ACT Government crest

Insourcing Framework

Template & Forms

Office of Industrial Relations and Workforce Strategy

Chief Minister, Treasury and Economic Development Directorate

Insourcing Framework

Template & Forms

Office of Industrial Relations and Workforce Strategy

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DRAFT April 2023

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# Purpose

The ACT Government has committed to implementing a whole of government policy that government services will not be contracted out where they could be performed by public servants.[[1]](#footnote-1) The Insourcing Policy and the Insourcing Framework (the Framework) give effect to this commitment.

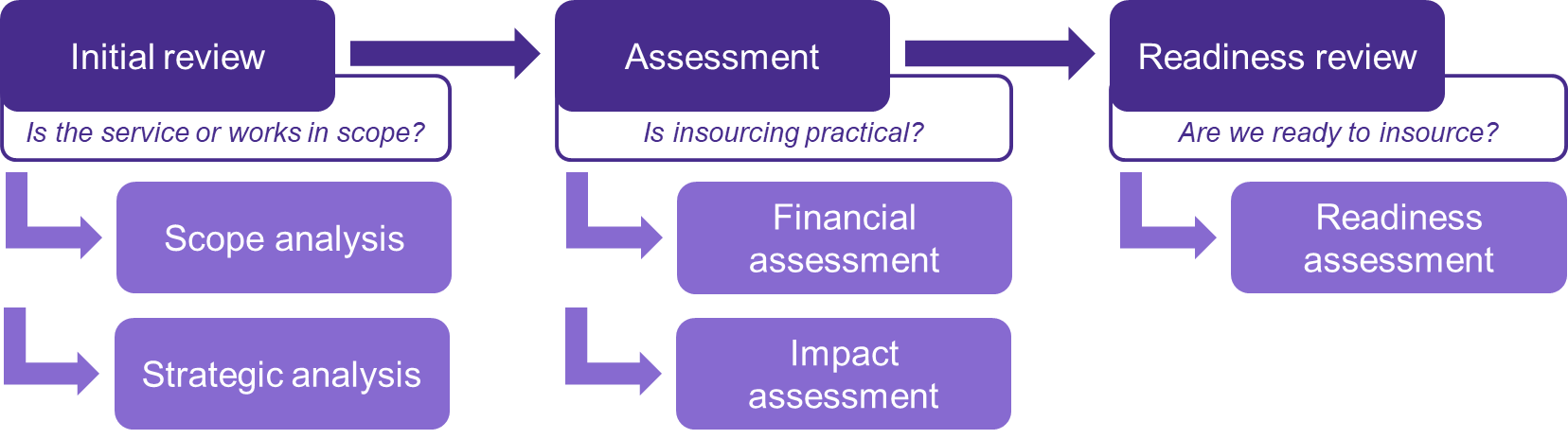
This document is meant to be read in conjunction with the Insourcing Policy and the *Insourcing Framework: Overview & Guidance* document and provides supporting templates and forms to assist teams and decision-makers undertaking determinations regarding the insourcing of services or works to the ACT Public Service (ACTPS).

Guidance on how to complete each of the templates and forms is provided in dialogue boxes which can be deleted when no longer needed.

This is an example dialogue box.

# Evaluation methodology

At the heart of the Framework is the evaluation methodology. There are three stages to the evaluation process:



| Stage | Description | Potential 0utcomes |
| --- | --- | --- |
| Initial review | Determining whether a service or works is in scope of the Framework.  Identifying critical factors relevant to making a decision to proceed to the next stage. | In scope -> progress to Assessment stage.  In scope -> not for progression following preliminary assessment. Proceed with commissioning or procurement as per usual processes.  Out of scope -> proceed with commissioning or procurement as per usual processes. |
| Assessment | Assessing the impact and practicality of insourcing a service or works in scope for the Framework. | Service or works for insourcing.  Proceed with commissioning or procurement as per usual processes. |
| Readiness review | Undertaking a comprehensive assessment of readiness to insource a service or work. | Proceed to implementing insourced services or works.  Proceed with commissioning or procurement as per usual processes. |

# Initial review stage

## Scope analysis

|  |  |  |  |
| --- | --- | --- | --- |
| **Scope** | | | |
| **Background information** | | | |
| **Name of agency** | |  | |
| **Title of service or works contract** | |  | |
| **Identifying number** (if applicable) | |  | |
| **Brief description of service or works**  If applicable, describe any differences in scope from the previous contract. | |  | |
| **Review questions** | | | |
| **What is the status of the agency?** | | Choose an item. | |
| **Is the total estimated value of the services or works >$200,000 (if procured)?** | | Choose an item. | |
| **Does the service or works relate to services for Aboriginal and Torres Strait Islander people where the outsourcing option is delivery by an Aboriginal Community Controlled Organisation?** | | Choose an item. | |
| **Is the service or works ongoing in nature with ongoing funding?** | | Choose an item. | |
| **Is the service or works a new or existing contract?** | | Choose an item. | |
| **Does the procurement involve a vulnerable workforce?** | | Choose an item. | |
| **Does the procurement involve a consultancy service?** | | Choose an item. | |
| **Does the procurement involve a municipal service?** | | Choose an item. | |
| **Does the procurement involve a security service?** | | Choose an item. | |
| ***Evaluation Lead details*** | | | |
| **Completed by (name & position):** | |  | |
| **Date completed:**  Click or tap to enter a date. | **Email:** | | **Phone:** |
| **Decision** | | | |
| **The service or works are:** | | Choose an item. | |
| **Reasons / comments** | |  | |
| **If out of scope, referred to the following area or agency for action:** | |  | |
| **Date referred:** | | Click or tap to enter a date. | |
| ***Decision-maker details*** | | | |
| **Completed by (name & position):** | |  | |
| **Date completed:**  Click or tap to enter a date. | **Email:** | | **Phone:** |

