

ACT Government Insourcing Framework and Evaluation Template

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DRAFT

Version Control

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Introduction

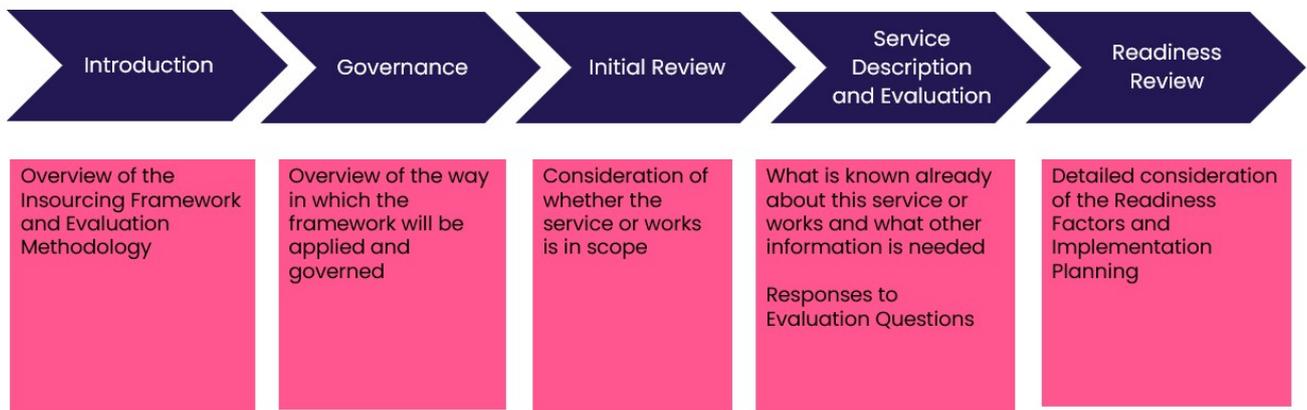
Using this document

This document is a guide if delivery of a service or works for the ACT Community is being considered, and you are required to assess options for insourcing this delivery to the ACT Government sector. Delivery arrangements might be considered either when:

- new services and/or works are being implemented, or
- continuing delivery of services or works is being considered.

The evaluation of insourcing as an option for delivery of a service or works is to meet ACT Government policy and requirements set out in the *Financial Management Act 1996*. This is the ACT Government's Insourcing Framework.

This document sets out an Evaluation Methodology and provides an Evaluation Template as a key part of the ACT Government's Insourcing Framework. The document is structured as follows:



Why this Insourcing Framework and Evaluation Methodology?

As part of its policy to promote the wellbeing of the ACT community, the ACT Government is pursuing a range of reforms designed to provide more secure employment for ACT workers – the Secure Employment Framework.

The Secure Employment Framework has already seen the introduction of new ACT Government procurement practices so that its contracts are only awarded to businesses that meet the highest ethical and labour standards ([Secure Local Jobs](#)).

As a further element of the Secure Employment Framework, the ACT Government has committed to:

'Implement a whole of government policy that government services will not be contracted out where they could be performed by public servants' ([Parliamentary and Governing Agreement for the 10th Legislative Assembly](#))

The insourcing framework is a key pillar to achieve this commitment and the Government's Secure Employment Framework outcomes.

The [ACTPS Secure Employment Discussion Paper](#) identified the key rationale and drivers for the insourcing framework. These include:

- Emerging evidence which suggests that assessing the appropriate model for how a government service should be delivered is critical to ensuring that Government outcomes are achieved.
- Providing a fresh opportunity to genuinely assess how suitable a particular service and/or work is for insourcing, outsourcing or a hybrid model.
- Placing workforce capability and job security at the centre of decision making about how a government service is delivered embeds wellbeing considerations in that decision making.

The legislative basis for the Insourcing Framework will be the *Financial Management Amendment Bill 2021 (No 2)* (the Bill).

[The Bill](#) amends Part 9A of the *Financial Management Act 1996* and creates the essential architecture for establishing and operating the Insourcing Framework:

The Chief Minister sets the framework:

- “The Chief Minister must determine a framework (the insourcing framework) for evaluating whether services or works required by a public sector entity should be provided by the public sector or an external provider.” (s128)
- “The Chief Minister may give directions to a public sector entity in relation to the entity’s obligations under s129, and any other matter for this part, and that direction is a notifiable instrument” (s129A).

It has wide coverage:

- The insourcing framework will apply to all public sector entities, excluding territory-owned corporations and any subsidiaries, or other entities prescribed by regulation (s126).
- The insourcing framework is intended to apply all services or works, except those provided by the Commonwealth or other State and Territory governments, or their related entities (s129 (1) and (2))

It is to be used to evaluate whether services or works are insourced or outsourced:

- “The public sector entity must evaluate whether the required services or works should be provided by the public sector or an external provider in accordance with the insourcing framework.” (s129 (3)). This places an Evaluation Methodology at the heart of the Insourcing Framework.

Chief executive officers are accountable for its use:

- Chief executive officers of a public sector entity are responsible for ensuring compliance with the proposed legislation.

How the Insourcing Framework will be implemented

While final details are still to be settled, the ACT Government proposes that the Insourcing Framework be operational within six months of its commencement. A proposed Implementation Approach will be developed during the consultation phase and the pilot phase for this methodology.

At the heart of the Insourcing Framework is the Evaluation Methodology.

The Evaluation Methodology contained in this document sets out the stages of advice, and the factors that will be incorporated into the advice, that will be provided to the responsible **Decision-maker** when they consider whether to insource a service or works. The Evaluation Methodology is to be used to:

- Determine whether a service or works are in scope for evaluation (**Initial Review**)
- If so, evaluate the impact and practicality of insourcing a service or works (**Evaluation Phase**)
- Undertake a more comprehensive assessment of readiness to insource a service and/or work where the decision is made to do so (**Readiness Review**)

To ensure sufficient time for completion of the Insourcing Evaluation Methodology, it is anticipated that review processes will commence 6-24 months prior to the expected commencement of delivery of the service or works. This

will vary depending on the complexity of the services or works being evaluated and will need to accommodate the time required for implementation of whatever decision is made regarding insourcing, purchasing or procurement.

