  
Mary Lawler | Contracts Officer

SDE

**From:** Short, Joe [<mailto:jjshort@kpmg.com.au>]  
**Sent:** Tuesday, 22 July 2014 3:23 PM  
**To:** Starick, Kate  
**Cc:** Lawler, Mary; King, Sarah; Hall, Caroline  
**Subject:** RE: Draft Services Agreement KPMG\_V5 170714 ML.doc

Hi Kate,

Thanks for sending this over. All looks fine, other than the date for submission of the draft final report, and final report. I have updated the doc with tracked changes to change the date to July 25<sup>th</sup> for the draft final, and then 31<sup>st</sup> July for the final report. Obviously if it takes longer to collect and put through your feedback into the report, we will manage appropriately, so no issues there.

If you are ok with the change, would you be able to finalise and resend please?

Many thanks,

joe

**From:** Starick, Kate [<mailto:Kate.Starick@act.gov.au>]  
**Sent:** Monday, 21 July 2014 8:53 PM  
**To:** Short, Joe  
**Cc:** Lawler, Mary; King, Sarah; Hall, Caroline  
**Subject:** Draft Services Agreement KPMG\_V5 170714 ML.doc

Hi Joe

As the original contract was a short form contract we are not able to vary it – so I have attached a full new contract. Could you please check deliverables and timeframes and send back any comments

Regards  
Kate

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**Gotovac, Jessica**

---

**From:** Starick, Kate  
**Sent:** Friday, 25 July 2014 4:55 PM  
**To:** Abbott, Lynette; Gniel, Stephen; Mitchell, Beth  
**Subject:** 104FW: ECI - KPMG draft final report  
**Attachments:** ACT ECI market soundings draft final report vsent.pdf

**Importance:** High

**Categories:** Red Category

Regards  
Kate

Kate Starick | Director |  
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Level 2 Nature Conservation House| 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

---

**From:** Short, Joe [<mailto:jjshort@kpmg.com.au>]  
**Sent:** Friday, 25 July 2014 4:47 PM  
**To:** Starick, Kate; Whitten, Meredith; Sheehan, Maureen  
**Subject:** ECI - KPMG draft final report

Dear all,

Please find attached KPMG's final report for our market sounding and focus group project. This is sent to you in draft format and we will await your feedback prior to finalising it.

Please don't hesitate to contact me if you have any queries.

Kind regards,

---

Joe  
0409 396 444

\*\*\*\*\*

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*cutting through complexity™*

ACT Community Services Directorate

**Early Intervention Services  
transition support**

**Final report**

**25 July 2014**



Disclaimer

Draft

Commercial in confidence

#### **Inherent Limitations**

This report has been prepared as outlined on p2. The services provided in connection with this engagement comprise an advisory engagement, which is not subject to assurance or other standards issued by the Australian Auditing and Assurance Standards Board and, consequently no opinions or conclusions intended to convey assurance have been expressed. No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by, ACT Government personnel or wider organisations consulted as part of the process. KPMG have indicated within this report the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the report. KPMG is under no obligation in any circumstance to update this report, in either oral or written form, for events occurring after the report has been issued in final form. The findings in this report have been formed on the above basis.

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The ACT Government engaged KPMG to conduct a programme of market sounding, focus group and research activities which will seek to inform options available for the forthcoming transition of Early Intervention Services (EIS). Project activities were completed between 27<sup>th</sup> May and July 25<sup>th</sup>. This document represents our final report summarising the findings of our activities. Please note that our review of best practice is presented in a separate document.

**In scope**

- 30 market sounding interviews with Non Government Organisations who may be interested in the delivery of existing ACT Early Intervention Services
- 5 market sounding interviews with peak body organisations and wider providers in order to understand best practice delivery models for early intervention
- 14 focus groups with clients (parents, families and carers) in order to identify opportunities for service model improvement and to inform thinking regarding the attributes of a preferred provider
- Facilitation of a stakeholder forum to present the proposed changes to Early Intervention Services and invite feedback from key stakeholders
- High level desktop review to identify best practice models for Early Intervention based on national and international practice and research

**Out of scope**

- Early Intervention Service level analysis
- Additional or organisational level research into the capacity of providers to perform a transition beyond that stated during the course of interviews
- Development of procurement or tender specifications

STP

Our engagement has identified the following key messages which should be considered in light of a planned EIS transition

- Market soundings suggest that there is a market of providers who are interested in providing Early Childhood Intervention Services in the ACT. Interest will need to be confirmed on the release of further specific service information that will allow potential providers to perform associated due diligence. Market interest is tempered by the transition timescale which may prevent some providers from being able to mobilise and establish services.
- Risk management as part of a transition process is seen as a priority by providers. Providers perceive their to be risks in three key areas which are directing thinking with regards to next step activities:
  - Reputational risks: Providers are keen to manage any broader issues that arise from the transition process which may reflect on their brand and image. As such, providers are keen to avoid being associated with an unsuccessful transition process that may have broader detrimental impacts for their business.
  - Financial risks: Providers have concerns that the funding allotted as part of NDIS packages may not be sufficient to support the delivery of the full range of service required by children in the ACT. This issue was particularly relevant for small to medium sized providers.
  - Organisational risks: Providers are keen to manage organisational based risks that are associated with their practical ability to be able to establish a fully functioning and robust service within what is perceived to be a challenge timescale. Concern is driven by a perception of workforce shortages and a need for some providers to identify and establish local infrastructure (particularly relevant for interstate providers).
- Incentives being offered by government may play an important part in successful transition and risk management. Government is likely to be required to play a role in risk mitigation either through incentives or broader activities, and will need to think innovatively with regards to how to address provider concerns.
- The transition provides an opportunity for service model enhancements. Whilst the existing service is well received, there is an opportunity to move it closer towards established best practice. This would appear to be supported by non government providers. The ability to implement any changes will need to be carefully managed given the existing timeline and broader concerns expressed by the sector.
- Client risks and parental concerns will need to be managed through solid and detailed transition planning. Strong concerns have been registered by families, parents and carers with regards to the transition process and the potential for current service users to experience service gaps or have wider detrimental experiences. A robust transition planning process should be considered in order to provide clarity to families regarding next steps and to support the management of transition risks.
- Strong appetite exists from families and providers for communication on next steps. Parents, families and carers have identified a clear preference for further information relating to the arrangements surrounding the transition, government planning and potential providers. This partly reflects a lack of broader awareness regarding the implications of the NDIS at a practical level. A communications strategy that underpins a clear transition plan will play an important role in gaining the support of these groups.
- In light of feedback, government will need to consider how best to structure a transition process. This will require consideration of how best to ensure service continuity, whilst also supporting wider objectives of building provider capacity and supporting an appropriate market structure in advance of a full NDIS environment.
- In preparing to support a transition process more broadly, government may consider the role of pre-procurement activities to leverage provider interest. Central to this will be the release of further service information, and clarification of the scale and detail of transition. Communication activities may also include communications for parents families and carers, and be part of broader transition planning arrangements that seek to manage key risks and provide comfort and assurance to stakeholders.

HS

**Commercial in confidence**

Against the context of the introduction of the National Disability Insurance Scheme (NDIS), the Community Services Directorate (CSD) and Education and Training Directorate (ETD) is assessing options for transitioning its directly provided Early Intervention Services to non government organisations (NGOs).

- In order to ensure that the ACT is best prepared for an NDIS environment, the CSD are assessing the options to transition existing Early Intervention Services to the non government sector. A service transition will provide the opportunity to help establish greater choice for individuals with a disability, build a stronger and more sustainable service across the ACT and ensure that high quality and safe services continue to be delivered.
- The government is committed to ensuring that individuals currently supported by Early Intervention Services continue to receive the level of support needed, that quality assurance arrangements and safeguards are maintained, and provider supply is sustainable. As such, the CSD has sought to inform the planning of transitioning arrangements through a range of activities including market soundings, focus groups and a review of best practice.

**KPMG have been engaged to support the development of thinking around the planned transition of services by assisting government in their sounding activities with providers, parents, families and careers. The full scope of our assistance is set out below.**

- KPMG to deliver market sounding interviews with 31 NGO providers who may be interested in the delivery of ACT services. Soundings to identify providers' interest, capacity and capability to take on the delivery of services in the ACT, as well as identify any wider issues that would need to be managed as part of a transition.
- KPMG to deliver 14 focus groups with parents, families and carers in order to identify opportunities for service model improvement, inform thinking regarding the attributes of a preferred provider, and to identify the key activities that will ensure a smooth service transition. KPMG to also review written submissions of input from this group.
- KPMG to deliver market sounding interviews with five peak body organisations and wider providers in order to understand best practice delivery models for Early Intervention.
- High level desktop review to identify best practice models for Early Intervention based on national and international practice and research, drawn from existing literature scans provided by Disability ACT. The outcomes of this work are presented in a separate KPMG report.

**Results of the market soundings with providers appear to show interest in the delivery of Early Intervention Services and an appetite to work collaboratively with government in order to successfully transition them. Key points are:**

- The majority of providers expressed a high interest in delivering services, identifying this as a good opportunity to establish and provide services in the ACT. Providers also identified a commercial focus to business expansion, reflecting the broader changes due to the NDIS and a need to be competitive. The majority of providers indicated that they held the financial and operational capacity to expand service delivery.
- Providers are actively seeking further service information from government in order to confirm interest, prepare themselves for a transition process and to minimise the associated risks. Risks are largely driven by the transition timeline and include reputational risks (ie being associated with an unsuccessful service transition), operational risk (taking on too many new clients without the ability to establish the necessary supporting infrastructure), and financial risk (NDIS funding packages would not be sufficient).
- Soundings indicated an appetite for government to provide support to stabilise providers during the transition phase and assist in managing risks. Suggested assistance included funding arrangements, the secondment of government staff and access to existing workforce. Other suggestions also included the transition of the service as-is (fully funded) on a short-term arrangement in order to ensure a smooth transition. Once the new providers were established, it was proposed that government could then remove funding.
- Providers were also motivated by the opportunity to enter into the market and evolve the existing service model, thus sharing government's ambitions. For a number of providers, the ability to do this was an important condition of their involvement.
- The majority of providers articulated strong expansion capacity and capability, having invested in back office functions as part of NDIS preparedness. However, availability and access to workforce was raised as key area of potential capacity concern, with an appetite for government support in addressing this.

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Findings from the focus groups with families, parents and carers indicate concern with regards to the transition timelines and arrangements, and the impact that this may have on services that are on the whole well received.

- Overall, parents articulated good experiences with the current Early Intervention Services, with many aspects highly valued and that parents would like to see continued under the new scheme. These include small teacher to child ratios, the variety of services provided, information provision, the facilitation of connections between parents and communities, and support in transition to schooling.
- The transition is seen as an opportunity to address a number of aspects of the current programs such as reduced time taken for initial assessments and improved coordination of services (using the school-based EI service as a central coordination hub for other public and provider services). Other model improvement opportunities identified relate to playgroup hours, diagnosis support, supporting administration and the location of therapists and services.
- Parents expressed a number of views about potential providers. There is clear preference for experience in high quality service delivery, as well as for not for profit providers given a view that profit generation may be incompatible with service investment. Parents also had a preference for some form of government provision to remain as a provider of last resort, driven by fear of providers being able to cherry pick children, leading to some individuals being left without support.
- A variety of concerns about the transition to a new service provider were expressed by parents. The majority of these concerns are driven by the timeline, a need for detailed and robust transition plans for each child, a lack of knowledge regarding transition arrangements and a lack of understanding about the NDIS. Concern was also raised around the adequacy of funding arrangements, and implications for the continuity of support.
- Strong and detailed transition planning, and access to further information was seen as key to addressing raised fears. Visibility and choice of provider was also raised as important during focus groups.

The transition timeline, introduction of the NDIS and sounding feedback create a complex context for transition. In determining next steps, government will need to ensure that the transition process achieves the objectives of creating a robust and viable provider market that supports a successful transition, and also provides the foundations for service choice and control once in a full NDIS NDIA operated environment.

- In finalising government's approach to the recommissioning of existing services, it will be important to consider how the packaging of services and use of incentives can support the achievement of wider objectives. Whilst the appropriateness of the market structure within an NDIS environment will be the ultimate responsibility of the NDIA, ACT government's transition of Early Intervention Services at 1 January 2015 will play a major role in capacity building and providing the foundations of an appropriate structure.
- It is therefore important that due consideration is given to the ideal dynamics of a future market that would best suit Early Intervention Services in the ACT, and that ACT Government where possible takes an approach that demonstrates alignment to NDIA thinking.

In determining government's next steps, consideration should be given in a number of key areas that will help to ensure a robust and well structured transition process:

*Pre-procurement planning*

- Government should consider clarifying to the market the nature and scope of the services being commissioned as well as whether it will include any associated assets such as infrastructure or equipment. This will assist in capitalising on existing interest and ensure that providers are able to make informed and timely decisions regarding service opportunities.
- Whilst the inclusion of wider assets in a commissioning arrangement should be structured to best maximise provider interest, there may be financial implications or other associate liabilities for government that are unforeseen. Government should therefore consider further work to understand any associated liabilities as a priority.

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*Pre-procurement planning continued*

- Consideration should be given to the ability for government to provide direct financial incentives, either through provision of funding for a defined transition period leading up to a full implementation of the NDIS, or through the provision of other incentives to aid in the establishment of services. Government should consider the extent to which they currently have a clear understanding of the implications of any financial incentives, and are able to award them or not.
- Further analysis may assist government to 'design' the ideal market structure to serve the sector, and thus leverage the respective skills of different providers. Design arrangements should be considered against service 'tender packaging' and incentives that promotes quality, sustainability, innovation, access and service outcomes.
- Government should also consider the extent to which wider and more general supporting information can be released. Access to this would help to assist providers in making planning decisions and will be particularly important to interstate providers looking to enter the ACT market for the first time.

*Service model enhancement*

- Consideration should be given as to how best to enable service model enhancements through any procurement or provider assessment process. In facilitating enhancements, government should consider the extent to which change may be accepted or not by service stakeholders.

*Procurement*

- Consideration should be given as to how best to leverage the market interest through a procurement process. A competitive tender process may facilitate service model innovation and investment through competition, however decisions will need to be taken against an awareness of the short timeline. The overarching priority will need to be service continuity for clients, change & risk management and communication strategies, however government should consider what else could be achieved alongside this, and ultimately develop a procurement strategy that is fully aligned.
- In order to build on service interest, consideration should be given to the opportunity for industry briefings prior to a formal process. This will help to give providers key information that will allow them to confirm their interest in the service and begin planning arrangements.

*Transition planning*

- Consideration should be given to the opportunity for co-design of client transitioning arrangements, using the output of focus groups, broader information sources and participation from parents and potential providers. A forum or workshop with selected groups bringing together best practice, knowledge and stakeholders may help people to positively engage within the transition, and allow providers to learn more about the market and key factors of importance for parents, families and carers.
- Development of a detailed implementation and transition plan to support children and families through the transition should be considered by government. This should be underpinned by best-practice change management principles, and provide families with confidence that the transition will be well managed and key risks have been considered.
- Consider developing individual transition plans for service users to ensure continuity of service delivery is maintained and that there is a smooth transition to the new service providers.
- Once the new providers are known, ongoing communication to families, parents and carers should be considered. A standard 'information pack' setting out details of their staffing models (including staff qualifications and experience), service ethos / philosophy, and points of difference would support parents to make informed decisions and may address concerns around quality standards and wider provider issues.