## Strategic analysis

|  |  |  |  |
| --- | --- | --- | --- |
| **Strategic analysis** | | | |
| **Whole of government considerations** | | | |
| **Should a whole of government or multi-agency approach be considered or is this an agency specific requirement?** | | Choose an item. | |
| **What other ACTPS agencies procure this type of service or works?** | |  | |
| **Is there agreement across agencies to consider a multi-agency or whole of government insourcing solution?** | |  | |
| **What steps need to be taken across agencies to consider a multi-agency or whole of government insourcing solution (e.g., aligning contracting timeframes, etc)?** | |  | |
| **What is the total value of amounts paid across all ACTPS entities to procure this type of service or works in the current year?** | |  | |
| **ACT community** | | | |
| **Are members of the ACT community recipients of the service or works?** | | Choose an item. | |
| **If yes, is the service or works currently delivered by a not-for-profit provider?** | |  | |
| **What are the potential issues, risks and benefits for the ACT community that must be assessed should the service or works proceed to the Assessment stage?** | |  | |
| **Risks** | | | |
| **Would a decision to insource conflict with previous ERC/Cabinet decision(s) or existing government policy?** | |  | |
| **Are there any known significant social, political, economic or regulatory issues to consider while pursuing an insourcing solution (e.g., ongoing litigation, Fair Work Commission maters, etc)?** | |  | |
| **Are there any known Enterprise Bargaining constraints that warrant delaying consideration of insourcing?** | |  | |
| **Can the procured services or works be temporarily extended to enable a strategic consideration of an insourcing solution?** | |  | |
| **Would an insourced solution be likely to require funding above the existing appropriated level (e.g., initial capital setup costs, etc)?**  ***If yes, a budget business case will be required.*** | |  | |
| ***Evaluation Lead details*** | | | |
| **Completed by (name & position):** | |  | |
| **Date completed:**  Click or tap to enter a date. | **Email:** | | **Phone:** |
| **Decision** | | | |
| **The service or works are:** | | Choose an item. | |
| **Reasons / comments** | |  | |
| **If for outsourcing, referred to the following area or agency for action:** | |  | |
| **Date referred:** | | Click or tap to enter a date. | |
| ***Decision-maker details*** | | | |
| **Completed by (name & position):** | |  | |
| **Date completed:**  Click or tap to enter a date. | **Email:** | | **Phone:** |

# Assessment stage

## Context

|  |  |
| --- | --- |
| **Description of the service or works** | |
| **All services or works** | |
| **Why is the service or works required?** |  |
| **What are the expected outcomes / deliverables from the service or works?** |  |
| **How long will the service or works be required?** |  |
| **What are the service standards required of the service or works?** |  |
| **If a multi-agency or whole of government solution is being considered, are there different service standards across agencies for the service or works?** |  |
| **When is delivery of the service or works expected to commence?** | Choose an item. |
| **What is the scale of the required service or works, per annum, for each year of the proposed arrangement?** |  |
| **Are there other matters or issues about the service or works that need to be considered?** |  |
| **New services or works** | |
| **What are the estimated costs if the service or works was outsourced?** |  |
| **Has budget funding been approved for the service or works?** | Choose an item. |
| **Currently outsourced services or works** | |
| **Why has the service or works been outsourced?** | This section should be completed by the agency’s procurement manager or delegate. |
| **Who currently holds the contract for the service or works?** |  |
| **How long has the contract been in place?** |  |
| **How many vendors submitted proposals/quotes/tenders in the most recent market assessment?** |  |
| **When does the current contract expire?** |  |
| **Under what conditions can this contract be terminated by the ACTPS?** |  |
| **Will the current provider be able to seek compensation from the ACT Government due to the insourcing of the service or works?**  ***Note: any potential compensation will need to be included in the financial assessment.*** |  |
| **What, if any, terms and conditions have been revised over the life of the contract?** |  |
| **How many of each type of service or works were delivered over the contract term and per annum?** |  |
| **Have all the services or works been delivered under the contract?** |  |
| **What are the current service level standards or agreements for the service or works (e.g., KPIs, etc.)?** |  |
| **What have been the reporting arrangements under the contract?** |  |
| **What has been the provider’s performance against the KPIs for each of the services or works reported on under the contract?** |  |
| **If known, what are the total number of external contractors or staff allocated to the delivery of the service or works?** |  |
| **Has the contractor or industry had any issues of non-compliance with meeting employment standards (e.g., awards, superannuation etc.)?** |  |
| **Have there been any work health and safety issues, incidents or accidents associated with the service or works? If so, please describe.** |  |
| **Has any client feedback been sought to determine whether the service or works have met required service standards?** |  |
| **Are there any other considerations?** |  |