To facilitate implementation of the Insourcing Framework, it is anticipated that identified Services or Works will be included in a staged process over the five-year implementation period, that will allow for:

- Full consideration of multi-agency or Whole of Government issues e.g. where similar services are sought by multiple agencies, or where the government strategic priorities determine that a particular type of service or services or works provided by a particular industry be considered under the Insourcing Framework.
- Sufficient time to consider more complex issues, either by type of proposed service or work, or by industry, or other factors impacting on complexity.
- Full consideration of any funding implications where estimated insourcing costs exceed existing budget funding, and to align with Treasury and Cabinet timeframes for funding submissions and appropriations.
- Consideration and negotiation of Industrial Relations issues.
- Provision of sufficient resourcing for evaluation activities.

The Insourcing Framework operates in the context of wider ACT Government policy settings

ACT Wellbeing Framework

As noted above, the [ACT Wellbeing Framework](#) provides an overarching policy guide for the Secure Employment Framework and this Insourcing Framework. Many of the domains covered by the Wellbeing Framework are captured by the considerations in this Evaluation Methodology. A detailed Wellbeing Impact Assessment is not required until the readiness Review Stage.

Future Direction and Priorities of the ACTPS

Any decision to insource a service or works into the ACTPS is likely to make delivery of that service or works subject to the existing policy and legislative requirements of the ACTPS. Therefore, the priorities, strategic directions and regulatory requirements of ACT public sector entities are an important part of the context of this Evaluation Methodology.

This includes:

- Employment frameworks governing the ACTPS (ACTPS Enterprise Agreements; Fair Work Act 2009; Public Sector Management Act 1994; Public Sector Management Standards 2016; Work Health and Safety Act 2011 and Safety, Rehabilitation and Compensation Act 1988).
- Financial Management Act 1996
- Procurement policies and practices
- Budget setting frameworks and cycles, and
- Accountability mechanisms including those associated with the Legislative Assembly, Auditor-General and ACT Integrity Commission.

Together with these wider ACT Government policy settings, the Insourcing Framework is designed to ensure that both the evaluation, and the decision making based on evaluation advice, is conducted in a way that considers all matters relevant to the ACT Community's interests (in other words, the public interest).

Governance Framework for the Evaluation Methodology

At the highest level, the proposed legislation sets out the following responsibilities:



Translating this into practice, the Insourcing Framework and Evaluation Methodology is based on the following responsibilities:

- A **Decision-maker** is to receive the final evaluation material and decide on whether a service or works is in scope and, if so, whether that work or service should be insourced. The Decision-maker will be appointed by the Chief Executive Officers (proposed s127 and s129(3)) or by the Chief Minister (proposed s129A).
- The **Decision-maker** will appoint an **Evaluation Lead** to undertake the **Initial Review** stage of the evaluation process.
- Where the framework extends beyond the **Initial Review** to the **Evaluation Phase**, the **Decision Maker** can appoint other members to support the **Evaluation Lead** (the **Evaluation Team**).
- Where Subject Matter Experts (SME) from outside a single ACTPS entity are required to assist with the **Evaluation Phase** (e.g. from Treasury), or where more than one ACTPS entity is involved, the responsible Chief Executive Officers will make the decisions to appoint the **Evaluation Lead** and **Evaluation Team**, having regard to the needs and requirements of the ACTPS entities and the context of the particular services or works being considered.

Finally, it is proposed that ACTPS entities will report on:

- compliance with Part 9A of the Financial Management Act in the entity's Annual Reports, and
- any/all Insourced Services or Works in their Annual Reports and their Annual Financial Statements.

The evaluation stages, decision options and responsibilities are summarised in the following table.

Stage of Evaluation	Overview	Decision Options	Undertaken by:
An Initial Review to assess whether the proposed services or works are within the scope of the proposed legislation and the proposed Implementation Plan.	This stage involves a basic assessment of whether the services and/or works being considered are within scope of the proposed legislation and Implementation Plan.	The decision options following the Initial Review are: <ul style="list-style-type: none"> In scope – proceed to next stage in the Evaluation OR In scope – proceed with Evaluation at a later time (including where further information is required) OR Out of scope – do not proceed with further evaluation and to purchase or procure the services or works. 	Evaluation Lead Decision by Decision-maker
The Evaluation Stage commences when a decision is made on the Initial Review that insourcing of the services or works should be given further consideration.	The Evaluation Stage has two components: <ul style="list-style-type: none"> A detailed description that sets out what is known about the service or works and any matters that are NOT known, but that need to be known (and what steps need to be taken to find out this information) to inform the evaluation, and An evaluation template which sets out a series of core questions and guiding questions against several domains which need to be addressed to inform the evaluation. 	The detailed service or works description will inform the Evaluation Process and requires no decision to be made. The decision options following the Evaluation are: <ul style="list-style-type: none"> Agree – proceed to Readiness Review OR Agreement to Proceed with Readiness Review at a later time (including where further information is required) OR Disagree – not to proceed with further evaluation and to purchase or procure the services or works 	Evaluation Lead Evaluation Team Decision by Decision-maker
The Readiness Review commences when a decision is made on the Evaluation that further consideration of insourcing should take place.	The Readiness Review is intended to be a comprehensive review process against several factors critical to the successful implementation of an insourcing solution.	The decision options following the Readiness Review are: <ul style="list-style-type: none"> Agree – proceed to implementing insourced services or works OR Agreement to Proceed with Insourcing at a Later Time (including where further information is required) OR Disagree – not to proceed with insourcing and to purchase or procure the services or works 	Readiness Review Lead Readiness Review Team Decision by Decision-maker

At each stage, the **Decision-maker** may also make comments in relation to their consideration of the evaluation (e.g. adequacy of information provided, future steps). It is proposed that every ACTPS entity maintain a register of evaluation activity in relation to the proposed Part 9A, that will set out all relevant information required to report on compliance with the legislation.