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*Communication strategy for parents, families and carers*

- Focus groups have identified a need for further communication about the planned changes, as well as broader factors related to the NDIS. Government should consider development of a communication strategy that enables stakeholders to provide input to government, and that provides clarity on key aspects of the transition such as timelines and points of involvement.
- Communication strategies for consideration could include letters and information sheets to all families, broader communications with the disability / education / early childhood sectors, a 1300 enquiries number and enquiry mailbox and internet sites to provide access to information for a broad range of stakeholders.

*Communication for providers relating to the NDIS*

- Given the existing dominance of service provision by government, and the potential of providers entering from other jurisdictions, government should consider the extent to which broader communication are made in order to further understanding about the ACT market. These communications should look to go beyond the Early Childhood Intervention Services market, and provide information on the broader disability sector and areas where provision will be required. This activity will seek to ensure that providers establish an improved awareness of market opportunities as well as ACT dynamics, and may therefore also support future service transitions.

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**Project context**



Project context

## Early Childhood Intervention Services overview

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The ACT Government currently delivers a range of Early Childhood Intervention Services that support children with a developmental delay or disability. Programs provide intervention for the child and also serve to build and develop key skills with families, parents and carers. As at April 2014, 302 children were accessing Early Intervention Services across 17 school sites.

### What is early childhood intervention?

Early childhood intervention is the process of providing services and support for children with a developmental delay or disability and their families. The period of 'early childhood' is typically defined as between birth and school age.

The purpose of childhood intervention programs is to enable children to transition to mainstream education programs. In addition to providing appropriate intervention for the child, these programs aim to equip families with the knowledge, skills and support to assist the child to participate fully in community life.

### Early Childhood Intervention Services in the ACT

The ACT Government currently delivers early intervention programs, such as small group education classes for children with a disability or developmental delay, through the Education and Training Directorate (ETD). ETD early intervention program staff work closely with Therapy ACT. At present, the vast majority of services are delivered by government with only a negligible NGO sector in existence. This sets the ACT apart from other jurisdictions where mixed service markets are more prevalent. It should be noted that:

- Of the 60 community sector providers of disability services in the ACT, 30% have less than \$1m in revenue and 40% have less than \$2m in revenue.
- Recent research suggested that up to 27% of existing providers of disability services may become unviable due to cash flow pressures in an NDIS environment.
- The ACT suffers from a number of workforce challenges within the disability sector due to remuneration, competition and choice of employment factors.

The 2014-15 ACT Government Budget showed that expenses related to the provision of early intervention and prevention services (with a focus on children pre-birth to eight years old and their families) was estimated to be \$25.5m in 2013-14.

In 2011-12, government service provision constituted \$54.5m or 56% of the total funding pool of NDIS-eligible disability and therapy services

### Programs available in the ACT

There are a number of Early Childhood Intervention Services provided by the ACT ETD:

- Early Intervention Playgroup: Co-attended by children between 2-3 years old and their parents.
- Early Intervention Unit: Programs for children prior to school entry with mild developmental delay.
- Autism Intervention Unit: Programs for children prior to school entry with Autism Spectrum Disorder.
- Language Intervention Unit: Programs for children aged 3 years to school entry with a specific language disorder. Jointly provided with Therapy ACT.
- Early Childhood Centres: Programs available for children aged 3 years to school entry with mild to moderate developmental delay or disability.
- Early Childhood Units: Programs for children aged three years to school entry with significant developmental delay or disability.
- Vision and Hearing Support: Programs for children from age of diagnosis with a vision or hearing problem.
- Support at Preschool: Resources provided to schools to support children with a developmental delay or disability attend a local mainstream preschool.

As at April 2014, 302 children were accessing early intervention programs across 17 school sites. Group sizes and length of participation in Early Childhood Intervention Services vary depending on the age and type of disability of the children.

Source: [http://apps.treasury.act.gov.au/\\_data/assets/pdf\\_file/0018/601056/Community-Services-Directorate-Budget-Statement.pdf](http://apps.treasury.act.gov.au/_data/assets/pdf_file/0018/601056/Community-Services-Directorate-Budget-Statement.pdf) accessed on 25/6/14

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Project context  
**Policy Context**

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The introduction of the NDIS is expected to place increased pressure on the market to deliver support that is not only tailored to the individual requirements of children with a disability but is also sustainable and financially accessible.

**National Disability Insurance Scheme**

The ACT Government is a trial site for the NDIS and commenced a phased implementation in July 2014. The ACT will be the first jurisdiction in Australia to have all eligible residents included in the Scheme by July 2016. A bilateral agreement between the Commonwealth Government and ACT Government provides the overarching framework for the introduction of the NDIS in the ACT. The agreement set out the funding arrangements, including the Commonwealth and State contributions, and the estimated number of participating clients. The bilateral agreement also sets out the planned yearly intake of clients for the ACT, with the majority of the estimated 5,097 participants expected to transition in the first two years.

The Scheme heralds a fundamental change in the way ECI Services are currently administrated, funded and delivered in the ACT. By July 2016 funding responsibility for ECI Services will shift from the ACT Government to the sole responsibility of the NDIA. As part of the overall transition to the NDIS, in preparation for full implementation, from 2015, the government's role as both a funder and provider of ECI Services will change. At this time, ECI Services will be delivered by non-government providers allowing for more inclusive, integrated and family-centred support for children with a disability and their families and carers. In addition, funding administration for ECI Services will shift from the ACT Government to the NDIA under individualised funding package arrangements. This will deliver more individualised support to children and families, allowing them more choice and control over which services are delivered and how they engage with providers.

**Implications for the transition of Early Intervention Services**

The planned withdrawal of service provision by the ACT Government aims to maximise preparedness for the full introduction of the NDIS in the ACT by 2016. This will be achieved in a number of ways including:

- Supporting NGO preparations for the NDIS and enabling them and the broader sector to build sufficient capacity and capability to better respond to the needs of families.
- Providing increased time for service establishment (which will be particularly important for interstate providers), which will help to ensure that the NGO market is sufficiently well embedded.
- Providing time for families to understand the full range of service options and to prepare for these significant changes.
- Enabling the opportunity for the identification of key issue areas amongst providers, where government may be required to provide direct capacity building assistance in order to ensure market stability.

As such, this service transition represents an important stage of sector development that will help to ensure longer term provider stability for Early Intervention Services.

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Project context

# Proposed NDIS Transition Plan

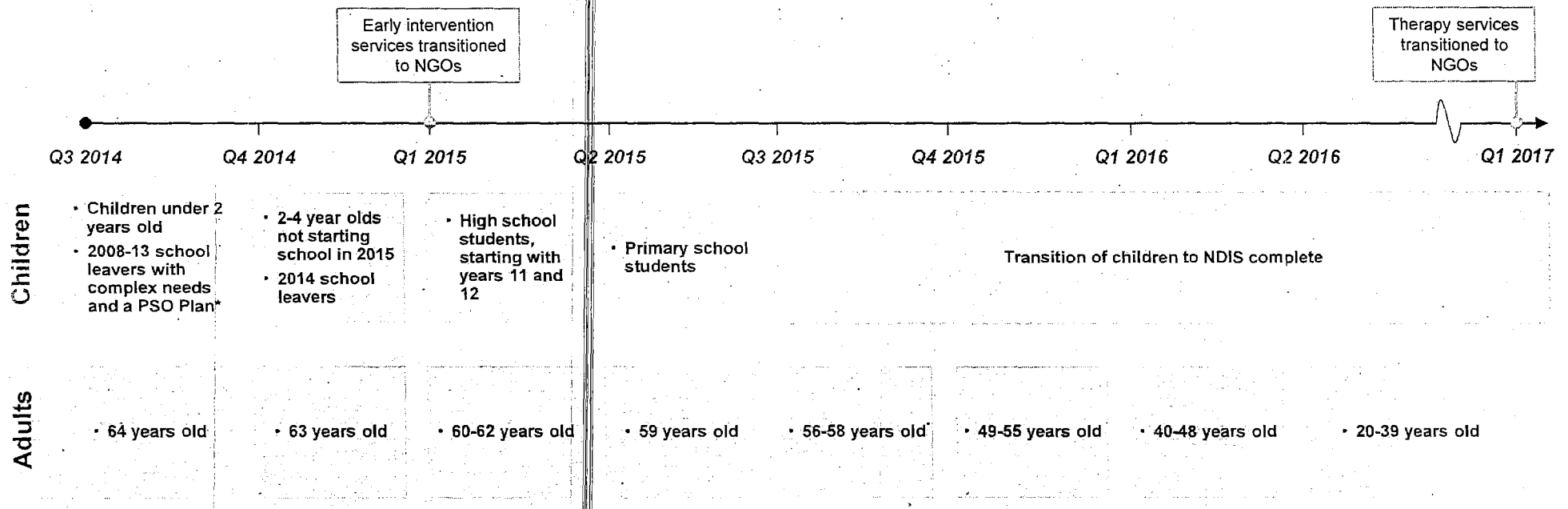
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The ACT Government and ETD have developed a proposed NDIS Transition Plan that will see eligible individuals transitioned to the NDIS over a number of years. The proposed transition plan prioritises adults nearing the NDIS cut-off age of 65 and children eligible for early intervention services. Early Childhood Intervention Services will be the first services transitioned to the NGO sector.

### Transition overview

- All Education and Training Directorate early intervention programs will cease by the end of 2014, and ACT Therapy services will cease by the end of 2016.
- The majority of children currently in Early Childhood Intervention Services will progress through normal processes to schools in 2015. Eligible children will still have access to both special and mainstream schooling.
- All young children will be transitioned to the NDIS in 2014. Therefore, from the beginning of 2015 Early Childhood Intervention Services will be provided by NGOs. Remaining children (i.e. those that have progressed beyond early intervention services) will be transitioned to the NDIS in the first half of 2015.
- By the beginning of 2017 all eligible people should have been transitioned to the NDIS. At this point therapy services will be provided by NGOs.



\* Post School Options Plan

1 NDIS Transition Plan, ACT Government

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**Market sounding  
and consultation  
approach**





## Market sounding and consultation approach Purpose and approach

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Market sounding is a critical process in the transitioning of services, and provides clear inputs into procurement and wider planning activities. The process of soundings also play an important part in developing a market of potential providers within the ACT – which is key given the dominance of existing provision by government.

Market sounding will principally support the transition of Early Childhood Intervention Services in three areas:

1. Market seeding: Generating interest in the transitioning process and opportunities from providers who are currently aware of government's plans as well as through 'seeding' or generating interest amongst potential new entrants. This is achieved through increasing their awareness and understanding of the service opportunity, and government's thinking (as appropriate).
2. Market stimulation: Stimulating and developing interest in transitioning opportunities and prompting initial discussion within organisations regarding opportunities and offerings (in terms of services, service models and innovation). The outputs of this activity enable government to gain valuable input to develop their understanding of potential incentives that can be offered to further generate interest and preferred outcomes.
3. Intelligence gathering: Gathering information and intelligence from existing and potential market players on the extent and nature of interest in transitioning opportunities as well as their current capacity and capabilities (and constraints). In addition to this, soundings explore and understand the key issues, barriers, and pre-conditions for organisations to take on additional service delivery in a future NDIS context (including issues relating to workforce capacity and capability, infrastructure and sustainability).

Market sounding activities will directly inform the development of the transitioning strategy, including how it should take account of or address issues, barriers and pre-conditions identified by organisations.

In developing our market sounding approach for Early Childhood Interventions Services, we have sought to ensure focus in three areas:

- a. The purpose of the market sounding: Absolute clarity is required with regards to the objectives of the market sounding in terms of the key issues that it is seeking to explore and test as well as the central information that it is looking to communicate to the market. As such, clarity needs to have been achieved prior to commencement with regards to the desired outcomes of the process.
- b. The market sounding approach: It is important that the process that is to be used to interact with the market, in terms of communicating information and in receiving feedback, and in the choice of organisations involved, is clear and well defined. The method and approach need to be fully aligned with the desired outcomes of the sounding, and also fully complement the objectives of the process (e.g. sensitive discussions should be explored in small groups / interviews rather than in a workshop format or through surveys).
- c. Probity and independence: It is important that the market sounding process is sensitive to providing unfair advantage to an organisation or group of organisations unintentionally. Whilst this is particularly relevant during the procurement process, these probity and independence principles should be considered throughout the process. As such, the process should consider the consistency of information and responses whilst also creating an environment for open and frank discussion.

The approach that has been developed for the purposes of this project have focussed on these characteristics, building on KPMG's experience in performing commissioning and market sounding engagements, as well as our experience of interacting with disability service and other human services providers.

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**Results of market  
soundings with  
providers**



## Results of market soundings with providers

### Service interest

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The market soundings appeared to identify strong levels of initial interest in the Early Intervention Services currently provided. Interest has been principally driven by a strategic desire to gain a footprint within the ACT market or consolidate / expand existing services there.

- The majority of providers expressed a strong initial interest in delivering services, identifying this as a good opportunity to enter the ACT market for the first time or expand / consolidate their existing ACT service base.
- Interest has also been generated by a range of wider secondary factors which include the opportunity to expand services to particular cohorts of children (e.g. children with hearing loss or children with autism) and a belief in the long-term growth of ECIS in the ACT.
- Interest also reflected a broader commercial shift in line with the NDIS, and a belief that it will present a market opportunity for agile and consumer focussed operators who deliver quality outcomes for service users. Of note is that a number of providers were also motivated by the opportunity to enter into the market and evolve the existing service model towards one more closely aligned to best practice. This was typical of a broader commitment to the sector expressed by a number of providers.

**In summary, soundings identified the following level of interest:**

- 22 providers expressed high levels of initial interest in delivering services. These providers identified a strong commercial focus to business expansion, reflecting the broader changes due to the NDIS and a need to be competitive.
- 5 providers expressed a moderate level of initial interest. This includes two providers who would potentially participate in any approach to market but would not commit until undertaking further due diligence on the opportunity.
- 2 providers sounded indicated a low interest, primarily due to limited capacity and capability to take on additional services at this point in time with organisational resources focused on preparation for the NDIS.

**Specific motivations for service delivery appear to reflect the broader strategic objectives of providers:**

- Large interstate providers appear keen to use the transition as an opportunity to capture significant market share and provide themselves with a sustainable volume of scale. This is seen as being an important part in helping them to manage the associated financial risks of establishment.
- Smaller providers are seeking sufficient operating capacity to ensure services are commercially and operationally viable. These providers are keen to consolidate and grow their existing services to particular cohorts / geographical areas and view partnerships and consortiums as a method to facilitate scale and financial stability.