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| **Insourcing in other jurisdictions & data** | |
| **Other jurisdictions** | |
| **Has this service or work been insourced elsewhere in the ACTPS, Commonwealth, State/Territory jurisdictions or in the UK or Canada?** | [Refer to Appendix A: *Insourcing Insights from Australian and International Research* report.](#_Appendix_A:_Insourcing) |
| **What can be learned from the insourcing experience in those jurisdictions?** |  |
| **Data sources** | |
| **Are there relevant public or private data sources available that would assist in further evaluation of the suitability of the service or works for insourcing?** | Refer to [Appendix B – Potential data sources for assistance.](#_Appendix_B:_Potential) |
| **Is there anything further that needs to be done to acquire or access relevant data sources?** |  |
| **What significant gaps in data or knowledge remain which could affect the advice to the Minister?** |  |

## Financial assessment

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Financial assessment** | | | | | | | |
| **Core requirements** | | | | | | | |
| * Include all relevant supporting documentation for the financial assessment.   This section should be completed by the agency’s Chief Financial Officer or delegate.   * The financial assessment must be reviewed and approved by Treasury prior to the Assessment stage progressing to a decision. * If the costs exceed the existing budget allocated for the service or works, a budget business case will be required. * FTE costing templates and relevant Budget Business Case template documents can be found at the below link, under the most recent Business Case development memo, or through liaising with your relevant Strategic Finance areas.   <https://actgovernment.sharepoint.com/sites/intranet-ACTPSCFO/SitePages/Budget%20Officers.aspx> | | | | | | | |
| **Financial impacts summary** | | | | | | | |
|  | ***FY 1***  $’000 | | ***FY 2***  $’000 | ***FY 3***  $’000 | | ***FY 4***  $’000 | ***Total***  $’000 |
| **Capital Impacts** |  | |  |  | |  |  |
| Capital injection |  | |  |  | |  |  |
| MPC fee – resources received free of charge (if applicable) |  | |  |  | |  |  |
| **Expense Impacts** |  | |  |  | |  |  |
| Expense |  | |  |  | |  |  |
| Expense – Offsets |  | |  |  | |  |  |
| Depreciation |  | |  |  | |  |  |
| Revenue |  | |  |  | |  |  |
| Commonwealth contribution |  | |  |  | |  |  |
| Savings |  | |  |  | |  |  |
| **Staffing Impact** | ***FY 1*** | | ***FY 2*** | ***FY 3*** | | ***FY 4*** |  |
| Total Additional FTEs (number) |  | |  |  | |  |  |
| **Summarise the key opportunities, barriers and mitigations to insourcing the service or works.** | | | | | | | |
| ***Opportunity*** | | ***Barrier*** | | | ***Mitigation*** | | |
|  | |  | | | Add additional rows as required. | | |
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| **Economic policy factors** | | | |
| **Guiding questions** | | | |
| * Will there be an impact on ACT Payroll Tax Revenue if this service or works are insourced? * Will insourcing impact on the investment attractiveness of the ACT economy compared with other Australian states? * Will insourcing negatively impact economic policies beyond the Secure Employment Framework? | | | |
| **Core evaluation questions** | | | |
| **What is the wider impact on the ACT economy if the service or works are insourced?** | |  | |
| **Would insourcing of the service or works cut across other parts of the ACT Government’s economic policy settings?** | |  | |
| **Summarise the key opportunities, barriers and mitigations to insourcing the service or works.** | | | |
| ***Opportunity*** | ***Barrier*** | | ***Mitigation*** |
|  |  | | Add additional rows as required. |
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| **Business ecosystem factors** | | | |
| **Guiding questions** | | | |
| * What sector does the service or works fit within (e.g., [ABS categories](https://www.abs.gov.au/statistics/classifications/anzsco-australian-and-new-zealand-standard-classification-occupations/latest-release) & [ANZSIC Division Codes](https://www.abs.gov.au/statistics/classifications/australian-and-new-zealand-standard-industrial-classification-anzsic/latest-release)) and what is the current performance of this sector in the ACT economy? * How many business providers are there within the ACT and surrounding area and what do they look like (e.g., number of employees, annual turnover, type of entities, etc.)? * What legislation, policy or standards already govern businesses providing the service or works? * Are there any industry accreditations or professional standards that apply to the performance of the service or works? * Where is research and development and innovation undertaken in relation to the service or works? * Are the outcomes highly dependent on the performance of businesses operating in related sectors? * Is the provision of the services or works competitive in nature? How is this competition/lack of competition likely to be affected by insourcing? Consider the [competitive neutrality requirements under the Competition Principles Agreement](https://www.icrc.act.gov.au/competition-issues/competitive-neutrality-and-government-regulated-activities). * Are there any other issues related to the market environment for this service or works that need to be considered? | | | |
| **Core evaluation questions** | | | |
| **How would insourcing impact the current market for the service or works in the ACT region?** | |  | |
| **If insourced, can the service or works provide the same range of functions as when it was outsourced?** | |  | |
| **Describe the main benefits and issues of insourcing identified through consultation with service providers, industry representatives and unions.** | |  | |
| **Summarise the key opportunities, barriers and mitigations to insourcing the service or works.** | | | |
| ***Opportunity*** | ***Barrier*** | | ***Mitigation*** |
|  |  | | Add additional rows as required. |
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## Impact assessment