All Evaluation activity will be tracked by the Evaluation Lead, including a document trail of who completed each part of the evaluation.

How to Use This Template

This Template is set out in three stages:

- Initial Review
- Evaluation Stage
- Readiness Review

In the Initial Review, the Evaluation Lead will:

- Undertake a review of the proposed service and/or works against the proposed part 9A of the FMA and implementation plan
- Determine whether or not the service and/or works should be evaluated against the insourcing framework

2

In the Evaluation Stage, the Evaluation Team will:

- Undertake a description of the service and/or work
- Prepare the evaluation analysis for each domain
- Prepare advice to the decision maker, including a Summary Report which incorporates a written summary that supports the summary tables

In the Readiness Review, the Readiness Review team will:

- Complete a comprehensive review against each of the Readiness Factors
- Prepare a summary report to inform the decision maker about the process of insourcing

Guidance is provided at the commencement of each section.

Continuous Improvement

It is intended that this document be regularly reviewed and updated, to ensure its currency and suitability for application to all ACTPS entities, and all proposed services or works.

This Insourcing Assessment Framework and Evaluation Methodology will be updated annually, or as necessary, by the Secure Employment Team (SET).

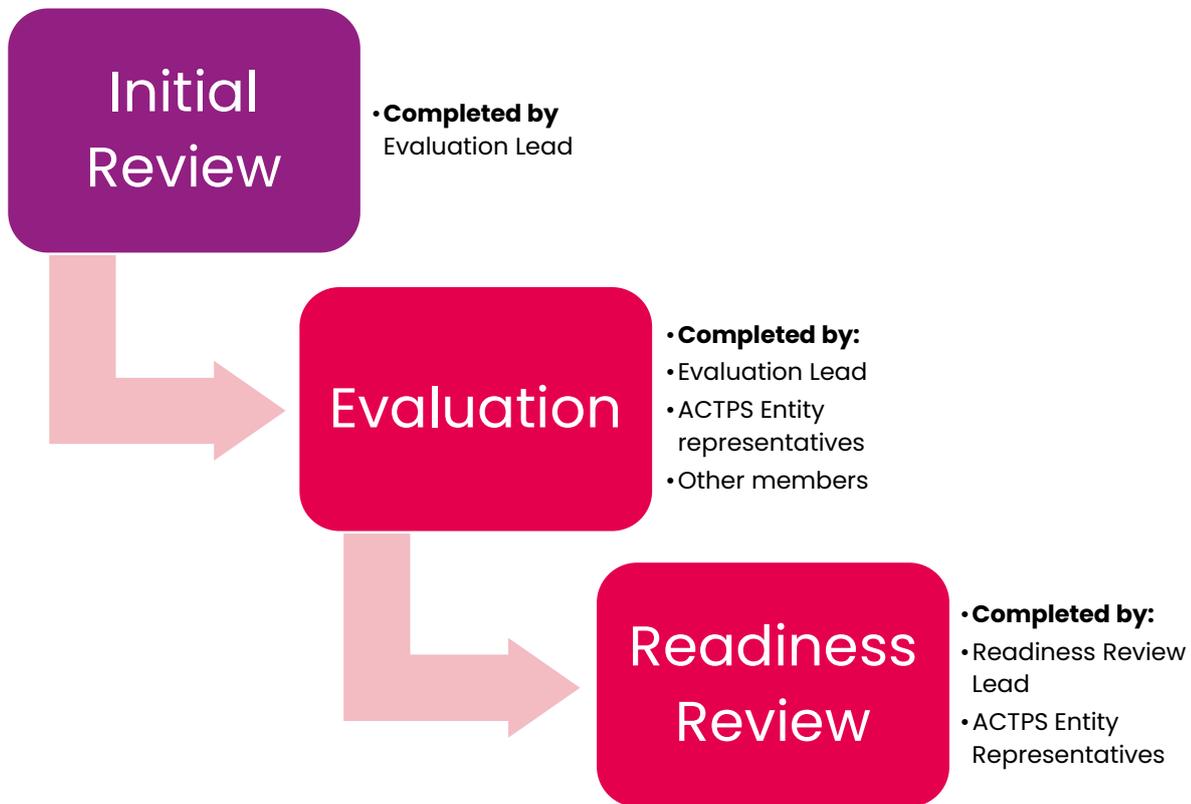
Insourcing Framework – Evaluation Template

Draft

Initial Review

This Initial Review section must be completed by the Evaluation Team Lead for all proposed purchases of or procurements for services or works.

The purpose of the Initial Review is to consider whether the proposed services or works fall within the ambit of the proposed legislation, or within the proposed Implementation Plan, or where the Minister/s or other Decision-maker/s direct that the proposed services or works be considered for insourcing.



Section 1: Initial Review Questions

This section needs to be completed by the Evaluation Team Lead:

Name of Public Sector Entity:	
Title of Services or Works Contract:	

Identifying Number (where applicable):	
Brief Description of Services or Works:	

#	Question	Answer
1	Are the service or works covered by the application of the proposed Part 9A of the FMA and the proposed Implementation Plan? ¹	
2	Has the proposed contract been previously outsourced or is it a new procurement or purchase?	
3	What is the budget funded amount for the current year and each of the following three years for this service or works?	
4	How long will this service or works be required? (consider the anticipated term of the contract)	
5	Are there other factors that should be considered in this Initial Review?	

This section needs to be completed by the Evaluation Team Lead:

Completed by (Name)	
Position	
Email	
Contact Number	
Signature	
Date Completed	

¹ Exclusions are Territory Owned Corporations or their subsidiaries (ie ActewAGL; Evoenergy; Cultural Facilities Corporation; Icon Water)

This section needs to be completed by the relevant Decision-maker/s.