**Soundings highlighted a number of transition related issues that were seen by providers as constraining interest levels. Key issues were:**

- Financial risk: Providers identified concerns in relation to adequate pricing of services to sustain appropriate service delivery in the ACT, and the importance of securing sufficient market share to ensure ongoing organisational financial viability.
- Transition timeframe: A number of providers highlighted concerns with regards to the proposed timelines, and their ability to successfully digest service information, compete in a tender process and ensure robust transition planning. Interstate providers were particularly concerned, given their need to establish a new presence if successful.
- Information: Whilst indicative interest appeared high, providers were keen to have adequate time to consider the commercial and operational aspects of the opportunity and obtain Board / Management support. This process would require full details of service offerings to be provided by government, and the planned timeline was seen as making this process challenging. Providers were also keen for broader information regarding the local context, incentives, procurement and transition approach.
- Workforce: Providers expressed concern with regards to potential labour shortages in the ACT, impacting on their ability to recruit adequate numbers of qualified ECI staff.
- Reputational Risk: Providers were concerned about the potential loss in reputational capital based on real / perceived public / client concerns associated with the transition.



## Results of market soundings with providers NDIS readiness and capacity

Commercial in confidence

All providers expressed strong support for the NDIS and noted the significance and benefits of the Scheme to people with a disability in the ACT. However, providers also noted the transformational change required in order to fully prepare and realise a mature and vibrant market. Key changes foreseen by providers included:

- A need to become more consumer focused: Consumer choice of provider will drive a significant focus for providers on the quality of customer service and achievement of client outcomes. This incorporates a greater emphasis on delivering flexible and responsive services tailored to the individual needs of families. Customer satisfaction will have a much greater emphasis and impact on the operations and ongoing viability of a provider.
- Service pricing and operational efficiency: Consumer choice will drive providers to review their pricing structures to ensure competitiveness within the market. Pricing will also place a significant focus on improving provider operational and administrative efficiencies requiring providers to review their business models to ensure pricing is financially sustainable.
- Market share and positioning: Providers will be required to employ more sophisticated strategic market positioning approaches to identify the right market segments in which to focus growth efforts, prioritise development efforts and inform strategic investments, to achieve medium to long-term sustainability.
- Reputation management and branding: Consumer choice will drive the need for providers to create, build, market and sustain organisational brand and reputation within the market. This will require a new focus and investment by providers to develop comprehensive reputation management and marketing strategies.
- Workforce recruitment and retention: Providers will be required to focus more on strategies to attract and retain skilled staff within a competitive labour market. Providers will also be required to ensure their workforce profile reflects the skills and knowledge required to successfully operate a commercial business alongside more traditional skills required to deliver quality disability support services.
- Organisational cultural change: Transforming to a market-focused sector requires cultural change which takes time to develop and foster throughout an organisation.

Providers recognised that the NDIS represents a transition for ECI service delivery, that will significantly change the nature, focus and funding arrangements in the ACT. Providers highlighted a number of associated concerns:

- Providers indicated that the timing of any transition may affect their ability to deliver services with the majority of providers indicating they don't believe they will be commercially viable by January 2015. Providers particularly expressed concern that if economies of scale are not realised, or are lower than expected, they could incur significant financial losses.
- Interstate providers particularly believe the timeframe does not allow adequate assessment of the ACT market structure, or the development of service and brand differentiation. Providers suggest this will negatively impact on their ability to gain sufficient market share to ensure ongoing service viability.
- Providers whose income relies heavily on funding from clients with NDIS packages believe they are particularly financially vulnerable given the perceived unpredictability and unsecure nature of this funding.
- Some providers, predominately those based in the ACT, advised they would be adequately prepared to take on service offerings on a small scale only. This is primarily due to constraints in relation to a lack of adequate facilities to deliver expanded services from (e.g. centre based services and office accommodation), concerns in relation to attracting suitably qualified staff, a lack of organisational capability and capacity issues constraining their ability to expand back office functions.

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## Results of market soundings with providers NDIS readiness and capacity

Commercial in confidence

More broadly, NDIS preparation and readiness was a key strategy for a number of providers, with many suggesting that they were well positioned to respond to new opportunities given a focus on strategies including:

- Collaboration and expansion: Some providers are proactively pursuing service partners to form alliances / consortiums / mergers to ensure they have adequate economies of scale, capability and capacity to respond to the new market environment.
- Investment programmes: Some providers are making infrastructure investment in back office systems in order to ensure operational capability to deliver additional services.
- Improved efficiency and operational improvements: Providers are strengthening governance, business processes and systems, reducing excessive costs associated with non-direct service delivery and developing more efficient and effective service delivery models. This will better position providers to be able to offer consumers a competitively priced package of services.
- Improved marketing and communications: Providers are invested in improving marketing and branding activities in preparation to increase brand recognition and differentiation in the market.

Despite readiness activities, the main capacity concerns raised by providers related to workforce issues.

- Perceived limitations in workforce capacity (i.e. securing adequate workforce numbers (staffing levels) and availability): This was driven by difficulties experienced by providers in attracting and retaining Early Childhood Intervention staff. This is further complicated by provider perceptions that the ACT is a small market with a limited pool of suitability skilled and experienced professionals. Providers also questioned their ability to compete with the government and private sectors in terms of offering competitive salaries.
- Perceived limitations in workforce capability (i.e. staff with adequate knowledge, skills and attitudes). This was driven by the view that providers are required to develop and build the skills of new employees and acculturate them to the organisation before they are adequately equipped to deliver best-practice service delivery to this cohort of clients.
- Casual employee employment practices may also increase, presenting a concern as more inexperienced casual employees are required to staff positions.
- Employment growth due to the introduction of the NDIS will exacerbate shortage of workers and increase competition for staff, particularly between government and NGOs.

Collectively, providers identified that workforce issues had the potential to compromise the deliver of services with a number of transition implications.

- The loss of experienced government staff represents a potential for high service delivery risk, as key expertise and knowledge of the existing client base is lost.
- Service capacity may be limited, potentially leading to delays in service commencement and reductions in services or temporary service closures. Furthermore, shortages among key occupational groups, specialist early childhood practitioners (e.g. speech pathologist, ABA trained staff) and in geographic areas may also worsen issues.
- Moves to new models of service delivery will require investment in developing the skills of the workforce, and a need to support culture change. Workforce issues are likely to challenge changes and the pace at which they can be implemented.
- ECI providers deliver specialist support and care for children and families, therefore access to practitioners from a range of professional occupations is critically important if quality care outcomes are to be achieved. Workforce issues may lead to reduced service quality and service responsiveness.
- Providers will be required to confront concurrent challenges of establishing a new service, sustaining NDIS related reform, professionalising its existing direct support workforce in readiness for NDIS (i.e. changing skill sets), and manage the withdrawal of existing government experienced workers - all in an environment of potential workforce shortages and increasing competition for skilled labour.



## Results of market soundings with providers Procurement and incentives

Commercial in confidence

Most providers identified the need for government to undertake comprehensive pre-procurement planning to inform the development of the transition approach. Government was encouraged to be clear and open about what they proposed to transition including service requirements, when and how the process would run and details of what government was seeking from the market in terms of provider characteristics. Pre-procurement planning was seen as playing an important part in informing decisions in relation to the most appropriate procurement method and enhancing the transparency and predictability of the procurement process.

- ▣ Providers have a strong appetite for further information which is primarily focussed on developing a greater understanding of the full nature and scope of the services and needs of existing service users. This was seen as important part of exploring and confirming their interest.
- ▣ Other information requested by providers included: service waiting lists, estimated future service demand, transitional arrangements, funding arrangements, existing staffing profiles, availability and cost of using existing facilities, service interface with ACT Therapy, client eligibility, assessment and referral processes, facility design, labour market conditions, options for employment of government staff and potential transmission of business implications.
- ▣ Communication of appropriate information in a timely manner following the market soundings was seen as an opportunity to capitalise on initial provider interest and better position government to achieve timeline objectives.

**Should government look to transition services on a segmented basis, providers provided feedback as to the size and scale that would be considered most accessible:**

- ▣ Most providers were keen that procurement packaging arrangements were of an operational and commercially justifiable scale, both in terms of volume and income levels. This was of particular importance to interstate providers who would need to operate on a self sufficient and sustainable basis.
- ▣ Equally, consideration would need to be given to the effects of packaging on smaller providers already based in the ACT, who may be limited in their ability to take on large service volumes.
- ▣ A number of ACT based providers suggested that government offer each ECI service to the market separately to make it more manageable and attractive to smaller and / or niche providers.

**Providers also provided feedback with regards to the procurement approach or process undertaken by government.**

- ▣ Providers requested government commence the procurement process promptly to allow adequate time for transition and service establishment, which most providers estimate would take at least four months. Given risk considerations and the sensitive nature of support, providers identified the absolute importance of allowing adequate time for this.
- ▣ The market has indicated a strong preference for a two stage procurement process (i.e. Stage 1: Expression of Interest, Stage 2: Request for Proposals). This would both limit the significant operational cost on medium to smaller providers of responding to a full tender process, and would provide the opportunity for more detailed and iterative discussions to take place with Stage 2 providers. The market is keen to see government take a pragmatic view on timing to ensure that tender documentation is well supported by detailed specifications and service / user / support need information. This would be best delivered in the second stage of the procurement process.
- ▣ Smaller providers were keen not to be disadvantaged as a result of traditional procurement processes which may unintentionally favour larger providers with greater resources to devote to tender submissions. Providers were keen for government to acknowledge this and use a process that sought to evaluate provider performance fairly.

**Providers identified the use of incentives as playing a key role in solidifying interest and managing associated risks. In many cases, there was an expectation that government would be providing incentives.**

- ▣ A number of providers (particularly interstate providers) expressed an expectations that government would provide a range of financial and non-financial incentives to promote market interest, facilitate entry, and assist in reducing financial and other risks associated with service establishment.







Results of market soundings with providers  
Procurement and incentives

Commercial in confidence

- Access to staff on a secondment basis. Given the perception of workforce shortages, providers were keen to receive government support in addressing this. Ideas including providing access to existing EIS staff through a program of secondments, or through enabling the introduction of staff to providers for those looking to continue service delivery.
- Use of existing facilities: Providers were keen to explore opportunities to lease (preferably at peppercorn rates) existing government facilities. Providers were of the view that the retention of existing facilities would allow for greater service delivery stability for families and more easily manage the transition to the new provider. This approach would give families some reassurance and stability at a time when they may be anxious about change, and recognises that providers may not have the readily available assets to transfer people in to. Providers also were keen for government to allow use of other assets to support service delivery, including plant, equipment and leased vehicles (particularly specifically modified vehicles), during the life of the funding contract. Some providers suggested that the responsibility for equipment utilised to support direct service delivery to clients should be transferred to providers as part of the transition.
- Collaborative practices: Providers were of the view there is significant opportunity for government and providers to work collaboratively throughout the transition. Providers expressed a strong desire to be seen as key partners in the transition, although were clear that government should continue to take a proactive leadership role in communicating with families and other key stakeholders in relation to the transition implementation. Collaborative opportunities identified included: industry briefings for providers, transition planning workshops, working committees, joint engagement activities with families, joint media statements and communiqués, handover meetings, release of client and service information as appropriate and joint working arrangements for a set period of time.
- Facilitation of networks and introductions to other providers: Smaller providers were particularly keen for government to facilitate the opportunity for introductions to complimentary providers, with a view to supporting the development of networks and collaborative working arrangements. Providers felt that this may also provide significant long term benefits to service users.
- Administration support: Smaller providers identified that the delivery of additional services may present administrative issues to them given perceptions of government reporting requirements, and limited administrative support. Support from government in the form of reduced administrative burdens, or central administrative support for smaller providers was sought as a means to address this.

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## Results of market soundings with providers Transition planning

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Transition planning was a key area of focus by providers, with concerns driven in part by the proposed timeline and need for planning arrangements to commence promptly. Central to thinking in this area was a need to manage associated risks that could arise, and ensure that arrangements minimised unnecessary issues arise for service users, families, parents and carers.

- Providers consistently highlighted the challenges associated with the transition timeline and associated potential risks including that of market failure. This was driven by views that the market may not be adequately prepared for the transition.
- Providers felt that special attention must also be given to ensure quality assurance arrangements and safeguards are maintained to reduce risk of serious incidents and client complaints. Many providers suggested the transition is a significant public relations risk for government and likely to attract significant media attention and scrutiny. This has heightened concerns by providers in relation to reputational risks and impact on their brand in the lead up to the implementation of the NDIS nationally.

For most providers, effective transition arrangements must include considered and detailed planning, sensitive implementation, and above all, consultation and involvement of families affected by the changes, providers and other key stakeholders. Providers were clear that the transition must be realistic and achievable in terms of timelines for planning, engagement, and implementation. Most importantly, providers expressed a strong desire to work in partnership with government to support families through the change process by providing relevant and timely information, ensuring they feel empowered to make decisions on available service options for their children and ensuring continuity of existing service provision. This is driven by the following key principles:

- Family's safety and well-being is of primary importance requiring a strong focus on support throughout the change process.
- Families will go through the transition at different speeds and in different ways requiring a range of support options that can be tailored to their needs.
- Families should continue to receive the quality and level of service throughout the transition.
- Families should be provided with the opportunity to participate in the transition as appropriate.
- Families existing relationships with government staff and / or service(s) could be harnessed to facilitate support and release of timely information.
- Information about the transition should be accessible and provided in a timely way.
- Transition implementation is best achieved by a collaborative relationship between government and providers.

Providers were looking to government to provide broader transition information in a timely manner to support planning. Providers felt that pre-transition planning by government would be strengthened by sharing with the market a clear transition strategy and implementation plan that outlines respective roles, responsibilities, tasks and activities that need to take place. Other important information required included:

- Detailed service information and specifications.
- Broader community overviews and background.
- Detailed transition schedule with clear timelines and milestones.
- An outline of specific government resources available to support providers complete the transition (e.g. IT, facilities and personnel).
- Anticipated number of personnel, types of personnel, skill levels and expertise requirements for providers during the transition process.



Results of market soundings with providers  
**Transition planning**

**Commercial in confidence**

Providers felt that good transition planning must be augmented with consultative communications with families. A number of providers welcomed the opportunity for there to be a collaborative approach taken with clients, families, carers and government in order to co-design areas of service model improvement. This was seen as a good opportunity to obtain buy-in from stakeholders regarding new service providers and an evolved service model.

- Providers were also keen to ensure that the transition process includes ongoing consultation mechanisms with families to identify and resolve issues quickly and sensitively. This was seen as a key step in managing risks and ensuring providers were able to deliver against requirements. Providers saw this activity as forming a key part of ongoing sector engagement.
- Communications to families parents and carers by government (once the new providers are known) was also considered to be important. Providers suggested the use of standard 'information packs' setting out details of their staffing models (including staff qualifications and experience), service ethos / philosophy, and points of difference, which could be used by parents to make informed decisions, and address raised concerns around quality standards and wider issues.