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| **Social policy factors** | | | |
| **Guiding questions** | | | |
| * Are there any ethical concerns with the insourcing of the service or works? * Are there [Secure Local Jobs](https://actgovernment.sharepoint.com/sites/Intranet-CMTEDD/whog/procurement/Pages/Secure-Local-Jobs.aspx) implications? * Will the insourcing of the service or works be limited by the social policies in place within the ACT? * What is the current and/or future potential role of the not-for-profit sector in the provision of the service or works, and what positive social outcomes are/could be associated with this? | | | |
| **Core evaluation questions** | | | |
| **What are the known social costs and social benefits associated with the insourcing of the service or works?** | |  | |
| **Are there any wider social policies within the ACT that need to be considered as part of the insourcing of the service or works, including consideration of delivery by not-for-profits or by First Nations owned and operated corporations?** | |  | |
| **What will be the impact on other social policies in place within the ACT if the service or works are insourced?** | |  | |
| **What impacts would insourcing have on social opportunities and benefits associated with the not-for-profit sector?** | |  | |
| **Summarise the key opportunities, barriers and mitigations to insourcing the service or works.** | | | |
| ***Opportunity*** | ***Barrier*** | | ***Mitigation*** |
|  |  | | Add additional rows as required. |
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| **Environmental issues and impacts** | | | |
| **Guiding questions** | | | |
| * Will insourcing enable the ACT Government to pursue environmental policy outcomes more effectively (i.e., in relation to its climate change strategy)? * Will insourcing stifle the local development of environmentally friendly intellectual property which has been developed over several years as part of outsourced service provision? | | | |
| **Core evaluation questions** | | | |
| **What are the environmental costs and benefits associated with the insourcing of the service or works?** | |  | |
| **Are there wider strategic environmental policies that need to be considered for the insourcing of the service or works?** | |  | |
| **Have any potential environmental impacts associated with the insourcing of the service or works been identified and assessed?** | |  | |
| **Summarise the key opportunities, barriers and mitigations to insourcing the service or works.** | | | |
| ***Opportunity*** | ***Barrier*** | | ***Mitigation*** |
|  |  | | Add additional rows as required. |
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| --- | --- | --- | --- |
| **Client impacts** | | | |
| **Guiding questions** | | | |
| * Have any client satisfaction surveys been undertaken or is there any way that client views have been either sought or expressed? * Have any client complaints been lodged? If so, how many, and on what topic/s? How have these been resolved? * Has there been opportunity for the public to share their opinion on the provision of the service or works? * What is the forecast future service demand for the service or works? Are any significant changes to current demand anticipated and, if so, when and why? * What are the capacity issues relating to the demands for the service or works (e.g., peak periods, low demand, seasonal issues etc.) and how might this impact any insourced model? * Are there particular accessibility issues for clients relevant to the service or works? * What are the needs, preferences and sensitivities of the clients who would access the service or works and how are these best met? * How will the service or works effectively integrate with any related wider systems to deliver effective services or works? | | | |
| **Core evaluation questions** | | | |
| **Who are directly or indirectly affected by how the service or works is provided?** | |  | |
| **What are the relevant service standards and expectations about delivery approaches to meet ACT citizens’ requirements?** | |  | |
| **Has the ACT community been happy with the service standard provided or have there been complaints?** | |  | |
| **Summarise the key opportunities, barriers and mitigations to insourcing the service or works.** | | | |
| ***Opportunity*** | ***Barrier*** | | ***Mitigation*** |
|  |  | | Add additional rows as required. |
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| --- | --- | --- | --- |
| **Internal business supports and infrastructure** | | | |
| **Guiding questions** | | | |
| Identify the range of business supports that would be required to insource the service or works, such as:   * Business processes and procedures and other corporate supports (e.g., additional payroll services, financial or ICT supports, executive management oversight). * Accommodation requirements (consider workforce, management, equipment, vehicles etc). * Equipment, facilities and assets/infrastructure. * Technology supports. * Workforce implications, including recruitment, redeployment, capacity and capability of the workforce, training, wage rates, team structure, etc. * Support required from other agencies. * Service standards or service agreements that would be required. * Documents and document workflows (e.g., service response reports, quality assurance systems, environmental management systems, safety management systems). * Intellectual Property issues. * Regulatory requirements (e.g., privacy). | | | |
| **Core evaluation questions** | | | |
| **What internal and external infrastructure arrangements would need to be established prior to the insourcing of the service or works?** | |  | |
| **Is there existing infrastructure across the ACTPS to support the insourcing of the service or works?** | |  | |
| **Could this infrastructure be used to support the delivery of proposed service or works?** | |  | |
| **What assets would need to be acquired prior to the insourcing of the service or works?** | |  | |
| **Are these assets specialised and/or difficult to acquire or are there any difficulties in seeking vendor support/maintenance?** | |  | |
| **Are any broader infrastructure upgrades required to support the assets (e.g., new storage space, electrical upgrades etc.)?** | |  | |
| **What are the staffing implications of insourcing?** | |  | |
| **What corporate support services would be required to implement the insourcing of the service or works?** | |  | |
| **Summarise the key opportunities, barriers and mitigations to insourcing the service or works.** | | | |
| ***Opportunity*** | ***Barrier*** | | ***Mitigation*** |
|  |  | | Add additional rows as required. |
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| **Governance factors** | | | |
| **Guiding questions** | | | |
| * What existing ACTPS governance structures would best suit the delivery of the service or works, or would new structures need to be designed and established? * Do existing ACTPS governance arrangements (including legislative frameworks) enable or constrain the capability required to insource the service or works? | | | |
| **Core evaluation questions** | | | |
| **What governance arrangements would need to be in place to effectively deliver the service or works if they were insourced?** | |  | |
| **Does the ACTPS have the necessary flexibility of internal arrangements and legislative remit to absorb the functions in an operational, governance and cultural sense?** | |  | |
| **Summarise the key opportunities, barriers and mitigations to insourcing the service or works.** | | | |
| ***Opportunity*** | ***Barrier*** | | ***Mitigation*** |
|  |  | | Add additional rows as required. |
|  |  | |  |
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| --- | --- | --- | --- |
| **Risk considerations** | | | |
| **Guiding questions** | | | |
| * What are some of the common industry risks associated with the service or works?   Consider applying a standardised assessment methodology, such as the [ACTIA risk management tools.](https://actss.service-now.com/sharedservices?id=knwl_article&sys_id=49c8a9d0db6d88d094034cf38a961963)   * How significant (considering likelihood and consequence) are the risks associated with the insourcing of the service or works? * Who bears the risk? * Do the mitigation strategies adequately mitigate the risk and what is the scale of the residual risk? * Who is responsible for mitigation? | | | |
| **Core evaluation questions** | | | |
| **What are the key known risks that would need to be managed if the service or works is insourced?** | |  | |
| **What mitigation strategies could be put in place to manage those risks?** | |  | |
| **Summarise the key opportunities, barriers and mitigations to insourcing the service or works.** | | | |
| ***Opportunity*** | ***Barrier*** | | ***Mitigation*** |
|  |  | | Add additional rows as required. |
|  |  | |  |
|  |  | |  |