Decision on whether Service or Works are in scope	In scope - proceed to evaluation stage	Yes, When
	Out of scope – refer to ACTPS business area for purchase or procurement	Yes
	Comment	
Completed by (Name)		
Position		
Email		
Contact Number		
Signature		
Date Completed		

If the decision is that the service or works are out of scope, the matter will be referred back to the relevant business area for action (ie purchasing or procurement). This section needs to be completed by the Evaluation Team Lead:

Referred to (ACTPS Entity Business Area):	
For What Action:	
Date:	

If the Decision-maker decides that the proposed services or works should be considered further against the Insourcing Framework Evaluation Methodology, the Decision-maker can appoint additional Evaluation Team members to assist in completing the Service Description and Evaluation stage. This will depend on the complexity and scale of the service or works.

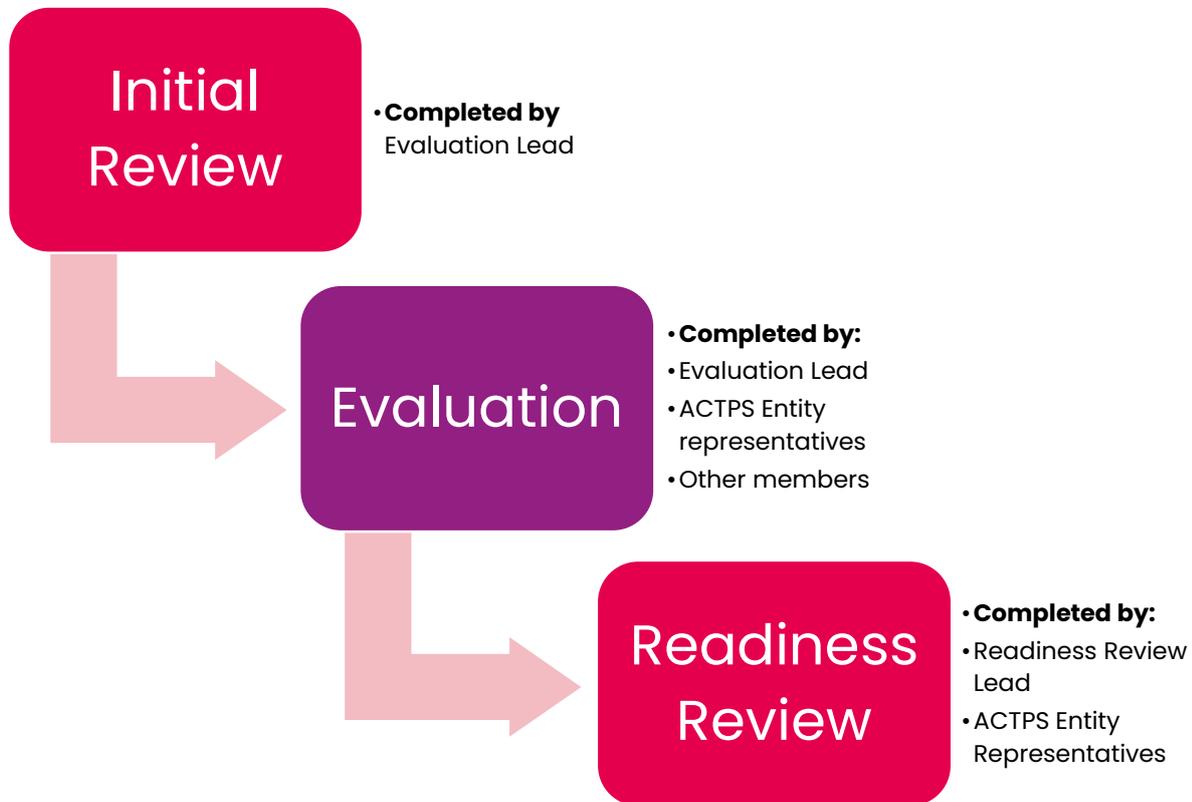
Evaluation

This stage of the Insourcing Framework has two components:

- A description of the nature and history of the service or works, and
- An evaluation of the impacts of insourcing that service or works against several important domains.

Key insights from both components of work will be captured in an Evaluation Summary to inform the decision maker for the decision on whether to proceed to insource the service or works.

While this stage of the framework needs to be completed with as much rigour as possible, the details should be commensurate with the scale of the service and works in scope for evaluation (eg the budget value of the service/works, importance to the ACT community).



Services or Works: Description and History

This part of the evaluation is about informing the evaluation through a clear description of the service and/or works and discovering as much as possible about the service or works' history and operation. Information will most likely be sourced from the business case, New Policy Proposal, procurement plan, contract reporting and monitoring (if previously outsourced), and other available information within the ACTPS entity.

In this component of the Evaluation, the details of the service or works that is being considered for insourcing is to be completed by the Evaluation Lead/Team, or other nominated ACTPS entity representative/s.

This section is a Statement of Facts, and no decision is required in relation to this section.

1: Budget Funding

This section is to be completed by the ACTPS entity's Chief Finance Officer or nominated representative.

#	Question	Answer
1	What budget funding for this service or works has been appropriated, over what period?	
2	What is the break-up of Individual Cost Items that comprise the total annual budget amounts?	
3	Are there factors known to have an impact on the cost of this service over the life of the activity?	

	Current Year	Year 1	Year 2	Year 3	Year 4	Total
Total Budget Funding						

Detailed Cost Items						

2: Insourcing in Other Jurisdictions

1	Has this service or work been insourced elsewhere in the ACTPS, Commonwealth, State/Territory jurisdictions or in the UK or Canada ² ?	
2	What can be learned from the insourcing experience in those jurisdictions?	

3: Whole of Government Considerations

	Question	Answer
1	Is the proposed contract for services or works one where an ACT Whole of Government approach or multi-agency (with a nominated lead agency) approach should be considered or is this an agency specific requirement?	
2	What other ACTPS entities purchase or procure this type of service or works?	
3	What is the total value of amounts paid across all ACTPS entities to purchase or procure this type of service or works in the current year (or most recent full financial year)?	
4	Are there different service standards or requirements across the ACTPS entities for these services or works?	
5	What steps need to be taken to engage all relevant ACTPS entities in further discussion to consider insourcing from a shared service or lead agency perspective?	