**Providers also raised a number of broader ideas for consideration by government.**

- Suggestions included government taking a phased approach to transition, that would involve transitioning a specific service first, rather than all services at the same time. This was seen as providing the opportunity for both government and the market to obtain key learnings on a gradual basis, whilst reducing the impact of ongoing transition risks.
- Wider suggestions included the potential for front-line government staff to be seconded to NGOs to reduce potential staff shortages, provide continuity of service to clients, transfer knowledge and assist in building organisational capability. Providers also suggested government consider developing individual transition plans for service users to ensure continuity of service delivery is maintained and that there is a smooth transition between the old and new service providers.

ABS

**Results of  
consultations with  
parents, families  
and carers**



## Results of consultations with parents, families and carers Feedback on existing services

Commercial in confidence

Overall, parents have had very good experiences with the current Early Intervention programs. There are many aspects of the current programs that parents value and would like to see continued when transitioned, in particular the quality of the educators and the high level of support for families that is provided. Parents, families and carers did, however, also indicate some aspects that they considered could be improved, notably a perceived disconnect in communication across some of the services, perceived inflexibility of service times, and waiting periods for assessments and access to the services.

Overall feedback on the existing service was positive, and focused predominately on the results that parents have observed in their children and which they attribute to the Early Intervention Services.

- Many parents have seen large improvements in their child's progress as a result of the Early Intervention programs in areas such as speech, confidence, socialisation and school readiness, and reduced challenging behaviours.
- Parents valued the opportunity for their child to attend the service without them, as it supported the child to develop independence and reduced reliance on the parent by the child.

Feedback was particularly positive about the quality of staff.

- The quality of the Early Intervention educators is perceived by parents to be very high. They consider that the educators' experience and qualifications makes a significant difference to the progress of their child, and also provides valuable advice and support for parents and families.
- Small teacher to child ratios are valued by parents given they allow teachers to spend more time interacting with each child. The frequent reporting of children's progress to parents was also valued.
- The importance of access to teaching assistants with special training was also cited by parents as a key enabler of the services.

Most parents appreciate variety of services available under the current system, as well as the variety of access points.

- Most parents valued the variety of services that are currently being provided and the option of choosing those services they feel their child needs (although some parents would like to have had more choice regarding the location of services). The capacity for some (mostly public sector) practitioners and therapists to visit the child's home and school was also appreciated, as it enabled the development of a holistic treatment and education program for the child.
- The availability of the Therapy ACT 'drop in' service was considered by parents to be important service that should be retained. Parents viewed it as an inexpensive and informal pathway for families to identify a developmental delay in a timely manner.

Positive feedback was also received on the environment that the existing Early Intervention services were successful in creating.

- Most Early Intervention programs have established a safe and positive environment not only for the children, but for the parents as well. Many parents feel supported and understood, and have been provided with advice and materials on how to continue their child's development at home.
- Playgroups, drop-in sessions and information sessions have also been useful in creating an information sharing environment for parents and in connecting them together to establish a community and individual networks. Parents felt that this was particularly useful in the first stages of diagnosing their child.





Results of consultation with parents, families and carers  
**Feedback on existing services**

Commercial in confidence

Parents also identified a number of other areas for improvement.

- There have been mixed experiences with children alternating between attending an Early Intervention program and a mainstream preschool during the week. Most parents agreed, however, that exposure to a mainstream environment is critical in assisting a child transition into a mainstream school. It was suggested that a preschool providing mainstream and Early Intervention Services could accommodate supervised interaction between the two groups in a shared space in order to assist the transition process.
- Many parents expressed that the stage before their child was diagnosed was difficult and involved overanxious feelings and uncertainty. Furthermore, many parents had negative experiences with feelings of not being fully supported by practitioners and teachers during the process of diagnosis. Parents therefore expressed a desire for improved support during the initial stages of interaction with the service.
- The current aged based grouping of Early Intervention Services was raised as a concern for parents, who would instead like to see groupings that are based on the child's emotional and physical development level.
- Parents of children with autism also recognised their need for very specialised responses and highlighted concerns that it may not be possible to have providers in place with the requisite skills and understanding of Early Intervention for children with autism. Teacher led models of care were strongly supported by this group.

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In considering a new provider environment, parents are primarily concerned with the quality of services, and transparency around quality assurance. Parents are also keen to see retention of school-based locations across the ACT. Most parents were of the view that not-for-profit organisations would deliver a higher quality service. Some parents expressed a desire for government to retain some service provision. Parents highlighted a need for service providers to deliver an integrated service underpinned by educators who are highly skilled, experienced and sensitive to the needs of the child as well as the parents.

Many parents expressed a preference for the new service providers to be not-for-profit organisations due to their belief that they were more likely to be committed to delivering a quality service.

- Parents highlighted that the service demands of Early Intervention are high, and resource intensive. As such, it was felt that this would require a provider to invest all available capital into service delivery, and therefore the ability of for-profit providers to do this would be compromised by the need for the organisation to generate a profitable margin.

Parents were also keen to ensure that future providers were duty bound to accept all children, and did not have a right of refusal. Apprehensions by parents in this area helped to strengthen views amongst some parents who felt that government should retain some level of service provision.

- Some parents communicated a preference for government provided services as they believed that government would provide services of better quality than a non-government operator. This was strengthened by a view that government provided services are more inclusive and capture a wider range of children, and would be unable to refuse to provide services to particularly high needs children, or those demonstrating high levels of challenging behaviours.

Parents identified a number of characteristics which they would like to see from the new service providers. These largely focused on staff quality, use of technology and connectivity between services.

- Parents would value service providers who are able to connect to each other to provide a consistent individualised treatment plan that is integrated across all aspects of the child's life. Additionally parents would like to see services embedded into schools that are more aligned to the private schooling system in addition to public schools (as per the current model), reflecting the needs of the family - i.e. family based interventions and including consideration of respite.
- It was also seen to be beneficial for new providers to be themselves well connected into the service system, thus enabling them to assist in directing families to appropriate alternative services if the child's needs were beyond their own knowledge or capability.
- One parent mentioned a desire to see new service providers with access to the latest technologies and equipment, given a view that the current system used out-of date equipment. This was not raised in other sessions.

Parents also highlighted the key qualities that would be sought from the staff of new service providers. Within this, there was a strong focus on deep skills and experience, and a clear understanding of the nature of support required by children and families.

- Highly skilled and experienced educators was the most frequently mentioned characteristic that was important to parents. Many parents iterated the vast difference in the quality of service that was provided by practitioners / teachers with experience and training in comparison to those that have had minimal exposure outside of a mainstream environment. A distinction between qualification and experience was also seen as been important, as some parents felt that experienced practitioners could particularly have a significant positive impact on their child's development.
- It was expressed that new service provider staff should be sensitive to the needs of the parents as well as to those of the child. An environment that is flexible to parent involvement and is appreciative of parent input was seen as being highly valued.





Results of consultations with parents, families and carers  
**Future provider considerations**

**Commercial in confidence**

Feedback was also provided by parents in relation to service delivery, and using the transition process as a means to ensure service flexibility and consistency and a continued focus on education.

- ❑ Parents expressed the importance of being able to access services which do not require the participation of the parents. These services were seen as forming a key part of children developing independent skills and benefitting from time away from their primary caregivers (and vice versa). Whilst the option to help support children by being present should exist, the requirement of having parents present and involved for the duration of sessions was not seen as being fully beneficial.
- ❑ Maintaining the educational focus of the service is seen as a critically important factor by parents. As such, parents were keen for it to not evolve and become a form of day care or therapy alternative, and that an emphasis on teaching and early learning to promote transition to school should be retained.
- ❑ An important feature for parents is consistency of service. Most children find it difficult to adapt to change, new environments and new people. Parents also desired minimal staff turnover and disruption to services, with many expressing that whilst the provider will change, they would like to continue to work with the practitioners / teachers who they are currently seeing.

**Of particular importance to parents in a new provider state, is assurance of a transparent system that has clearly established quality controls to ensure that families are provided with a quality service. Transparency of fee structures was also seen as being important.**

- ❑ Parents would like to see quality controls be implemented to ensure the service providers deliver adequate services to families. This may involve a clear system for evaluating service providers to be established, with many parents advocating for a quality accreditation system, possibly with provider ratings, to assist families in identifying and choosing the best service providers.
- ❑ Parents also believed that there would be benefit derived from monitoring this system, and it being used to hold providers to account for quality deliverables and outcomes.
- ❑ Furthermore, parents also placed an emphasis on having a system that is supported by a clear and transparent fee structure. This would need to provide clarity around what (if any) minimum hours families would be 'entitled' to before they needed to pay for additional services.

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Parents articulated a number of concerns with regards to the transition of services, with these largely centring around the timeframe and a need for further information from government. Concerns stemmed from fears about the likelihood of the risks associated with a transition, and the impact on children currently receiving well supported services.

The main concern highlighted by parents relates to the timeframe of the transition to a new service provider, and the added risks that this may generate given an absence of a comparative provider market within the ACT at present.

- ❑ Parents highlighted concerns that the new service providers will not have sufficient time to be operational by the specified deadline and that there may be a period of time in which services are not able to be accessed. Parents believe that any such gap in the provision of services will result in a regress in child progress, which could potentially have long lasting effects.
- ❑ Parents also highlighted fears that the short time line would mean that they do not have sufficient time to be aware of the future service selection, or range of providers. This was seen as potentially meaning that individual children may see their service interrupted.
- ❑ Additionally, some parents felt that a transition of providers would require themselves to develop and perform individual transition planning arrangements, and that these may require up to six months of preparation.

Many operational concerns were also raised by parents who were seeking to understand how the new regime would work on a practical level. It is believed that these concerns resulted from a lack of information about the new service providers and about how the NDIS will operate.

- ❑ Concerns was raised in regard to the transfer of information from the current to new service providers, with parents fearing that information would be lost in the system and broader management and disclosure of personal information may not be appropriate. Parents were seeking assurances from government that appropriate systems would be put in place to address this.
- ❑ Additionally, parents are unclear about the assessment process that will occur under the NDIS in order to access funding and Early Intervention Services. Parents feel that an assessment which only considers a child's performance on a particular day will not adequately capture their behaviour and needs. Parents believe that greater parent input could assist in increasing the accuracy of assessments. Furthermore, parents would like to have an option for their assessment to be reviewed or retaken if they are unsatisfied with the results.
- ❑ There is concern whether children who do not have moderate to severe disabilities / developmental delays will be provided with services under the NDIS. Parents would like to know what services will be available for children who fall outside the NDIS criteria, but who are currently accessing Early Intervention Services. Wider concerns also included a fear that the level of funding under the NDIS may not be sufficient to support access to all of the services required.
  - ❑ A specific concern that was raised was in regard to the protocols under the new scheme around children in foster care. It was unknown who would be involved in the process of assessing a foster child.
- ❑ There was a strong appetite to have advanced access to information on potential service providers, as well as the range of services that may be available. Additionally some parents addressed the possibility of an influx of providers attracted by NDIS funding, which may add complexity in choosing the most appropriate provider, and have detrimental impacts in terms of the long stability of the provider market.
- ❑ Some parents also expressed a concern around the ability of new providers to 'cherry pick' which individuals they provide services to, which had the potential for some individuals to be left without support. Parents were keen for the necessary safety nets to be put in place – including government remaining as a service provider.



## Results of consultations with parents, families and carers Transitioning planning feedback

Commercial in confidence

In looking to manage these concerns, parents expressed a strong desire to have access to further information regarding the timings, providers, staff, service models and supporting arrangements.

- ❑ Principally, parents would like to be provided with clear information on the timeframes and phasing of the new scheme, with a clear understanding of the process of decisions that they need to make.
- ❑ Information regarding the diagnosis and assessment of children was expressed as a concern given the age cohort of children receiving services. Parents were seeking to know how the assessment will work for them and the implications surrounding diagnosis or lack thereof and access to services.
- ❑ Equally, there was also a strong desire for information around the potential providers who may deliver services, given the wider concerns reflected. As part of this, information was sought on the practitioners / therapists, their qualifications, experience and location. Parents were keen to understand about the supporting arrangements and continuity of teachers, therapists and purpose built facilities, as well as the extent to which contingency strategies were in place for any anticipated gaps.
- Parents were also keen to have access to details of the types of Early Intervention Services that could be funded with their packages.

Parents were also keen to start planning and considering wider necessary arrangements.

- In order to aid planning and prepare their child for transition, clarity around the service models and range of services to be provided, as well as the location of services was sought. Specific information around the protocols regarding accessing new services was also requested.
- ❑ Parents were keen to start using this information as soon as possible in order to make necessary planning arrangement to support continuity of service, and to minimise any associated transition risks.

A timely transition process was seen as important in order to ensure that children were able to adapt to the new services with minimum overall disruption to them.

- ❑ A number of parents suggested that at least 3-4 months notice was needed so that they could start preparing their children for the changes. The transition would need to include provision for gradually exposing children to new staff and venues, if applicable.
- ❑ Some parents felt they may be able to do this by using photos of the new teachers or by accessing the premises a number of times and where therefore keen to have the necessary details.
- ❑ Parents expressed a strong desire for them to be supported by robust transition planning activities that were in place for each child. This was seen as a key part in mitigating any individual risks, and ensuring service continuity was maintained. As part of this, a designated case worker to assist each family was considered helpful.

In order to provide information on the transition process and arrangements, parents provided their opinions on the best forms of communication. Central to thoughts was easy access to regularly updated and thorough information.

- ❑ Multiple forms of communication were discussed in order to ensure the information is received, such as phone calls, periodic emails, letters, in person, through a central point, from the schools or at the EI services themselves.
- ❑ Parents were seeking broad information on the planned changes on the areas identified, and also suggested a FAQ sheet may also be of benefit.
- ❑ Parents also highlighted the need to get information to those parents that are not necessarily linked in via a service – the suggestion was to use hubs like child and family centres and community centres.
- ❑ In further planning the transitioning, parents also suggested a website that could enable parents to search for services by filters such as by location or by disability. This would assist parents in finding the right services and understanding their range of choice, and would reduce time manually filtering through information.



**Service model  
enhancement**



## Service model enhancement Best practice – a change in approach

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Service transition provides an opportunity to make potential improvements within the existing Early Childhood Intervention service model. A review of recent best practice shows that the earlier a child is identified as having a developmental delay or disability, the more likely they are to benefit from strategies targeted towards their needs. Intervening early to build the strengths and skills of both children and their families has been shown to lead to better outcomes over the long term.

Recent years have witnessed a shift in approach to ECI to include a focus on inclusion and capacity building:

- In the past, children with disability were treated differently to other children. While the Early Childhood Education and Care sector (ECEC) was a universal service targeted towards the mainstream, ECI was developed specifically to support children with disability and developmental delay. This siloed approach has been widely discredited, with the evidence base now highlighting the importance of ensuring that ECEC settings have the capacity to provide learning environments for all children regardless of their ability.
- The focus on 'inclusive practice' represents a change in approach, which is underpinned by an understanding of the need to enable children to participate meaningfully in their environment and develop a sense of belonging and inclusion.