## Assessment summary

|  |  |  |
| --- | --- | --- |
| **Domain assessment summary** | | |
| **Domain** | **Opportunities** | **Barriers** |
| **Business ecosystem factors** | Choose an item. | Choose an item. |
| **Social policy factors** | Choose an item. | Choose an item. |
| **Economic policy factors** | Choose an item. | Choose an item. |
| **Environmental issues and impacts** | Choose an item. | Choose an item. |
| **Client impacts** | Choose an item. | Choose an item. |
| **Internal business supports and infrastructure** | Choose an item. | Choose an item. |
| **Financial analysis and impacts** | Choose an item. | Choose an item. |
| **Governance factors** | Choose an item. | Choose an item. |
| **Risk considerations** | Choose an item. | Choose an item. |

|  |  |  |  |
| --- | --- | --- | --- |
| **Assessment summary report** | | | |
| The assessment summary report provides a narrative summary of the evidence, opportunities and barriers and provides an opportunity for additional context and details as required. | | | |
| The report may be completed in the table or as part of a separate brief with the description and history, impact assessment and assessment summary appended. | | | |
| ***Assessment Lead details*** | | | |
| **Completed by (name & position):** | |  | |
| **Date completed:**  Click or tap to enter a date. | **Email:** | | **Phone:** |

## Assessment outcome

|  |  |  |  |
| --- | --- | --- | --- |
| **Decision** | | | |
| **The services or works are to be:** | | Choose an item. | |
| **Reasons / comments** | |  | |
| **If for insourcing, agreed date for Readiness review** | | Click or tap to enter a date. | |
| **If for outsourcing, referred to the following area or agency for action:** | |  | |
| **Date referred:** | | Click or tap to enter a date. | |
| ***Decision-maker details*** | | | |
| **Completed by (name & position):** | |  | |
| **Date completed:**  Click or tap to enter a date. | **Email:** | | **Phone:** |