² Refer to Report: "Insourcing Insights from Australian and International Research"

4: All Proposed Services or Works

1	Why are these services or works required?	
2	How long are these services or works required for?	
3	Are the proposed services or works required on an ongoing consistent basis, or ad-hoc?	
4	What are the service standards required for each of the proposed services or works?	
5	When is the delivery of the proposed service or works expected to commence?	
6	What is the scale of service or works required, per annum, for each year of the proposed arrangement??	
7	Are there other relevant known matters or issues about the nature of the services or works, service standards, and volumes of services or works that need to be considered?	

5: New Proposed Expenditures for Services or Works

The following questions relate to only new policy proposals or proposed new purchases or procurements for services or works. If the service or works has been previously outsourced, go to the next section.

#	Question	Answer
1	What would be the expected costs (pa, lifecycle) if this proposed contract were to be outsourced?	
2	Has budget funding been approved for this service or works, or has the submission been made to Treasury? If so, when, and what outcome?	
3	Are there any other factors that need to be considered?	

6: Previously Outsourced Service or Works

The following questions relate only to Services or Works that have been previously outsourced. It should be completed in consultation with the ACTPS entity's Procurement Manager or designated representative

#	Question	Answer
1	Who is the current contract with for this service or work?	
2	How long has this contract been in place?	
3	How many vendors submitted proposals/quotes/tenders in the most recent market assessment?	
4	Why is this contract planned for renewal?	
5	When does the current contract expire?	
6	What are the current Contract Terms and Conditions?	
7	Have the Contract Terms and Conditions been revised over the life of the contract?	
8	Have all of the works or services been delivered under the contract?	
9	Under what conditions can this contract be terminated by the ACTPS?	
10	What are the current Service Level Standards or Service Level Agreements for each service?	
11	Why has this services or works been outsourced? (Refer to initial business case)	
12	What has been the total contract spend and how much has been expended per annum for the contract term?	
13	What have been the reporting arrangements under the contract?	
14	What have been the KPIs for each service or works reported on under the contract?	

#	Question	Answer
15	How many of each type of service or works were delivered over the contract term and per annum?	
16	Have there been any Work Health and Safety issues, incidents, accidents associated with this service?	
17	Has any client feedback been sought to determine whether the services or works have met required service standards?	
18	Other considerations about the past performance under this contract, or the market conditions relating to this industry, or other issues?	

7: Relevant Data Sources

Data sources that have been identified as having relevance to some Insourcing Evaluations have been provided to the SET, and include:

Australian Bureau of Statistics – multiple data sets

- Labour Market
- Pay Rates

Other Data Sources

- IBIS World
- Labour Market Information Portal
- Employment Research and Statistics
- National Skills Commission
- Office of the Commissioner for Sustainability and Environment – State of the Environment Report
- Chamber of Commerce – Westpac Survey of Industrial Trends.
- ACT Long Service Leave Authority – Security Workforce Profile
- ACT Long Service Leave Authority – Contract Cleaning Workforce Profile
- Safe Work Australia – Data and Research Request + Work Health Safety Statistics
- ACTPS Enterprise Agreements
- Australian Chamber of Commerce – Activities and Achievements
- Grattan Institute (Think Tank)
- Australian Institute of Health and Welfare

Question

Answer

1	Are there relevant public or private data sources available that would assist in further evaluation of the suitability of this service or works for insourcing?	
2	Is there anything further that needs to be done to acquire or access relevant data sources?	
3.	What significant gaps in data or knowledge remain which could affect the advice to the Decision-maker	

Service or Works Description History Sign off

The Evaluation Lead is to complete the following signature table below to confirm that all questions in the section above have been answered where possible

Completed by (Name)	
Position	
Email	
Contact Number	
Signature	
Date	

Evaluation

The Evaluation component of this stage requires the Evaluation Lead/Team to address a series of core questions against key domains necessary for understanding the impact and practical implications of potential insourcing. Further guiding questions are provided against each domain to inform the evaluation.

The domains are:

- Business Ecosystem Factors
- *Social Policy Factors*
- *Economic Policy Factors*
- *Environment Issues and Impacts*
- *Client Impacts*
- *Internal Business Supports and Infrastructure*
- *Financial Analysis and Impacts*
- *Governance Factors*
- *Risk Factors*

Finally, the template provides for a Summary Report to be completed for the Decision-maker. Given the amount, complexity and disparate nature of the issues identified in the evaluation. The Summary Report seeks to capture an assessment of the significance of the opportunities and barriers against each domain of the evaluation. The aim is to provide a brief visual reference point for the decision maker, directing them to key areas for consideration identified in the evaluation. It is clearly intended to supplement the more detailed and other summary material provided in the evaluation. Further detail on the rubric for completing the Summary report is provided below.

The completion of this part of the Insourcing Evaluation will need to be done by the Evaluation Lead/Team and nominated Subject Matter Experts.

There are several domains that need to be evaluated. These are set out below.

Responses need to be provided to the core questions in each domain to determine the key opportunities, barriers and mitigations identified with the insourcing of this service or works.

Following the completion of the evaluation against the domains, the Evaluation Lead will complete the Summary Evaluation table, to identify the overall significance of opportunities and barriers for the Decision maker/s.

The Evaluation Lead is responsible for completing the table on evaluation history as a mechanism for tracking who completed each part of the evaluation.

The Decision-maker/s needs to record their decision in relation to the Evaluation stage.

Domain 1: Business Ecosystem Factors

1.1 Business Ecosystem Factors: Information and resources

The following sources might inform how this Service or Works fits within the ACT's business ecosystem.