The achievement of inclusive, effective and strength based practice for children with developmental delay and disability can be pursued through a number of best practice elements, including:

### *Family centred practice:*

- Family centred practice supports children and families build their capacity to optimise their child's development and enable them to meaningfully participate in their environment. Building parental capacity is especially critical given that formal ECI activities account for just 20% of a child's awake time.
- As part of family centred practice, ECI practitioners undertake home visits, conduct one on one sessions with caregivers and with children to identify how the home learning environment can be enhanced, and how best to build capacity of family to support effective family functioning.
- This approach also recognises the diversity of family needs, and focuses on working with families in their context.

### *Strengths-based approaches:*

- Strengths based approaches reflect a shift in best practice towards empowerment. Activities are premised upon a re-conceptualisation of the understanding of disability, and the shift in goals – rather than identifying and addressing limitations, this approach promotes the identification of strengths.
- Practitioners have a responsibility to work with children and families to understand their strengths, and then develop and implement strategies to build their capacity to participate in their environment, thus recognising and appreciating the individual diversity, strengths and capacity of the child.

### *Natural and inclusive learning environments*

- The shift towards natural and inclusive learning is built on a solid evidence base which demonstrates that children with disability and development delay benefit from interactions with children without disabilities.
- Inclusive practice refers to the need to go beyond traditional notions of inclusion, and conceptualise practice in terms of creating environments that are able to cater for the individual and collective needs of all children and families.
- Inclusive practice provides children with the opportunity to learn through developmentally advanced environments, which provides a more socially stimulating environment, and accelerates learning. Under inclusive early childhood programs, all aspects of program design including policies, laws, institutions, services, facilities and technologies, are developed on principles of universal design.
- Programs should be designed to have the capacity to cater to a diverse range of needs, abilities and circumstances, thus driving policy to integrate ECI into ECEC settings.

*Integrated services*

- Best practice across health and human service sectors has underscored the need to provide more comprehensive and integrated services to ensure that people have access to the services they need, and are able to easily navigate the service system. A 'one-stop' model of service delivery also enables children and family to build relationships with one key worker.
- Children with developmental delay or disability may need a number of services. The provision of services by multiple agencies with different procedures, processes and personnel can be daunting for children and their families. For this reason, best practice in ECI program delivery involves a cross-disciplinary integrated team approach.
- Under current models of best practice, the ECI team member works collaboratively with universal and primary services to facilitate early identification, referral and secondary consultation and to ensure access and participation in a broad range of family, community and professional resources available for all children and families. The key worker therefore provides the linkages to other required services, but remains as the consistent contact and source of support for the family.

*Integration of ECI and ECEC sectors*

- The central tenet of current best practice in ECI is meaningful participation. It therefore follows that children with developmental delay or disability should be included in mainstream ECEC settings and have access to the same services and opportunities as other children.
- The integration of ECI and ECEC programs represents a key service enhancement opportunity that could be explored as part of the transition process.

**The market sounding exercise highlighted support from providers of best practice. Of note was the endorsement of key elements including:**

- Inclusion of children with developmental delay or a disability in mainstream activities and programs in community settings.
- Practitioners working with family members and supporting them to help their children learn new skills. This includes using the child's home environment and identifying learning opportunities to maximise the child's practice of key skills.
- Practice and service interventions based on demonstrated evidence of positive client outcomes.
- The need for appropriately qualified and sufficiently experienced ECI staff- with some organisations recommending minimum qualifications and certification regimes.
- Flexibility of service provision was linked to the ability of providers to deliver services in the home and in other settings (i.e. child care centres, sporting clubs).
- Providing appropriate supportive learning environments (i.e. fit-for purpose facilities).
- Assisting families to access resources and services to address their needs and those of their children. There was real concern with the NDIS that parents don't feel adequately informed to make service choices for their children.

**Providers highlighted a number of key enablers of a successful service model, which may require government to consider how best to ensure support:**

- Sufficiently qualified and experienced staff was viewed as the most significant determinant of service quality. In addition, providers identified the need for adequate funding to be available to also support best practice.
- Providers highlighted a need for appropriate structures to be in place that enabled the ability to demonstrate the effectiveness of a service models – particularly in the context of government focus on outcome based measurements. A number of providers had aligned themselves to Universities or hired researchers to fulfil this role.

Provider feedback also suggested that in a new model of care, both centre-base and home based services are equally important to ensuring a continuum of services to meet the full range of children and families needs.

- While it was recognised that children with developmental delay or a disability have shared needs it was noted that different children respond differently to different interventions and service approaches. Therefore, a range of models should be developed to address diversity of needs and learning styles, including:
  - Centre based: Supported playgroups, long day care centres (with dedicated positions for children with a disability) and more specialist disability centres catering for specific cohorts of children with a disability (i.e. autism).
  - Home-based supports
  - Tele-services: These are provided by a few providers dealing with a small number of clients

**Evidence gathered from the literature review and market sounding highlighted a number of opportunities for ECI service model enhancement. Key opportunities include:**

- The opportunity to pursue enhancements that are aligned with best practice through the transition process within any provider assessments. Capturing elements of current best practice in ECI (such as a focus on family centred practice, cross-disciplinary teams and inclusive learning environments) in the development and assessment of tenders is one strategy that the CSD could pursue.
- The opportunity to drive improvements in service quality through staff training and development, including requirements around ECI staff training and professional development, with an option of specifying training modules and qualifications that must be attained by all staff.
- The opportunity to develop a service model that is co-designed. Undertaking a co-design process with input from service providers and families is not only in line with the spirit of the NDIS (consumer-directed care), but it will also enable stakeholders to feel a sense of ownership in the transition process, which may also address concerns around the changes to service access and eligibility requirements under the NDIS.
- The opportunity to encourage integration of the EC Education / ECI services with the universal ECEC sector. This opportunity could be pursued through a range of strategies, such as the implementation of communication strategies to promote the transition and the importance of inclusive practice, engagement with key ECEC providers to gauge interest.

**In planning to implement any improvements to the existing service model, government should be cognisant of the extent to which this change could be accepted by stakeholders, given the broader changes occurring.**

- Given the underlying resistant to the wider transition from parents, families and carers, the supporting for existing services, and the short timeline, the ability for government to successfully make immediate changes to the existing service model may be limited. Additional changes that are considered unnecessary by some stakeholders may lack the extent of support required to succeed, and therefore fail.
- Government should consider the ability to gradually implement service model improvements through the broader transition process once a stable non government provider landscape has been established. At this point, activities will enable government to capture the support of stakeholders, and better position changes successfully.
- As part of preparing for any enhancements, it would be beneficial to ensure that any new providers are already committed to model best practice within their existing service delivery areas.



**Implications for  
government**





Implications for government  
**Key findings**

Commercial in confidence

Against the context of a forthcoming service delivery exit by government, the findings of the market soundings and consultation program should be reviewed and assessed. As such, our work has highlighted the following key findings for government:

- **There appears to be service interest from the market in providing the ECI services.** Market soundings suggest that there is a market of providers who are interested in providing Early Childhood Intervention Services in the ACT. Interest will need to be confirmed on the release of further specific service information that will allow potential providers to perform their associated due diligence. Market interest is tempered by the transition timescale which may prevent some providers from being able to mobilise and establish services.
- **Risk management as part of a transition process is seen as a priority by providers.** Providers perceive their to be risks in three key areas which are directing thinking with regards to next step activities:
  - **Reputational risks:** Providers are keen to manage any broader issues that arise from the transition process which may reflect on their brand and image. As such, providers are keen to avoid being associated with an unsuccessful transition process that may have broader detrimental impacts for their business.
  - **Financial risks:** Providers have concerns that the funding allotted as part of NDIS packages may not be sufficient to support the delivery of the full range of service required by children in the ACT. This issue was particularly relevant for small to medium sized providers.
  - **Organisational risks:** Providers are keen to manage organisational based risks that are associated with their practical ability to be able to establish a fully functioning and robust service within what is perceived to be a challenge timescale. Concern is driven by a perception of workforce shortages and a need for some providers to identify and establish local infrastructure (particularly relevant for interstate providers).
- **Incentives being offered by government may play an important part in successful transition and risk management.** Government is likely to be required to play a role in risk mitigation either through incentives or broader activities, and will need to think innovatively with regards to how to address provider concerns
- **There is an appetite from providers on the ACT market, community and service needs.** Given the limited scale of provision by local providers, there is a clear desire for information on the service and broader local ACT context. Providers are keen to receive this information in a timely manner in order to allow them to make a considered decision about whether to continue initial interest in service delivery. Failure to do this may significantly hinder the success of the planned transition timeline.
- **The transition provides an opportunity for service model enhancements.** Whilst the existing service is well received, there is an opportunity to move it closer towards established best practice. This would appear to be supported by NGO providers. The ability to implement any changes will need to be carefully managed given the existing timeline and broader concerns expressed by the sector.
- **Client risks and parental concerns will need to be managed through solid and detailed transition planning.** Strong concerns have been registered by families, parents and carers with regards to the transition process and the potential for current service users to receive service gaps or have wider detrimental experiences. As such, government will need to manage these through a robust transition plan that provides clarity to families and alleviates concerns over key transition risks.
- **Strong appetite exists from families and providers for communication on next steps.** Parents families and carers have identified a clear preference for further information relating to the arrangements surrounding the transition, government planning and potential providers. This partly reflects a lack of broader awareness regarding the implications of the NDIS at a practical level. A communications strategy that underpins a clear transition plan will play an important role in gaining the support of these groups.
- **In preparing to support a transition process more broadly, government may consider the role of pre-procurement activities to leverage provider interest.** Central to this will be the release of further service information, and clarification of the scale and detail of transition. Communication activities may also include communications for parents families and carers, and be part of broader transition planning arrangements that seek to manage key risks.

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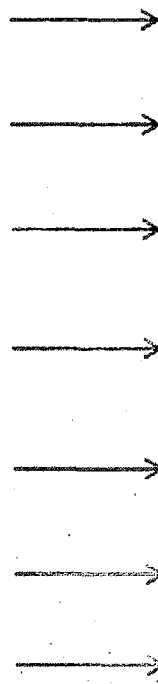
The transition timeline, introduction of the NDIS and sounding feedback create a complex context within which government will need to consider their next steps. Central to this will be ensuring that the transition process achieves the objectives of creating a robust and viable provider market that ensures a successful transition, and that government is aware of the implications of how the recommissioning can support (or otherwise) the foundations for service choice and control of a full NDIS NDIA operated environment.

In finalising government's approach to the recommissioning of existing services, it will be important to consider how the packaging of services and use of incentives can support the achievement of wider objectives. Whilst the appropriateness of the market structure within an NDIS environment will be the ultimate responsibility of the NDIA, ACT government's transition of Early Intervention Services at 1 January 2015 will play a major role in capacity building and providing the foundations of an appropriate structure. It is therefore important that due consideration is given to the ideal dynamics of a future market that would best suit Early Intervention Services in the ACT, and that ACT government where possible takes an approach that demonstrates alignment to NDIA thinking.

**Market and transition principles (to be confirmed)**

**Rationale and potential implications**

1. Ensure the transition to the sector is carefully planned and is implemented in a safe, secure and smooth manner for clients and families, ensuring service continuity and quality
2. Provide a foundation for the NDIS
3. Where possible, facilitate a structure that will generate appropriate service competition within the sector
4. Transition should ultimately drive the establishment of a service model more aligned with best practice
5. Develop a sustainable provider market
6. Increase service delivery innovation and the tailoring of responses to meet client needs
7. Ensure geographical appropriateness and access to services



The transition should be done with minimal impact to clients and wider stakeholders, providing a sustainable service over the long term. May drive a focus on large established providers who can mobilise quickly and can be appointed promptly

A NDIS environment should provide clients with price and service choice beyond large dominant providers. This will require an economically viable and competitive market to be operational across the state with a range of provider types

Clients should have reasonable choice of services and service operators, and should benefit from service and wider improvements as a consequence of competitive tension between providers. Smaller providers should therefore not be disadvantaged through the procurement process and instead be incentivised

Whilst existing services are well received, there is an opportunity to establish a model closer aligned to best practice: Provider selection should consider their ability to support a new way of service delivery, and their experience of best practice to date

The provider market should be sustainable over the long term whilst also maintaining reasonable competition and the ability for new entrants to establish a presence. This may include supporting interstate providers to enter the market and encouraging smaller local providers to expand through direct support and network development

The market should support and encourage service innovation through more efficient delivery models / funding arrangements / joint working. Procurement may need to stimulate the opportunity for providers to develop networks and local relationships

Where possible, services should be delivered in locations that best reflect demand and need

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In determining government's next steps, consideration should be given in a number of key areas that will help to ensure a robust and well structured transition process:

*Pre-procurement planning*

- Government should consider clarifying to the market with the nature and scope of the services being commissioned as well as whether it will include any associated assets such as infrastructure or equipment. In particular, clarity over the transfer or not of staff with services will be important, and will assist in capitalising on stimulated provider interest and ensuring that providers are able to make informed and timely decisions regarding service opportunities.
- Whilst the inclusion of wider assets in a commissioning arrangement should be structured to best maximise provider interest, there may be financial implications or other associate liabilities for government that are unforeseen. Government should therefore consider further work to understand any associated liabilities as a priority.
- Consideration should be given to the ability for government to provide direct financial incentives, either through provision of funding for a defined transition period leading up to a full implementation of the NDIS, or through the provision of other incentives to aid in the establishment of services. Government should consider the extent to which they currently have a clear understanding of the implications of any financial incentives, and are able to award them or not.
- Further analysis may assist government to 'design' the ideal market structure to serve the sector, and thus leverage the respective skills of large interstate providers, small specialised groups and identify potential to include new service provider groups outside of the traditional disability sector market. Analysis that tests and confirms the market design principles proposed will further help to design an appropriate market, and should be considered against service 'tender packaging' and incentives that promotes quality, sustainability, innovation, access and service outcomes.
- Government should also consider the extent to which wider and more general information can be released. Access to key information by the market would help to assist providers in making planning decisions and will be particularly important to interstate providers looking to enter the ACT market for the first time.

*Service model enhancement*

- Consideration should be given as to how best to enable service model enhancements through any procurement or provider assessment process. In facilitating enhancements, government should consider the extent to which change may be accepted or not by service stakeholders. Key enhancements for considerations include:
  - Allow or encourage providers to offer more flexible hours (i.e. later starting or finishing times).
  - Allow or encourage providers to add value through integrated service models (i.e. options for parents to 'add on' EI-focussed day care or EI-focussed after school hours care – which could be offered on a user pays basis), to facilitate more choice and options for those parents who are seeking such services. This builds on what already happens for some children who attend EI and mainstream pre-schools, but expands the offerings. The appropriateness and opportunity to develop user pays services in an NDIS environment would need to be further investigated.
  - Require service providers to demonstrate how they will maintain linkages with mainstream public schools and therapy services (an aspect of the current model that is valued by parents), but enhance this by requiring providers to also build and maintain linkages with private school and private therapy services (this is an area some parents identified as a weakness of the current model). Better links to a wider range of services (including private services) will provide parents with more choice and options, and retention of drop in services and in-home interventions would also address raised concerns.