# Readiness review stage

## Readiness assessment

|  |  |  |
| --- | --- | --- |
| **Workforce** | | |
| **Engaging the workforce** | | |
| ***Guiding question*** | ***Current status of readiness for insourcing*** | ***Key requirements for future readiness and timing*** |
| **Has a recruitment plan been developed to support the acquisition or transfer of required staff?** |  |  |
| **Is there a current workforce (employed in the private sector in these roles) who are willing to be employed by the ACTPS?** |  |  |
| **Has there been contact with the current workforce to determine suitability and willingness to commence work in the ACTPS?** |  |  |
| **Has the ACTPS agency started recruitment or undertaken recent recruitment processes that it can utilise to support the quick employment of new staff?** |  |  |
| **Is there a workforce within the ACTPS available in the required timeframe to support the delivery of the service or works whilst waiting for additional recruitment processes to occur?** |  |  |
| **Readiness of workplace arrangements** | | |
| ***Guiding question*** | ***Current status of readiness for insourcing*** | ***Key requirements for future readiness and timing*** |
| **Will the agency’s current Enterprise Agreement be able to accommodate the insourced workforce requirements?** |  |  |
| **Has a plan been made to amend the entity’s current Enterprise Agreement to accommodate the insourced workforce requirements and are there any relevant timing implications for commencing delivery?** |  |  |
| **Have the appropriate pay points been selected for all required roles and does this match market expectations?** |  |  |
| **Have required learning and development strategies been considered / developed for onboarding and to support employees in their roles?** |  |  |
| **Have WHS requirements for the services/works been considered and has a WHS plan been developed?** |  |  |
| **Readiness of the agency to receive the workforce** | | |
| ***Guiding question*** | ***Current status of readiness for insourcing*** | ***Key requirements for future readiness and timing*** |
| **Has HR been resourced to support the onboarding of the additional workforce (including payroll)?** |  |  |
| **Have any organisational structural issues been addressed (roles and responsibilities, job descriptions, delegations, etc.) to support the insourcing of the service or works?** |  |  |
| **What management structures and accountabilities are in place in relation to this proposed workforce?** |  |  |
| **What governance, risk management and other corporate arrangements and supports need to be put in place to enable this proposed workforce?** |  |  |

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| --- | --- | --- |
| **Transmission of business** | | |
| ***Guiding question*** | ***Current status of readiness for insourcing*** | ***Key requirements for future readiness and timing*** |
| **Will the transition to insourced service delivery require a transmission of business from the current private sector employer/s?** |  |  |
| **What is the maturity of legal advice about the transmission of business, including contract development and negotiation?** |  |  |
| **Have necessary arrangements been made with relevant current business owner/s?** |  |  |
| **Are any substantive assets or equipment planned to be transferred with the relevant businesses?** |  |  |
| **Do any obligations follow the transfer of the service and assets, and become binding on the ACTPS?** |  |  |
| **Has there been consideration of any legislative requirements or obligations involved in the transmission of business?** |  |  |
| **What corporate and governance arrangements are in place to manage compliance with contractual terms and conditions?** |  |  |
| **Are there any other factors relating to transmission of the business to the ACTPS that have not yet been identified or resolved? If so, what, and how?** |  |  |

|  |  |  |
| --- | --- | --- |
| **Related procurements or leasing arrangements** | | |
| ***Guiding question*** | ***Current status of readiness for insourcing*** | ***Key requirements for future readiness and timing*** |
| **What accommodation requirements are there for the insourced service or works, staff, assets and equipment (e.g., office space, warehouse space, industrial space, fitout)?** |  |  |
| **Have any specialist assets, equipment or supplies required for specific components of the service or works been procured in time for the commencement of service delivery?** |  |  |
| **Do any of the new staff require uniforms or other protective clothing or equipment to carry out these roles?** |  |  |
| **What are the ICT systems required for the new service or works (e.g., safety and environmental management, quality assurance, etc.)?** |  |  |
| **Will further hardware or software be required for the new employees or to operate their systems?** |  |  |

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| --- | --- | --- |
| **Wellbeing Impact Assessment** | | |
| ***Guiding question*** | ***Current status of readiness for insourcing*** | ***Key requirements for future readiness and timing*** |
| **What issues (if any) were identified in the Wellbeing Impact Assessment that would affect the readiness and timeframes required to insource the service or works?** |  | Refer to the Wellbeing Impact Assessment completed as part of the budget business case.  If no new budget business case was required, complete a [Wellbeing Impact Assessment tool](https://www.act.gov.au/wellbeing/wellbeing-framework/embedding-wellbeing). |

|  |  |  |
| --- | --- | --- |
| **Stakeholder considerations** | | |
| ***Guiding question*** | ***Current status of readiness for insourcing*** | ***Key requirements for future readiness and timing*** |
| **Is further consultation required with private sector entities, not-for-profit social enterprises or industry bodies prior to the insourcing of the service or works?** |  |  |
| **Has any further research been completed (post evaluation) on potential market and industry impact?** |  |  |
| **Are there any other industry/market barriers that need to be resolved prior to the insourcing of the service or works?** |  |  |
| **Are there outstanding issues from union representatives that need to be considered prior to insourcing of the service or works?** |  |  |