Data sources that have been identified as having relevance to some Insourcing Evaluations have been provided to the SET, and include:

Australian Bureau of Statistics – multiple data sets

- Sector performance and make-up (as per Industry Classification)
- Labour Market
- Pay Rates

Other Data Sources

- IBIS World
- Labour Market Information Portal
- Employment Research and Statistics
- National Skills Commission
- Office of the Commissioner for Sustainability and Environment – State of the Environment Report
- Chamber of Commerce – Westpac Survey of Industrial Trends.
- ACT Long Service Leave Authority – Security Workforce Profile
- ACT Long Service Leave Authority – Contract Cleaning Workforce Profile
- Safe Work Australia – Data and Research Request + Work Health Safety Statistics
- ACTPS Enterprise Agreements
- Australian Chamber of Commerce – Activities and Achievements
- Grattan Institute (Think Tank)
- Australian Institute of Health and Welfare

1.2 Business Ecosystem Factors: Core Evaluation Questions

To evaluate the Business Ecosystem factors relevant to this Service or Works, the following core questions should be answered:

#	Core Questions	Response
1	<p>How would insourcing impact the current market for this service or works in the ACT region?</p> <p>Consider the impact on market players directly and indirectly related to the service or works and what business value might be created or lost by insourcing.</p>	
2	<p>If this service or works was to be insourced, can it provide the same range of functions as when it was outsourced?</p> <p>Consider the required industry accreditations, innovation and research and development, internal capability gaps and other factors that may be relevant to this service or works industry.</p>	
3	<p>Describe the main benefits and issues identified through consultation with Service Providers, Industry Representatives and Unions.</p>	

1.3 Business Ecosystem Factors: Guiding Questions

Guiding questions are listed below to assist in providing as comprehensive a picture as possible for this domain

- What is the sector that this service or work fits within (eg ABS categories & ANZSIC Division Codes) 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? (eg number of employees, annual turnover, Small/Medium/Large, type of entities, etc)
- What legislation, policy or standards already govern businesses providing these services or works?
- Are there any industry accreditations or professional standards that apply to the performance of these services or works?
- Where is research and development and innovation undertaken in relation to this service or works?
- Are service or works outcomes highly dependent on the performance of businesses operating in related sectors?
- Is the provision of this service or works competitive in nature? How is this competition/lack of competition likely to be affected by insourcing?
- Are there any other issues related to the market environment for this service or works that need to be considered?

1.4 Business Ecosystem Factors: Summary Table

In the table below, capture the key opportunities, barriers, and mitigations to insourcing this service or works based on answering the core evaluation questions. This table should contain a summarised version of the detailed responses captured above.

Question	Opportunities	Barriers	Mitigations
1			
2			
3			

Domain 2: Social Policy Factors

2.1 Social Policy Factors: Information and resources

This section excludes ACT government policy in relation to Workforce Management and Employment, which are addressed in the Workforce Section. Social Policies identified on the CMTEDD website include:

[City Activation Plan](#)

[Freedom of Information Guidance \(act.gov.au\)](#)

[CMTEDD Stretch Reconciliation Action Plan 2020-2023](#)

[\(Stakeholders invited to suggest additional social policies in dot points below\)](#)

Additional reference material includes:

[Report of the Inquiry: Review into the system level responses to family violence in the ACT by Laurie Glanfield AM](#)

[\(Stakeholders invited to suggest additional social policies in dot points below\)](#)

2.2 Social Policy Factors: Core Evaluation Questions

To evaluate the Social Policy factors relevant to this Service or Works, the following core questions should be answered:

#	Question	Response
1	What are the known social costs and social benefits associated with the insourcing of this service or works?	
2	Are there any wider social policies within the ACT that need to be considered as part of the insourcing of this service or work?	
3.	What impacts would insourcing have on social opportunities and benefits associated with the not-for-profit sector?	

Guiding questions are listed below to assist in providing as comprehensive a picture as possible for this domain

- Are there any ethical concerns with the insourcing of this service or work?
- Are there secure local jobs implications?
- Will the insourcing of this service 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 this service or works, and what positive social outcomes are/could be associated with this?

2.4 Social Policy Factors: Summary Table

In the table below, capture the key opportunities, barriers, and mitigations to insourcing this service or works based on answering the core evaluation questions. This table should contain a summarised version of the detailed responses captured above.

Question	Opportunities	Barriers	Mitigations
1			
2			
3			

Domain 3: Economic Policy Factors

3.1 Economic Policy Factors: Information and Resources

Economic policies to be considered in this section include:

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

[\(Stakeholders invited to suggest additional economic policies in dot points below and/or refine the references\)](#)

This domain should be completed by the Evaluation Team member with Economic Policy expertise (eg from ACT Treasury), within the ACTPS policy and regulatory environment.

3.2 Economic Policy Factors: Core Evaluation Questions

#	Question	Response
1	What is the wider impact on the ACT economy if the service or works were to be insourced?	
2	Would the insourcing of this service or works cut across other parts of the ACT Government's economic policy settings?	

3.3 Economic Policy Factors: Guiding Questions

While this domain is not intended to require a comprehensive cost-benefit analysis, it should still look to identify some of the implications for the ACT economy that would be considered in such an analysis – including economy-wide implications, wider economic costs and benefits, second-round effects, and impacts over time.

- Will there be an impact on ACT Payroll Tax Revenue if this service or works is insourced?
- Will the insourcing of this service have an impact on the investment attractiveness of the ACT economy compared with other Australian states?
- Will the insourcing of this service assist or negatively impact economic policies beyond the Secure Employment Framework?

3.4 Economic Policy Factors: Summary Table

In the table below, capture the key opportunities, barriers, and mitigations to insourcing this service or works based on answering the core evaluation questions. This table should contain a summarised version of the detailed responses captured above.

Question	Opportunities	Barriers	Mitigations
1			
2			
3			

Domain 4: Environmental Issues and Impacts

4.1 Environmental Issues and Impacts: Information and Resources

Environmental policies to be considered in this section include:

General Environment Protection Policy

ACT Climate Change Strategy 2019-2025

ACT Water Strategy

Other?

This section needs to be completed by the Evaluation Team member or Subject Matter Expert, with expertise in ACT Environmental policy, or their nominee.

4.2 Environmental Issues and Impacts: Core Evaluation Questions

#	Question	Response
1	What are the environmental costs and benefits associated with the insourcing of this service or works?	
2	Are there wider strategic environmental policies that need to be considered for the insourcing of this service or works?	
3	Have any potential environmental impacts associated with the insourcing of this service been identified and assessed?	