#### *Procurement*

- Consideration should be given as to how best to leverage the market interest in the service through a tender process, and the full range of transition options that this will support. A competitive tender process may facilitate service model innovation and investment through competition and may be appropriate. Given the short timeline, the overarching priority will need to be service continuity for clients, change & risk management and communication strategies, however government should consider what else could be achieved alongside this and ultimately develop a procurement strategy that is fully aligned.
- In order to build on service interest generated through this process, consideration should be given to industry briefings prior to commencement of a formal procurement process to better inform the market in relation to proposed procurement method, service delivery models, funding arrangements and transition strategy. This should be considered against the constraints of the transition timetable.

#### *Transition planning*

- Consideration should be given to the opportunity for co-design of client transitioning arrangements, using the output of focus groups, broader information sources and participation from parents and potential providers. A forum or workshop with selected groups bringing together best practice, knowledge and stakeholders may help people to positively engage within the transition, and allow providers to learn more about the market and key factors of importance for parents, families and carers. This activity would also form an active part of ongoing sector engagement.
- Development of a detailed implementation and transition plan to support children and families through the transition should be considered by government. This should be underpinned by best-practice change management principles, and provide families with confidence that the transition will be well managed and key risks have been considered.
- Consider developing individual transition plans for service users to ensure continuity of service delivery is maintained and that there is a smooth transition to the new service providers.
- Once the new providers are known, government should consider the process of communication to families, parents and carers. A standard 'information pack' setting out details of their staffing models (including staff qualifications and experience), service ethos / philosophy, and points of difference which can support parents to make informed decisions and may address concerns around quality standards and wider provider issues.

#### *Communication strategy for parents, families and carers*

- Focus groups have identified a need for further communication about the planned changes, as well as broader factors related to the NDIS. Government should consider development of communication strategy that:
  - Provides opportunity for input with regards to the locations and venues for the new services (this is particularly important if they may be fewer locations than there are at present, and/or if there is a possibility for standalone venues that are not attached to mainstream schools under the new arrangements).
  - Gives clarity about any costs or fees that parents may have to pay under the new arrangements, including the fees for 'add on' services. If there is still going to be a minimum government-subsidised entitlement to a number of hours per child, parents need clarity about what that is and how much they may need to be paying for extra services. A standard schedule of fees may be unavailable, but transparency of fee information would be beneficial.
  - Gives clarity regarding overall timelines for the transition, key milestones, and points of involvement for parents, families and carers. Communications should also include wider information on the NDIS and what it may mean for them.
- Communication strategies for consideration could include letters and information sheets to all families, broader communications with the disability / education / early childhood sectors, a 1300 enquiries number and enquiry mailbox and internet sites to provide access to information for a broad range of stakeholders.



*Communication for providers relating to the NDIS*

- Given the existing dominance of service provision by government, and the potential of providers entering from other jurisdictions, government should consider the extent to which broader communication are made in order to further understanding about the ACT market. These communications should look to go beyond the Early Childhood Intervention Services market, and provide information on the broader disability sector and areas where provision will be required. This activity will seek to ensure that providers establish an improved awareness of market opportunities as well as ACT dynamics, and may therefore also support future service transitions.

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# Appendices

1. Providers involved in market soundings
2. List of focus groups performed
3. Summary of individual market soundings



Appendix 2  
Focus groups performed

Commercial in confidence

No.	Date	Time	Location	Advance registrations
1	4th June	10.00am	Hedley Beare Centre for Teaching and Learning (HBCTL), 51 Fremantle Drive Stirling, ACT 2611	5
2	4th June	12.30am	Hedley Beare Centre for Teaching and Learning (HBCTL), 51 Fremantle Drive Stirling, ACT 2611	5
3	16th June	10.00am	Hedley Beare Centre for Teaching and Learning (HBCTL), 51 Fremantle Drive Stirling, ACT 2611	8
4	16th June	12.30pm	Hedley Beare Centre for Teaching and Learning (HBCTL), 51 Fremantle Drive Stirling, ACT 2611	5
5	16th June	5.30pm	Hedley Beare Centre for Teaching and Learning (HBCTL), 51 Fremantle Drive Stirling, ACT 2611	6
6	17th June	10.00am	Hedley Beare Centre for Teaching and Learning (HBCTL), 51 Fremantle Drive Stirling, ACT 2611	7
7	17th June	1.00pm	Nature Conservation House, 186 Emu Bank, Belconnen, ACT 2617	5
8	17th June	5.30pm	Nature Conservation House, 186 Emu Bank, Belconnen, ACT 2617	8
9	17th June	6.00pm	Autism Asperger ACT, Chifley Health and Wellbeing Hub, Corner of Eggleston & MacLaurin Crescents, Chifley, ACT 2606 (KPMG did not attend, but notes and debrief were provided to the project team)	[ ]
10	30th June	11.00am	Hedley Beare Centre for Teaching and Learning (HBCTL), 51 Fremantle Drive Stirling, ACT 2611	4
11	30th June	5.30pm	Nature Conservation House, 186 Emu Bank, Belconnen, ACT 2617	2
12	1st July	10.00am	Nature Conservation House, 186 Emu Bank, Belconnen, ACT 2617	2
13	1st July	5.30pm	Hedley Beare Centre for Teaching and Learning (HBCTL), 51 Fremantle Drive Stirling, ACT 2611	4
14	7th July	12.30pm	Nature Conservation House, 186 Emu Bank, Belconnen, ACT 2617	3

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6/11



Gotovac, Jessica

From: Evans, Jacinta  
Sent: Saturday, 26 July 2014 4:53 PM  
To: Whitten, Meredith  
Subject: Re: ECI - KPMG draft final report

Great, thanks Meredith. I will have a good read of it.

Cheers

Jacinta

> On 26 Jul 2014, at 4:22 pm, "Whitten, Meredith" <Meredith.Whitten@act.gov.au> wrote:  
>  
> Hi Jacinta  
>  
> This report provides a great deal of insight. I am sure that Kate will forward to all  
people who need to see it.  
>  
> Meredith  
>  
> From: Short, Joe [mailto:jjshort@kpmg.com.au]  
> Sent: Friday, 25 July 2014 4:47 PM  
> To: Starick, Kate; Whitten, Meredith; Sheehan, Maureen  
> Subject: ECI - KPMG draft final report  
>  
> Dear all,  
>  
> Please find attached KPMG's final report for our market sounding and focus group  
project. This is sent to you in draft format and we will await your feedback prior to  
finalising it.  
>  
> Please don't hesitate to contact me if you have any queries.  
>  
> Kind regards,  
>

---

> Joe  
> 0409 396 444  
> \*\*\*\*\*

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- > \*\*\*\*\*
- > <ACT ECI market soundings draft final report vsent.pdf>

**Gotovac, Jessica**

---

**From:** Whitten, Meredith  
**Sent:** Saturday, 26 July 2014 4:21 PM  
**To:** 'Short, Joe'; Starick, Kate; Sheehan, Maureen  
**Subject:** 105RE: ECI - KPMG draft final report

**Categories:** Red Category

Dear Joe

Thank you for the draft final report which provides us with a great deal of information to plan the future service offer.

Meredith

---

**From:** Short, Joe [mailto:jjshort@kpmg.com.au]  
**Sent:** Friday, 25 July 2014 4:47 PM  
**To:** Starick, Kate; Whitten, Meredith; Sheehan, Maureen  
**Subject:** ECI - KPMG draft final report

Dear all,

Please find attached KPMG's final report for our market sounding and focus group project. This is sent to you in draft format and we will await your feedback prior to finalising it.

Please don't hesitate to contact me if you have any queries.

Kind regards,

Joe  
0409 396 444

\*\*\*\*\*

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Gotovac, Jessica

From: Sheehan, Maureen  
Sent: Monday, 28 July 2014 7:27 AM  
To: Short, Joe  
Cc: Starick, Kate; Whitten, Meredith  
Subject: Re: ECI - KPMG draft final report

Thanks Jo.

It is a great report I am keen to discuss it with you and the government team. I think it fits very nicely with the national report on the roll out of the NDIS according to market capacity and the sort of targeted interventions in the market that will be necessary depending on risk, particularly where government is withdrawing from service provision. We will of course provide detailed comments

Regards  
Maureen

Maureen Sheehan Executive Director Service Strategy and Community Building

> On 25 Jul 2014, at 4:47 pm, "Short, Joe" <jjshort@kpmg.com.au> wrote:

>  
> Dear all,  
>  
> Please find attached KPMG's final report for our market sounding and focus group project. This is sent to you in draft format and we will await your feedback prior to finalising it.

> Please don't hesitate to contact me if you have any queries.

> Kind regards,

> Joe  
> 0409 396 444

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> <ACT ECI market soundings draft final report vsent.pdf>

**Gotovac, Jessica**

**From:** Sheehan, Maureen  
**Sent:** Monday, 28 July 2014 7:33 AM  
**To:** Starick, Kate; Howson, Natalie  
**Cc:** Howson, Natalie; Hosie, Donna; O'Rourke, Rex; Gniel, Stephen; Evans, Jacinta; Whitten, Meredith  
**Subject:** Re: EIP update

Natalie

The KPMG report not surprisingly aligns with the national report's analysis of roll out of NDIS according to market maturity and the targeted interventions in the market which will be necessary where there is a risk of market failure, particularly when government is ceasing service provision. It's a good report I think. We will quickly discuss with ETD And prepare for a joint briefing of our Minister.

Regards  
Maureen

Maureen Sheehan Executive Director Service Strategy and Community Building

- > On 27 Jul 2014, at 8:43 pm, "Starick, Kate" <Kate.Starick@act.gov.au> wrote:
- >
- > Hi Natalie
- > Yes we will need to develop a position this week and we are meeting with NDIA on 4th August.
- >
- > Seeking to make overview of report available publicly, as well as information from the focus groups available for interested providers.
- >
- > Very broadly, key themes (some are obvious) . Detailed transition
- > planning and communication strategy . Community may not be prepared
- > for large change all at once, therefore, government may seek to progress with a blended approach offering greater flexibility, groups and an integrated service.
- > . Parents see links with education for new providers as very important
- > . Providers seeking to work in partnership with government and very open to a graduated change approach similar to above.
- > . See government as having a role in providing financial stability and incentives, particularly in light of the open market context under NDIS.
- > . Providers also expressed concern regarding pricing under NDIS, therefor also seeking government to continue to fund anywhere between 6 months to 2 years.
- > . Differing views between interstate large providers and local providers seeking to expand as to how services should be procured.
- >
- > Following receipt of this report, we will provide feedback to KPMG, am recommending changes to description of market profile as it has changed with changes to phasing which affects risks to liquidity initially identified.
- >
- > We also need to segment the existing market in view of a viable footprint that will attract larger interstate providers and within that, what options might be attractive to smaller local providers seeking to expand, but with limited financial resources.
- >
- > Regards
- > Kate
- >
- > Sent from my iPad
- >
- >> On 27 Jul 2014, at 7:33 pm, "Howson, Natalie" <Natalie.Howson@act.gov.au> wrote:
- >>
- >> Hi Kate
- >>

>> Can you let me know how we intend to bring the KPMG report forward  
>> This week , what we specifically will be recommending and risks emerging  
>>  
>> I understand this is crunch week.  
>>  
>> I'd like to talk to Kathy Leigh and Dianne about this ASAP  
>>  
>> No doubt we'll cover some of this ground with min burch tomorrow  
>>  
>> Thanks  
>>  
>>  
>> Natalie Howson  
>> Director General  
>> Community Services Directorate  
>> Ph:02 62055335  
>>

**Gotovac, Jessica**

---

**From:** Starick, Kate  
**Sent:** Monday, 28 July 2014 8:33 AM  
**To:** Whitten, Meredith  
**Subject:** FW: EIP update

Hi Meredith  
FYI  
Forgot to cc you in  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047 ACT NDIS Taskforce | Community Services  
Directorate | ACT Government Level 2 Nature Conservation House | 153 Emu Bank, Belconnen  
ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

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

**From:** Starick, Kate  
**Sent:** Sunday, 27 July 2014 8:43 PM  
**To:** Howson, Natalie  
**Cc:** Sheehan, Maureen; Hosie, Donna; O'Rourke, Rex  
**Subject:** Re: EIP update

Hi Natalie  
Yes we will need to develop a position this week and we are meeting with NDIA on 4th August.

Seeking to make overview of report available publicly, as well as information from the focus groups available for interested providers.

Very broadly, key themes (some are obvious) . Detailed transition planning and communication strategy . Community may not be prepared for large change all at once, therefore, government may seek to progress with a blended approach offering greater flexibility, groups and an integrated service.

- ~~. Parents see links with education for new providers as very important . Providers seeking~~  
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We also need to segment the existing market in view of a viable footprint that will attract larger interstate providers and within that, what options might be attractive to smaller local providers seeking to expand, but with limited financial resources.

Regards  
Kate

Sent from my iPad

649

> On 27 Jul 2014, at 7:33 pm, "Howson, Natalie" <[Natalie.Howson@act.gov.au](mailto:Natalie.Howson@act.gov.au)> wrote:  
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>  
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>  
> Thanks  
>  
>  
> Natalie Howson  
> Director General  
> Community Services Directorate  
> Ph:02 62055335  
>



Gotovac, Jessica

---

**From:** Starick, Kate  
**Sent:** Monday, 28 July 2014 8:38 AM  
**To:** Fraser, Norman; Gehrig, Therese (Health); Hatherly, Bronwyn; Johnston, Claire; King, Sarah; Kipling, Wendy (Health); Lazo CSD, Rona; McClelland, Lisa; Reardon, Michelle; Swan, Kelly  
**Cc:** Sheehan, Maureen  
**Subject:** FW: ECI - KPMG draft final report  
**Attachments:** ACT ECI market soundings draft final report vsent.pdf  
  
**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Dear Claire and Sarah

Please find attached the latest draft of the KPMG Report for Early intervention services.

Very broadly, key themes (some are obvious)

- . Detailed transition planning and communication strategy
- . Community may not be prepared for large change all at once, therefore, government may seek to progress with a blended approach offering greater flexibility, groups and an integrated service.
- . Parents see links with education for new providers as very important . Providers seeking to work in partnership with government and very open to a graduated change approach similar to above.
- . See government as having a role in providing financial stability and incentives, particularly in light if the open market context under NDIS.
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- . Differing views between interstate large providers and local providers seeking to expand as to how services should be procured.

Following receipt of this report, we will provide feedback to KPMG, am recommending changes to description of market profile as it has changed with changes to phasing which affects risks to liquidity initially identified.

We also need to segment the existing market in view of a viable footprint that will attract larger interstate providers and within that, what options might be attractive to smaller local providers seeking to expand, but with limited financial resources.

I understand ETD and Maureen have planned a joint briefing for the Minister.