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| **Whole of ACTPS implementation issues** | | |
| ***Guiding question*** | ***Current status of readiness for insourcing*** | ***Key requirements for future readiness and timing*** |
| **If relevant, have all the arrangements to manage a shared service function been made with all the involved agencies?** |  |  |
| **Are there inter-agency structures and supports that need to be put in place (e.g., governance and oversight, data integration, other systems)?** |  |  |
| **Has a service catalogue been developed, including service standards for every service, and a price to be paid by users for those services?** |  |  |
| **What organisational arrangements (e.g., structure, staffing, job descriptions, job classifications, Enterprise Agreement, delegations, etc.) have implications for other ACTPS agencies?** |  |  |
| **Will ACTPS agency strategic plans be updated to cover the insourced service or works?** |  |  |
| **Have steps been taken to ensure that the ACTPS can report on the insourcing of the service or works and its performance in a complete and transparent manner?** |  |  |
| **Are there any other whole of ACTPS implementation issues or plans that need to be developed?** |  |  |

## Readiness assessment report

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Readiness report** | | | | | |
| **Background information** | | | | | |
| **Service or works to be insourced** | | |  | | |
| **Date prepared** | | | Click or tap to enter a date. | | |
| **Proposed insourcing timeframe** | | |  | | |
| **Readiness factors** | | | | | |
| **Factor** | **Summary of readiness** | | | **Key gaps to be addressed** | |
| **Workforce** |  | | |  | |
| **Transmission of business** |  | | |  | |
| **Related procurements or leasing arrangements** |  | | |  | |
| **ACT Wellbeing Framework** |  | | |  | |
| **Stakeholder considerations** |  | | |  | |
| **Other implementation issues** |  | | |  | |
| **Timing implications** | | | | | |
| **How does progress against the readiness factors impact on the proposed timetable for insourcing of the service or works?** | | |  | | |
| **If there is insufficient time for necessary arrangements to be in place, do plans need to be developed to continue or commence service delivery?** | | |  | | |
| **Are there any other matters impacting on the programming of insourcing of these services or works?** | | |  | | |
| **Risk summary** | | | | | |
| **Risk** | | **Consequence** | | | **Possible mitigation(s)** |
|  | |  | | | Summarise the top 5 risks and mitigations for readiness to deliver the insourced service or works. |
|  | |  | | |  |
|  | |  | | | Consider applying a standardised assessment methodology, such as the [ACTIA risk management tools.](https://actss.service-now.com/sharedservices?id=knwl_article&sys_id=49c8a9d0db6d88d094034cf38a961963) |
|  | |  | | |  |
|  | |  | | |  |
| ***Readiness Review Lead details*** | | | | | |
| **Completed by (name & position):** | | |  | | |
| **Date completed:**  Click or tap to enter a date. | | **Email:** | | | **Phone:** |

# Appendix A: Insourcing Insights from Australian and International Research



# Appendix B: Potential data sources

Australian Bureau of Statistics – multiple data sets

* + [Labour Force](https://www.abs.gov.au/statistics/labour/employment-and-unemployment/labour-force-australia-detailed)
  + [Earnings and conditions](https://www.abs.gov.au/statistics/labour/earnings-and-working-conditions)

Other Data Sources

* [IBIS World](https://www.ibisworld.com/)
* [Jobs and Skills Australia](https://www.jobsandskills.gov.au/)
* [Department of Employment and Workplace Relations Employment Research and Statistics](https://www.dewr.gov.au/employment-research)
* [Fair Work Commission](https://www.fwc.gov.au/)
* [National Skills Commission](https://www.nationalskillscommission.gov.au/)
* [Office of the Commissioner for Sustainability and Environment - State of the Environment Report](https://envcomm.act.gov.au/soe_about-the-report/)
* [Chamber of Commerce – Westpac Survey of Industrial Trends](https://www.australianchamber.com.au/publication_taxonomies/surveys/)
* [ACT Long Service Leave Authority – Security Workforce Profile](https://actleave.act.gov.au/security/workers/)
* [ACT Long Service Leave Authority – Contract Cleaning Workforce Profile](https://actleave.act.gov.au/cleaning/)
* [Safe Work Australia Interactive Data](https://data.safeworkaustralia.gov.au/)
* [ACTPS Enterprise Agreements](https://www.cmtedd.act.gov.au/employment-framework/for-employees/agreements)
* [Australian Chamber of Commerce – Activities and Achievements](https://www.australianchamber.com.au/publication_taxonomies/activities-achievements/)
* [Grattan Institute](https://grattan.edu.au/)
* [Australian Institute of Health and Welfare](https://www.aihw.gov.au/)