4.3 Environmental Issues and Impacts: Guiding Questions

Depending on the particular service or works, it may be possible to identify relevant impacts to the ACT’s environment resulting from insourcing. For example, will insourcing:

- enable the ACT Government to pursue environmental policy outcomes more effectively (eg in relation to its Climate Change Strategy)?; or
- stifle the local development of environmentally friendly intellectual property which has been developed over several years as part of outsourced service provision?

4.4 Environmental Issues and Impacts: Summary Table

In the table below, capture the key opportunities, barriers, and mitigations to insourcing this service or works based on answering the core evaluation questions. This table should contain a summarised version of the detailed responses captured above.

Question	Opportunities	Barriers	Mitigations
1			
2			
3			

Domain 5: Client Impacts

This domain is considering ACT citizens and/or users of the services or works being considered for insourcing.

5.1 Client Impacts: Information and Resources

Other Sources?

5.2 Client Impacts: Core Evaluation Questions

#	Question	Response
1	Who are the ACT citizens or users of this service or works, or who are directly or indirectly affected by how this service or works is provided?	
2	What are the relevant service standards and expectations about delivery approaches to meet ACT citizen's requirements?	
3	Has the ACT community been happy with the service standard provided or has this service received a large number of complaints?	

5.3 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 this service or works?
- What is the forecast of 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 this service 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 this service or works?

5.4 Client Impacts: Summary Table

In the table below, capture the key opportunities, barriers, and mitigations to insourcing this service or works based on answering the core evaluation questions. This table should contain a summarised version of the detailed responses captured above.

Question	Opportunities	Barriers	Mitigations
1			
2			
3			

Domain 6: Internal Business Supports and Infrastructure

This section is considering what would be practically required to support the services or works, should they be insourced.

This section should be completed by the Evaluation Team, in consultation with the ACTPS Entity's corporate support Manager or their nominated representative.

6.2 Internal Business Supports and Infrastructure: Core Evaluation Questions

#	Question	Response
1	What internal and external infrastructure arrangements would need to be established prior to the insourcing of this service or works?	
2	What assets would need to be acquired prior to the insourcing of this service or works? Consider any specific equipment, technology, hardware, software and other capital procurement requirements that would be required to support this service or works.	
3.	What are the staffing implications of insourcing?	
4.	What corporate support services would be required to implement the insourcing of this service or works?	

6.3 Internal Business Supports and Infrastructure: Guiding questions

This section is intended to identify at a high level the range of business supports that would be required to insource the service or works, including:

- business processes and procedures and other corporate supports (e.g., additional payroll services, financial or ICT supports, executive management oversight)
- any 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
- would any support be required from other agencies if this service or works were insourced?
- Service Standards or Service Agreements that would need to be put in place
- documents/document workflows (eg service response reports, quality assurance systems, environmental management systems, safety management systems)
- any Intellectual Property issues that need to be considered
- addressing regulatory requirements (eg privacy).

6.4 Internal Business Supports and Infrastructure: Summary Table

In the table below, capture the key opportunities, barriers, and mitigations to insourcing this service or works based on answering the core evaluation questions. This table should contain a summarised version of the detailed responses captured above.

Question	Opportunities	Barriers	Mitigations
1			
2			

Domain 7: Financial Analysis and Impacts

This section is intended to provide some context around what the insourced services or works might cost, should they be insourced, and other budget funding and financial considerations.

This domain will need to be completed by the Evaluation Team, in conjunction with the relevant ACTPS entity's Chief Finance Officer or their nominated representative.

7.1 Financial Analysis and Impacts: Information and Resources

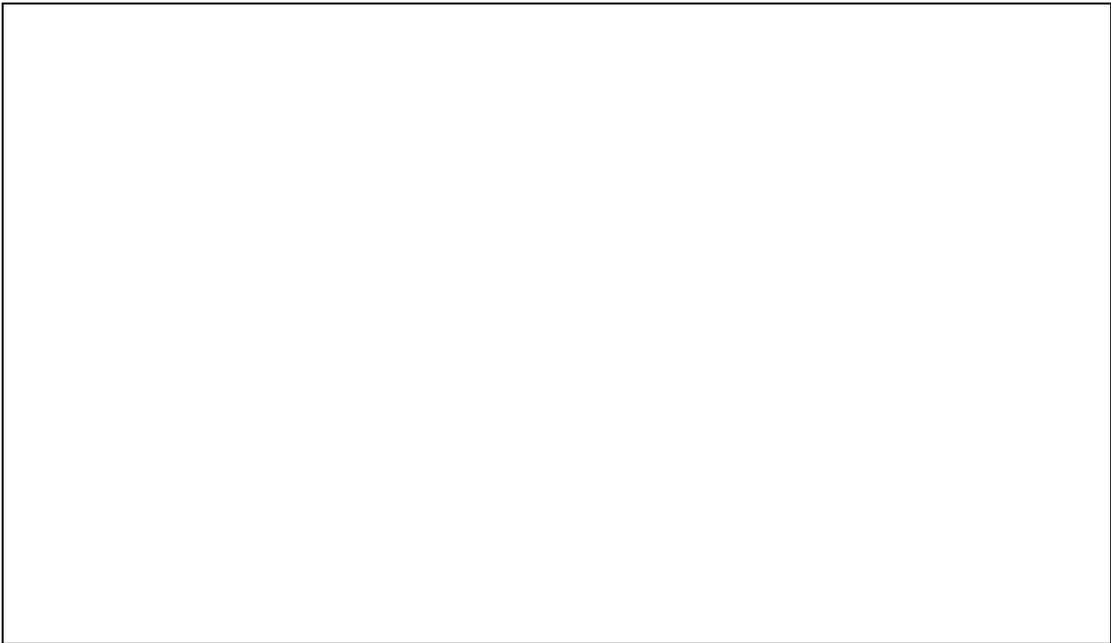
Other sources?