---

Regards  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**  
Level 2 Nature Conservation House| 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

---

**From:** Short, Joe [<mailto:jjshort@kpmg.com.au>]  
**Sent:** Friday, 25 July 2014 4:47 PM  
**To:** Starick, Kate; Whitten, Meredith; Sheehan, Maureen  
**Subject:** ECI - KPMG draft final report

Dear all,

Please find attached KPMG's final report for our market sounding and focus group project. This is sent to you in draft format and we will await your feedback prior to finalising it.

Please don't hesitate to contact me if you have any queries.

Kind regards,

Joe  
0409 396 444

\*\*\*\*\*

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**Gotovac, Jessica**

---

**From:** Fraser, Norman  
**Sent:** Monday, 28 July 2014 10:19 AM  
**To:** Starick, Kate  
**Cc:** King, Sarah  
**Subject:** Section in KPMG report- page 9 market on Early intervention  
**Attachments:** Section in KPMG report- page 9 market on Early intervention.doc

Hi Kate

I suggest KPMG use one of the attached tables instead on the text they have used under the section called 'Early Intervention Service in the ACT', page 9 of the report. We need to decide which table to use.

Regards Norm

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**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Monday, 28 July 2014 10:20 AM  
**To:** Fitzgerald, Fran; McClelland, Lisa; Elsey, Melissa  
**Subject:** 114KPMG EI

**Categories:** Red Category

Good morning

Would you be able to arrange a 1 hr meeting with

Meredith

Maureen

Myself

Stephen Gniel

Bet Mitchell

Sarah King

Lynnette (Lindy) Abbott

Jacinta Evans

This week regarding the KPMG Early Intervention Report.

Agenda to follow

Thank you very much

Regards

Kate

Kate Starick | Director |

P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047

**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**

Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

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**Gotovac, Jessica**

**From:** Short, Joe [jshort@kpmg.com.au]  
**Sent:** Monday, 28 July 2014 10:58 AM  
**To:** Starick, Kate; Whitten, Meredith; Sheehan, Maureen  
**Subject:** RE: ECI - KPMG draft final report

Dear all,

Thank you for the initial feedback – and I'm glad the report will provide useful input going forwards.

Kate, I will await to hear from you further once you have met as a group.

Best wishes,

Joe

**From:** Starick, Kate [mailto:Kate.Starick@act.gov.au]  
**Sent:** Monday, 28 July 2014 9:13 AM  
**To:** Short, Joe; Whitten, Meredith; Sheehan, Maureen  
**Subject:** RE: ECI - KPMG draft final report

Hi Joe

This report is very interesting. We are hopefully meeting shortly to discuss.

Will speak to you soon

Kate

Kate Starick | Director |

P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047

ACT NDIS Taskforce | Community Services Directorate | ACT Government

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---

**From:** Short, Joe [mailto:jshort@kpmg.com.au]

**Sent:** Friday, 25 July 2014 4:47 PM

**To:** Starick, Kate; Whitten, Meredith; Sheehan, Maureen

**Subject:** ECI - KPMG draft final report

Dear all,

Please find attached KPMG's final report for our market sounding and focus group project. This is sent to you in draft format and we will await your feedback prior to finalising it.

Please don't hesitate to contact me if you have any queries.

Kind regards,

Joe

0409 396 444

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**Gotovac, Jessica**

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**From:** Evans, Jacinta  
**Sent:** Monday, 28 July 2014 2:42 PM  
**To:** Whitten, Meredith  
**Subject:** EI report

Hi Meredith

I have had a look at the KPMG EI report and also had a chat with Kate. I think I need to talk through with you how we approach this to ensure we cover off on the HR considerations if we are including some component of therapy services in the procurement. I just want to be sure that I am providing Kate with all the information she needs to get this moving.

Can I please make a time with you tomorrow?

Cheers

Jacinta

**Jacinta Evans | Senior Manager**  
Phone 02 62051273 | Fax 02 62051266 | [jacinta.evans@act.gov.au](mailto:jacinta.evans@act.gov.au)  
Therapy ACT | Community Services Directorate | ACT Government  
Cnr Weingarh St and Blackwood Tce Holder ACT 2601 | GPO Box 158 Canberra ACT 2601 | [www.act.gov.au](http://www.act.gov.au)

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**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Monday, 28 July 2014 8:02 PM  
**To:** King, Sarah; Hatherly, Bronwyn; Johnston, Claire; Fraser, Norman  
**Subject:** Fwd: KPMG Early Intervention - IN CONFIDENCE  
**Attachments:** image001.jpg

FYI  
Kate

Sent from my iPad

Begin forwarded message:

**From:** "Whitten, Meredith" <Meredith.Whitten@act.gov.au>  
**Date:** 28 July 2014 1:40:36 pm AEST  
**To:** "Starick, Kate" <Kate.Starick@act.gov.au>, "Sheehan, Maureen" <Maureen.Sheehan@act.gov.au>  
**Subject:** RE: KPMG Early Intervention - IN CONFIDENCE

Hi Kate

Good summary of proposed approach. Would you also include:

- analysis of each organisation (by KPMG) of their financial capacity to establish early intervention services in the ACT. There appeared to be some organisations which expressed they had the financial capacity.

The staffing secondment needs to be discussed with ETD during the meeting or separately by phone.

Meredith Whitten | Executive Director |  
 Phone 620 71475 | Fax 620 71371 | Mobile 0419 426 308  
 Disability ACT | Community Services Directorate | ACT Government  
 Level 2 Nature Conservation House 153 Emu Bank BELCONNEN ACT 2617 | GPO Box 158 Canberra ACT 2601 |  
[www.act.gov.au](http://www.act.gov.au) |

**From:** Starick, Kate  
**Sent:** Monday, 28 July 2014 12:54 PM  
**To:** Sheehan, Maureen; Whitten, Meredith  
**Subject:** KPMG Early Intervention - IN CONFIDENCE

Hi Meredith and Maureen

Am finalising this afternoon the procurement approach to transition early intervention services delivered through ETD based on the information provided from the KPMG report.

I would like to bring the proposed approach to the meeting on Tuesday, but wondered if I could run it past you briefly before hand?

I am proposing to base the approach on the model used for housing and homelessness in Tasmania.

Structure the requirements to

- Encourage and establish new providers
- Form alliances



- Ensure coverage of existing services
- Work with providers within a desired timeframe to transition services to new models of support
- Work in a co-design model in transitioning services

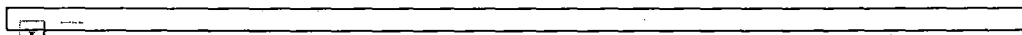
To do this it appears providers want to

- Work collaboratively with Government regarding access to AH and education staff
- Have access to premises
- Understand the legislative environment in the ACT
- Understand NDIS context
- Develop links locally to mainstream education, health and early intervention
- Understand user population and operating costs.

One question I have is if ETD would want to consider some of the secondment or other staffing options that TACT is currently exploring? Would it be OK to raise this with them?

Regards  
Kate

Kate Starick | Director |  
 P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**  
 Level 2 Nature Conservation House| 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)



**Gotovac, Jessica**

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**From:** Hatherly, Bronwyn  
**Sent:** Tuesday, 29 July 2014 8:40 AM  
**To:** Starick, Kate  
**Subject:** 122RE: Early intervention proposal meeting 28/7/14

**Categories:** Red Category

Fine with me

---

**From:** Starick, Kate  
**Sent:** Monday, 28 July 2014 7:43 PM  
**To:** Hatherly, Bronwyn  
**Cc:** King, Sarah; Fraser, Norman; Johnston, Claire  
**Subject:** Re: Early intervention proposal meeting 28/7/14

This is great Bronwyn. Can I send to Lindy?

Sent from my iPad

On 28 Jul 2014, at 5:11 pm, "Hatherly, Bronwyn" <[Bronwyn.Hatherly@act.gov.au](mailto:Bronwyn.Hatherly@act.gov.au)> wrote:

Hi all  
Notes from today's Taskforce and Taskforce/Education meeting.

Timeframe

Meeting with NDIA to discuss – Monday 4 August  
Proposal due by next week – is this going to NDIA on Monday?  
ETD Early Intervention team meeting – 5 August

Actions

1. Kate to forward Sarah and Claire – KPMG and Best Practise reports
2. Kate/Sarah to seek procurement advice from CGU and Tasmania and set timeline for 2 stage procurement (EOI and Tender).
- ~~3. Sarah to develop the proposal and circulate to CSD and ETD this week to ensure messaging and intent consistent and achievable~~
4. Claire to develop a communications plan
5. Norm to provide modelling on market costs and provider viability in the Early Intervention market
6. Bronwyn to collate risks register
7. Sarah to provide proforma for the facilities/infrastructure requirements for ETD to complete to inform the leasing arrangements in the EOI and Tender.
8. Lindy to provide an indication of facilities availability by date? Contact Barry Wilcott
9. Lindy to provide ACT education policy on what level of qualification is required to deliver face to face education programs
10. Lindy to provide ACT Education definition of an "Education Program"
11. Lindy to provide information on current referral pathways for EOI – not sure if I captured that correctly
12. Lindy to determine workforce arrangements for current Early Intervention staff with Corallee (? May have wrong name)
13. Lindy to provide information on awards, standards etc that staff are accountable too.
14. Lindy to forward invitation to Kate and Sarah for ETD Early Intervention meeting Tuesday 5 Aug.

Communications Plan

Information to families on what is expected of families in transition to a best practise model, so it is seen as a benefit to be involved not a reduction of service. Parents are used to the option to drop children off and pick up later rather than parent involvement.

Risks

Workforce

- 1. Lack of workforce to staff Early Intervention services as teachers, psychologists, learning assistance currently employed by government may not want to move to the NGO market.
- 2. Teachers will not have opportunity to keep TPI accreditation with NGO sector and therefore limits their opportunities in the future.
- 3. Some staff do not have confidence in the government's decision to withdraw from service and may be resistant to corporate in transition.
- 4. Maintaining sufficient skills in the mainstream early intervention education services for children who are not eligible for NDIS.
- 5. Emerging risk - Unions not supportive of Education withdrawing from Early Intervention services and actively campaigning against government decision

Participants

- 1. Parents of children, currently receiving EI services who are ineligible for NDIS, may be resistant to the new mainstream model of parent involvement in classes.

Financial

- 1. Providers able to deliver services within NDIS market rates

Providers

- 1. Unable to attract sufficient service providers to cater for market requirements within the 6 month timeframe.
- 2. New and existing providers require to be financially underwritten to establish sustainable services in the ACT.
- 3. Small providers not viable in market – encourage mergers/partnering to provide services and reduce overheads and administrative costs

Reputation

- 1. ~~Initiatives implemented are viewed as little or no choice and that the choices are costing more – messaging required to assure consumers that government is working on establishing market diversity to address choice and control in the sector.~~

**Bronwyn Hatherly** | Project Officer |

**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**

Telephone 02 6207 0890 | Facsimile 02 6205 0228

Level 2, Nature Conservation House, 153 Emu Bank, Belconnen ACT | GPO Box 158, Canberra, ACT 2601 | [www.act.gov.au/ndis](http://www.act.gov.au/ndis)

<image003.jpg>

b8c

**Gotovac, Jessica**

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**From:** Johnston, Claire  
**Sent:** Tuesday, 29 July 2014 9:16 AM  
**To:** Dutt, Kanchan  
**Subject:** Early Intervention  
**Attachments:** ACT ECI market soundings draft final report vsent.pdf; 140521 - ETD Communications Strategy - Implementation of NDIS Early Intervention Programs and Services.docx

Hi Kanchan,

We now have the final (draft) report from KPMG into early intervention services. See attached.

We had a brief meeting about it yesterday, and I think we will need to pull together some sort of comms plan – it seems to me that there are some pretty high risks with what we are now proposing to do.

I am coming into the city around lunchtime if you want to have a chat about it.

Anna Caldwell and I had a meeting with the ETD comms people back in May/June and they sent through the attached comms plan regarding early intervention – do you think we should get them to devise the comms plan for this, or work together with them to fill in the blanks of their comms plan now that we have the KPMG report? Maybe we should arrange a meeting with them to talk through it? I am not sure how involved they are in the whole process...

Cheers,  
Claire

---

**From:** Starick, Kate  
**Sent:** Sunday, 8 June 2014 12:54 PM  
**To:** Johnston, Claire  
**Subject:** 140521 - ETD Communications Strategy - Implementation of NDIS Early Intervention Programs and Services.docx

Thank you Claire. I have included highlighted bits with questions – mostly for ETD.

~~Happy to discuss how we follow this up~~

Cheers  
Kate

694

**Gotovac, Jessica**

**From:** Starick, Kate  
**Sent:** Tuesday, 29 July 2014 1:16 PM  
**To:** Hatherly, Bronwyn; King, Sarah; Johnston, Claire  
**Subject:** FW: ACT Early intervention market soundings - KPMG update report  
**Attachments:** ECI Report Final.pdf

Hi Please find best practice report from yesterday  
Regards  
kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
ACT NDIS Taskforce | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House| 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

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**From:** Short, Joe [<mailto:jjshort@kpmg.com.au>]  
**Sent:** Friday, 4 July 2014 4:00 PM  
**To:** Sheehan, Maureen; Starick, Kate; Whitten, Meredith  
**Subject:** ACT Early intervention market soundings - KPMG update report

Dear Maureen, Kate and Meredith,

Please find attached the KPMG update report which captures our work performed to date on the Early Intervention transition:  
Recognising the timelines of the project, we have looked to make it as complete as possible, and have also started to consider some of the key areas of things government may like to consider in planning for the transition. These will need to be thought through by the team properly and in more detail once all of the project activities have been completed, so I would ask you to treat the contents of the document very much as emerging thoughts at this stage.

I hope that this is sufficient for your purposes at this time. As confirmed, we will provide our draft final report to you by July 25<sup>th</sup>.

---

I also attach the final copy of our research report, which incorporates the feedback previously provided:  
Please don't hesitate to contact me if you have any queries.

Kind regards,  
  
Joe  
Director  
0409 396 444

\*\*\*\*\*  
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**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Tuesday, 29 July 2014 1:17 PM  
**To:** Hatherly, Bronwyn; Johnston, Claire  
**Cc:** King, Sarah  
**Subject:** 124FW: ECI - KPMG draft final report  
**Attachments:** ACT ECI market soundings draft final report vsent.pdf  
  
**Categories:** Red Category

And final report – I think I've sent this before  
Regards  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**  
Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

---

**From:** Short, Joe [<mailto:jjshort@kpmg.com.au>]  
**Sent:** Friday, 25 July 2014 4:47 PM  
**To:** Starick, Kate; Whitten, Meredith; Sheehan, Maureen  
**Subject:** ECI - KPMG draft final report

Dear all,

Please find attached KPMG's final report for our market sounding and focus group project. This is sent to you in draft format and we will await your feedback prior to finalising it.

Please don't hesitate to contact me if you have any queries.