Social policy-related

* [City Activation Plan](https://www.cmtedd.act.gov.au/__data/assets/pdf_file/0007/914947/City-Action-Plan.pdf)
* [Freedom of Information Guidance (act.gov.au)](https://www.cmtedd.act.gov.au/__data/assets/pdf_file/0008/1144988/Guidance-on-Freedom-of-Information-Requests.pdf)
* [CMTEDD Stretch Reconciliation Action Plan 2020-2023](https://www.cmtedd.act.gov.au/__data/assets/pdf_file/0008/1557593/CMTEDD-Stretch-RAP-2020-2023.pdf)
* [ACT Wellbeing Indicators](https://www.act.gov.au/wellbeing)
* [The Social Compact](https://www.cmtedd.act.gov.au/__data/assets/pdf_file/0008/521486/The-Social-Compact_web-version2.pdf)
* [Report of the Inquiry: Review into the system level responses to family violence in the ACT by Laurie Glanfield AM](https://www.cmtedd.act.gov.au/__data/assets/pdf_file/0010/864712/Glanfield-Inquiry-report.pdf)

Economic policy-related

* ACT whole of government economy policy settings
* Taxation and regulatory reform
* Intergovernmental financial arrangements
* Insurance arrangements
* Revenue and taxation legislation

Environment policy-related

* [General Environment Protection Policy](https://files.accesscanberra.act.gov.au/legacy/3203/General%20environment%20protection%20policy.pdf)
* [ACT Climate Change Strategy 2019 - 2025](https://www.environment.act.gov.au/__data/assets/pdf_file/0003/1414641/ACT-Climate-Change-Strategy-2019-2025.pdf)
* [ACT Water Strategy](https://www.environment.act.gov.au/__data/assets/pdf_file/0019/621424/ACT-Water-Strategy-ACCESS.pdf)

# Glossary of terms

|  |  |
| --- | --- |
| Term | Description |
| Client | A consumer or recipient of the service or works. A client could include an agency, ACTPS personnel or members of the ACT community. |
| Consultancy services | A person or entity under an agreement other than an employment agreement that provides expert advice that is bespoke and technical in nature.  Consultancy services do not include:   * legal services procured by the ACT Government Solicitor * legal services procured through a panel arrangement * information technology services * accounting services * services provided by an Aboriginal and Torres Strait Islander business or organisation in relation to services for Aboriginal and Torres Strait Islander people, businesses or sectors.   For further information, refer to the [Australian Government Department of Finance](https://www.finance.gov.au/government/procurement/buying-australian-government/contract-characteristics). |
| Municipal service | General services provided by a municipality, city or council except those that are bespoke or technical in nature and have no ongoing requirement by government.  The priority is general trades and non-skilled labour (cleaning, general maintenance, etc.)  Municipal services do not include term-limited technical knowledge (e.g., specialised engineering services for construction of a pond rather than the ongoing operation). |
| Not-for-profit organisation | An organisation that is operating for its purpose and not for the profit or gain (either direct or indirect) of its individual members.[[2]](#footnote-2) |
| Procure | The process of acquiring goods, services, works or property by purchase, lease rental or exchange. It also includes the disposal of goods, works or property including by sale.[[3]](#footnote-3) |
| Security service | A person or entity engaged in patrolling, protecting, screening, watching or guarding any people, premises or property by any means.[[4]](#footnote-4) |
| Service or works | The performance or delivery of a thing. |
| Social benefit | The total increase in the welfare of society from an economic activity - the sum of the benefit to the agent performing the activity plus the benefit accruing to society as a result of the activity.[[5]](#footnote-5) |
| Social cost | The total cost to society of an economic activity - the sum of the opportunity costs of the resources used by the agent carrying out the activity, plus any additional costs imposed on society from the activity.[[6]](#footnote-6) |
| Vulnerable workforce | People who belong to a group which may have a greater risk of vulnerability in understanding and receiving their workplace rights and entitlements.[[7]](#footnote-7) |

1. [Parliamentary and Governing Agreement for the 10th Legislative Assembly](https://www.cmtedd.act.gov.au/__data/assets/pdf_file/0003/1654077/Parliamentary-Agreement-for-the-10th-Legislative-Assembly.pdf), Agreed Executive Reform #1, p 14. [↑](#footnote-ref-1)
2. Australian Taxation Office (1 November 2021). *Starting an NFP*. https://www.ato.gov.au/Non-profit/Getting-started/Starting-an-NFP/ [↑](#footnote-ref-2)
3. *Government Procurement Act 2001* (ACT) [↑](#footnote-ref-3)
4. Australian Taxation Office (26 August 2021). *Security, investigation or surveillance services.* https://www.ato.gov.au/ [↑](#footnote-ref-4)
5. Deloitte Access Economics (2016). *A practical guide to understanding social costs: Developing the evidence base for informed social impact investment.* https://www2.deloitte.com/content/dam/Deloitte/au/Documents/Economics/deloitte-au-economics-understanding-social-costs-practical-guide-140216.pdf [↑](#footnote-ref-5)
6. Ibid. [↑](#footnote-ref-6)
7. Australian Government Office of the Fair Work Ombudsman. *Glossary & Acronyms. h*ttps://www.fairwork.gov.au/dictionary [↑](#footnote-ref-7)