Kind regards,

---

Joe  
0409 396 444

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**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Tuesday, 29 July 2014 5:15 PM  
**To:** Gniel, Stephen; Sheehan, Maureen; Mitchell, Beth  
**Cc:** King, Sarah  
**Subject:** 19FW: Early Intervention information [DLM=For-Official-Use-Only]

**Importance:** High

**Categories:** Red Category

Hi All

The NDIA have requested the below information for Monday's meeting. I will also forward the most recent draft of the KPMG report

Thank you

Regards

Kate

Kate Starick | Director |

P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047

ACT NDIS Taskforce | Community Services Directorate | ACT Government

Level 2 Nature Conservation House| 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

**From:** TIBBITTS, Alice [<mailto:Alice.TIBBITTS@ndis.gov.au>]

**Sent:** Tuesday, 29 July 2014 3:25 PM

**To:** Sheehan, Maureen; Starick, Kate

**Cc:** SCHULTZ, Kristine

**Subject:** Early Intervention information [DLM=For-Official-Use-Only]

Hi Maureen and Kate

I understand that you are meeting with Jillian and Mary on Monday to discuss market development.

~~In preparation for that meeting could we please have the following information in relation to the ACT government Early intervention programs.~~

1. An assessment of how the current program correlates to NDIS access requirements
2. A description of the supports provided in the program and how this matches to what is provided by the NDIA.
3. An indication of proposed arrangements to fund this services for children who do not qualify for NDIS but are accepted into the program.

Jillian is out of town on agency business so either Kristine or I can discuss these points with you if there is further information or clarification you need on what information we are looking for.

Thanks

Alice

**Gotovac, Jessica**

**From:** Johnston, Claire  
**Sent:** Wednesday, 30 July 2014 5:00 PM  
**To:** Starick, Kate; Fraser, Norman; Gehrig, Therese (Health); Hatherly, Bronwyn; King, Sarah; Kipling, Wendy (Health); Lazo CSD, Rona; McClelland, Lisa; Reardon, Michelle; Swan, Kelly  
**Cc:** Sheehan, Maureen  
**Subject:** 128  
**Categories:** Red Category

Hi Kate, here are my initial thoughts on comms surrounding the early intervention report:

- I would recommend Government determines its response to the KPMG report before releasing a public version of the recommendations.
  - Release a public "mini report" detailing the work KPMG undertook (as promised by Minister):
    - o Scope
    - o Objectives
    - o Findings (parents and providers)
    - o Key recommendations
    - o Next steps
  - How do we manage the issue of timelines – this seems to be a big issue for providers, which we can't avoid I don't think.
  - Develop a comms plan (or add to ETD original comms plan) based on the KPMG report, outlining comms strategy for the two key stakeholder groups – providers and families (Sarah and I meeting with ETD tomorrow).
- 
- Need to determine who takes the lead on the comms work, particularly relating to families.
  - Approach the 22 organisations who reported a high interest in delivering early intervention services to see if we can publically release their details (media opportunity).
  - Opportunity for op ed from the Minister to set the agenda from here.
  - Further consultation with families – what would that look like?
  - Public communication of agreement with NDIA when it is reached.
  - Need for a detailed transition schedule with clear timelines and milestones (p25).
  - Need to work with NDIA to determine how certain things will be communicated (i.e. the NDIS planning process for parents, how parents will be able to search for providers – could they do this on the NDIS website??).
  - Are there any scenarios where a child accessing early intervention services now will not be eligible under the NDIS early intervention eligibility criteria, and if so, why?

**From:** Starick, Kate  
**Sent:** Monday, 28 July 2014 8:38 AM  
**To:** Fraser, Norman; Gehrig, Therese (Health); Hatherly, Bronwyn; Johnston, Claire; King, Sarah; Kipling, Wendy (Health); Lazo CSD, Rona; McClelland, Lisa; Reardon, Michelle; Swan, Kelly  
**Cc:** Sheehan, Maureen  
**Subject:** FW: ECI - KPMG draft final report

Dear Claire and Sarah  
Please find attached the latest draft of the KPMG Report for Early intervention services.

- . Very broadly, key themes (some are obvious)
- . Detailed transition planning and communication strategy
- . Community may not be prepared for large change all at once, therefore, government may seek to progress with a blended approach offering greater flexibility, groups and an integrated service.
- . Parents see links with education for new providers as very important . Providers seeking to work in partnership with government and very open to a graduated change approach similar to above.
- . See government as having a role in providing financial stability and incentives, particularly in light if the open market context under NDIS.
- . Providers also expressed concern regarding pricing under NDIS, therefor also seeking government to continue to fund anywhere between 6 months to 2 years.
- . Differing views between interstate large providers and local providers seeking to expand as to how services should be procured.

Following receipt of this report, we will provide feedback to KPMG, am recommending changes to description of market profile as it has changed with changes to phasing which affects risks to liquidity initially identified.

We also need to segment the existing market in view of a viable footprint that will attract larger interstate providers and within that, what options might be attractive to smaller local providers seeking to expand, but with limited financial resources.

I understand ETD and Maureen have planned a joint briefing for the Minister.

Regards  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**  
Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

**From:** Short, Joe [<mailto:jjshort@kpmg.com.au>]  
**Sent:** Friday, 25 July 2014 4:47 PM  
**To:** Starick, Kate; Whitten, Meredith; Sheehan, Maureen  
**Subject:** ECI - KPMG draft final report

Dear all,

Please find attached KPMG's final report for our market sounding and focus group project. This is sent to you in draft format and we will await your feedback prior to finalising it.

Please don't hesitate to contact me if you have any queries.

Kind regards,

Joe  
0409 396 444

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**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Wednesday, 30 July 2014 6:24 PM  
**To:** Short, Joe  
**Cc:** Gniel, Stephen; Whitten, Meredith; Sheehan, Maureen; Fraser, Norman; Evans, Jacinta; Abbott, Lynette; Mitchell, Beth; King, Sarah  
**Subject:** 129  
**Attachments:** ACT ECI market soundings draft final report vsent.pdf  
  
**Importance:** High  
  
**Categories:** Red Category

Hi Joe

Thank you for the opportunity to comment. I have received feedback from ETD that the over view section of the report, could benefit from being more aligned with the contextual information in the best practice report.

I will also send a table on in-scope EI funding which may add to context.

When I have added comments, a line was put through the text – this is not always intended – sorry.

Norm – could you please double check the comment on liquidity under context – is this still the case?

Regards  
Kate

**Gotovac, Jessica**

---

**From:** Starick, Kate  
**Sent:** Wednesday, 30 July 2014 6:26 PM  
**To:** Short, Joe  
**Cc:** Gniel, Stephen; Whitten, Meredith; Sheehan, Maureen; Mitchell, Beth; Abbott, Lynette; King, Sarah; Evans, Jacinta  
**Subject:** FW: Section in KPMG report- page 9 market on Early intervention  
**Attachments:** Section in KPMG report- page 9 market on Early intervention.doc

Hi Joe  
As per previous email, please find additional EI funding breakdown  
Regards  
kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
**ACT NDIS Taskforce** | Community Services Directorate | **ACT Government**  
Level 2 Nature Conservation House| 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

**From:** Fraser, Norman  
**Sent:** Monday, 28 July 2014 10:20 AM  
**To:** Starick, Kate  
**Cc:** King, Sarah  
**Subject:** Section in KPMG report- page 9 market on Early intervention

Hi Kate

I suggest KPMG use one of the attached tables instead on the text they have used under the section called 'Early Intervention Service in the ACT', page 9 of the report. We need to decide which table to use.

Regards Norm

100  
**Gotovac, Jessica**

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**From:** Howson, Natalie  
**Sent:** Thursday, 31 July 2014 10:12 AM  
**To:** Sheehan, Maureen  
**Cc:** Whitten, Meredith; Starick, Kate; O'Rourke, Rex  
**Subject:** 131NDIA - KPMG

**Categories:** Red Category

Hi Maureen

We need to cover off issues arising from is report with minister burch , can you check in with Meredith - given the delay in the cabinet consideration of the info paper it also makes sense to provide minister burch with an updated brief for cabinet so that she can discuss the KPMG report as we approach MINCO .

On a similar theme Meredith and I have just discussed the recasting of the project board and task force terms of reference . It is important we settle this at the next meeting and I would prefer a pre brief with you and Kate to go over the re scoping . The definition of main stream service offers should be incorporated into the re scoping don't you think? Kate should be flagging this and suggesting officials brief their DGs .

Thanks

Natalie Howson

Director General  
Community Services Directorate  
Ph 02 6205 5335

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761

**Gotovac, Jessica**

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**From:** King, Sarah  
**Sent:** Thursday, 31 July 2014 11:16 AM  
**To:** Fraser, Norman  
**Subject:** norm we need you input on the Early intervention tender re costs...

**Importance:** High

1. Norm to provide modelling on market costs and provider viability in the Early Intervention market ...you might need more words around the issues ..

Sarah King  
ACT NDIS Taskforce  
Phone 62050003 : | Email: [Sarah.King@act.gov.au](mailto:Sarah.King@act.gov.au)  
Community Services Directorate | ACT Government  
GPO Box 158 Canberra ACT 2601 |  
[www.dhcs.act.gov.au](http://www.dhcs.act.gov.au)



770

**Gotovac, Jessica**

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**From:** TIBBITTS, Alice [Alice.TIBBITTS@ndis.gov.au]  
**Sent:** Thursday, 31 July 2014 12:52 PM  
**To:** Starick, Kate; Sheehan, Maureen; HAWKINS, Mary; PAULL, Jillian  
**Cc:** SCHULTZ, Kristine; King, Sarah; Gniel, Stephen  
**Subject:** 133RE: Early Intervention information [DLM=For-Official-Use-Only]

**Categories:** Red Category

Many thanks Kate

Alice

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**From:** Starick, Kate [mailto:Kate.Starick@act.gov.au]  
**Sent:** Tuesday, 29 July 2014 5:30 PM  
**To:** TIBBITTS, Alice; Sheehan, Maureen; HAWKINS, Mary; PAULL, Jillian  
**Cc:** SCHULTZ, Kristine; King, Sarah (ACT gov); Gniel, Stephen  
**Subject:** RE: Early Intervention information [DLM=For-Official-Use-Only]

Hi Alice will do.

Also please find attached the next draft of the final report from KPMG. We have some further feedback to provide yet, particularly on their analysis of the sector.

Regards  
Kate

Kate Starick | Director |  
P 02 6205 7062 | M 0408 230 214 | F 02 6207 2047  
ACT NDIS Taskforce | Community Services Directorate | ACT Government  
Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

---

**From:** TIBBITTS, Alice [mailto:Alice.TIBBITTS@ndis.gov.au]  
**Sent:** Tuesday, 29 July 2014 3:25 PM  
**To:** Sheehan, Maureen; Starick, Kate  
**Cc:** SCHULTZ, Kristine  
**Subject:** Early Intervention information [DLM=For-Official-Use-Only]

Hi Maureen and Kate

I understand that you are meeting with Jillian and Mary on Monday to discuss market development.

In preparation for that meeting could we please have the following information in relation to the ACT government Early intervention programs.

1. An assessment of how the current program correlates to NDIS access requirements
2. A description of the supports provided in the program and how this matches to what is provided by the NDIA.
3. An indication of proposed arrangements to fund this services for children who do not qualify for NDIS but are accepted into the program.

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Jillian is out of town on agency business so either Kristine or I can discuss these points with you if there is further information or clarification you need on what information we are looking for.

Thanks

Alice

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**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Thursday, 31 July 2014 1:23 PM  
**To:** Abbott, Lynette  
**Subject:** 135RE:

**Categories:** Red Category

Thanks Lindy  
Kate

Kate Starick | Director |  
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**From:** Abbott, Lynette  
**Sent:** Thursday, 31 July 2014 1:01 PM  
**To:** Starick, Kate  
**Subject:** RE:

No further changes for ETD  
Cheers  
Lindy

**From:** Starick, Kate  
**Sent:** Thursday, 31 July 2014 12:41 PM  
**To:** Abbott, Lynette  
**Cc:** King, Sarah  
**Subject:** FW:

Hi Lindy  
Will you be making more changes than those flagged?

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Thanks  
Kate

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---

**From:** Short, Joe [<mailto:jjshort@kpmg.com.au>]  
**Sent:** Thursday, 31 July 2014 12:15 PM  
**To:** Starick, Kate  
**Subject:** RE:

Hi Kate,

Thanks for this – the changes will be easy to make.

Are you expecting any further changes to the report? My preference would be to make all changes at the same time so as to avoid any conflicting issues etc.

Regards,

joe

**From:** Starick, Kate [mailto:Kate.Starick@act.gov.au]

**Sent:** Wednesday, 30 July 2014 6:24 PM

**To:** Short, Joe

**Cc:** Gniel, Stephen; Whitten, Meredith; Sheehan, Maureen; Fraser, Norman; Evans, Jacinta; Abbott, Lynette; Mitchell, Beth; King, Sarah

**Subject:**

**Importance:** High

Hi Joe

Thank you for the opportunity to comment. I have received feedback from ETD that the over view section of the report, could benefit from being more aligned with the contextual information in the best practice report.

I will also send a table on in-scope EI funding which may add to context.

When I have added comments, a line was put through the text – this is not always intended – sorry.

Norm – could you please double check the comment on liquidity under context – is this still the case?

Regards

Kate

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**Gotovac, Jessica**

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**From:** Short, Joe [jjshort@kpmg.com.au]  
**Sent:** Thursday, 31 July 2014 1:29 PM  
**To:** Starick, Kate  
**Subject:** 136RE:

**Categories:** Red Category

Hi Kate – we had registrations from 64 families to the forums

Cheers

joe

**From:** Starick, Kate [mailto:Kate.Starick@act.gov.au]  
**Sent:** Thursday, 31 July 2014 12:43 PM  
**To:** Short, Joe  
**Subject:** RE:

Hi Joe am just triple checking with ETD.  
How many families participated in the forums?  
Cheers  
Kate

Kate Starick | Director |  
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Level 2 Nature Conservation House | 153 Emu Bank, Belconnen ACT 2617 | [www.act.gov.au](http://www.act.gov.au)

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**From:** Short, Joe [mailto:jjshort@kpmg.com.au]  
**Sent:** Thursday, 31 July 2014 12:15 PM  
**To:** Starick, Kate  
**Subject:** RE:

---

Hi Kate,

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Are you expecting any further changes to the report? My preference would be to make all changes at the same time so as to avoid any conflicting issues etc.

Regards,

joe

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**From:** Starick, Kate [mailto:Kate.Starick@act.gov.au]  
**Sent:** Wednesday, 30 July 2014 6:24 PM  
**To:** Short, Joe  
**Cc:** Gniel, Stephen; Whitten, Meredith; Sheehan, Maureen; Fraser, Norman; Evans, Jacinta; Abbott, Lynette; Mitchell, Beth; King, Sarah  
**Subject:**  
**Importance:** High

Hi Joe

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Norm – could you please double check the comment on liquidity under context – is this still the case?

Regards  
Kate

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**Gotovac, Jessica**

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**From:** Starick, Kate  
**Sent:** Thursday, 31 July 2014 1:46 PM  
**To:** Sheehan, Maureen  
**Subject:** 137Would you like me to arrange joint briefing with Minister re KPMG EI on Monday?  
**Categories:** Red Category

Kate Starick | Director |  
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