7.2 Financial Analysis and Impacts: Guiding questions

An assessment of the financial impacts of insourcing services or works will be shaped by a range of considerations. Assessment against this domain will require the assumptions that underpin the estimates to be clearly documented.

Considerations include:

- how insourcing would occur (eg direct transmission of business, recruitment from the private sector, redeployment of ACTPS staff from other agencies, or other means)
- source of funding to insource this service (eg existing internal/allocated budget available, new funds required, timing of any funding request)
- what financial value for money has been captured by the ACT government by previously outsourcing this service or works, and what scope there may be to retain this through insourcing
- staging of any insourcing (which may include short term outsourcing while planning is conducted and a transition is executed)



7.3 Financial Analysis and Impacts: Core Evaluation Questions

Please complete the following tables:

Table 1. Labour Cost Estimates³

	APS Level	APS Pay Rate	Number of APS Required	Year 1	Year 2	Year 3	Year 4	Year 5	Total Costs
APS 1									
APS 2									
etc									
Manager									
Management and Executive									
Other Corporate Support Required									
Other Agency Supports Required									
Total									

³ As per ACTPS Enterprise Agreement

Table 2. Cost Estimates for Insourced Services or Works

	Year 1	Year 2	Year 3	Year 4	Year 5	Total Costs
Labour Costs – as calculated above						
Labour Oncosts for Sick Leave, Holidays, LSL etc						
Other Labour Costs						
Assets						
Equipment						
Uniforms						
Infrastructure						
Other Costs						
Total Costs						

Table 3. Comparison of Budget Funds and Estimated Costs of Insourced Services or Works

	Year 1	Year 2	Year 3	Year 4	Year 5	Total Costs
Total Costs of Insourced Services or Works						
Total Budget Funding Available						
Difference						

7.4 Financial Impacts and Analysis: Summary Table

In the table below, capture the key opportunities, barriers, and mitigations to insourcing this service or works based on answering the core evaluation questions. This table should contain a summarised version of the detailed responses captured above.

Question	Opportunities	Barriers	Mitigations
----------	---------------	----------	-------------

1

Domain 8: Governance Factors

This section is considering what governance arrangements would need to be in place should these services or works be insourced, and any other governance matters.

Governance Factors: Core Evaluation Questions

#	Question	Response
1	What governance arrangements would need to be in place to effectively deliver these services or works if they were insourced?	
2	Does the ACTPS have the necessary flexibility of internal arrangements and legislative remit to absorb this function in an operational, governance and cultural sense?	

8.3 Governance Factors: Guiding Questions

- What existing ACTPS governance structures would best suit the delivery of this 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 this service or works?

8.4 Governance Factors: Summary Table

In the table below, capture the key opportunities, barriers, and mitigations to insourcing this service or works based on answering the core evaluation questions. This table should contain a summarised version of the detailed responses captured above.

Question	Opportunities	Barriers	Mitigations
----------	---------------	----------	-------------

1

2

3

Domain 9: High Level Risk Considerations

This part of the evaluation will provide a high-level identification of the (up to) 5 key risks associated with insourcing the service or works. It will draw on the analysis against the other domains and provide an opportunity to both capture the main issues at a headline level, and to crystallise these in risk terms.

A comprehensive Risk Management Plan is not required at this Evaluation stage. It is required in the Readiness Review stage.

9.1 Risk Considerations: Core Evaluation Questions

#	Question	Response
1	What are the key known risks that would need to be managed if this service or works was insourced? (up to 5)	
2	What mitigation strategies could be put in place to manage those risks?	

9.2 Risk Considerations: Guiding Questions

- What are some of the common industry risks associated with this service or works?
- How significant (taking into account likelihood and consequence) are the risks associated with the insourcing of this 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?

9.3 Risk Considerations: Summary Table

In the table below, capture the key risks and possible mitigations to insourcing this service or works based on answering the core evaluation questions. This table should contain a summarised version of the detailed responses captured above.

Risk	Likelihood	Consequence	Possible Mitigations
1			
2			
3			
4			
5			

Evaluation Summary

The evaluation covers a broad range of information and this needs to be summarised for the decision maker.

To complement the detailed responses to the core questions and any other summary material provided to the decision maker, the following evaluation summary table is intended to provide a brief visual reference point, directing the decision maker to key areas for consideration identified in the evaluation.

Of course, completing the table relies on judgements, but it also focuses the evaluation team on key issues against each domain examined as part of the evaluation.

To complete the evaluation summary table, the Evaluation Lead/Team will need to review the opportunities and barriers identified in each domain and select a descriptor using the table below as a guide.

To help standardise the use of the symbols, and to assist evaluators to select the most appropriate visual marker for the Summary, the legend below provides a descriptor of the opportunities and barriers associated with each symbol.

Description	Opportunities Symbol	Barriers Symbol
<p>Opportunity: There are no opportunity/s identified from insourcing this service.</p> <p>Barrier: There are either no barriers to the insourcing of this service or the mitigations identified reduce the residual risk to nothing.</p>		
<p>Opportunity: The opportunity/s identified from insourcing this service will create a small amount of positive value for the ACT.</p> <p>Barrier: The barrier/s identified will have a small impact on the ability to deliver the insourcing of this service or works.</p>		
<p>Opportunity: The opportunity/s identified from insourcing this service will create a moderate amount of positive value for the ACT.</p> <p>Barrier: The barrier/s identified for the insourcing of this service or works after mitigations is moderate and may impact the ability to deliver the insourcing of this service or works.</p>		

Opportunity: The opportunity/s identified from insourcing this service will create a substantial amount of positive value for the ACT.

Barrier: The barrier/s identified for the insourcing of this service or works after mitigations is substantial and will impact the ability to deliver the insourcing of this service or works.



Opportunity: The opportunity/s identified from insourcing this service will create a substantial amount of positive value for the ACT.

Barrier: The barrier/s identified for the insourcing of this service or works after mitigations is significant and will greatly impact the ability to deliver the insourcing of this service or works.



Summary Domain Assessment

The summary table below should be completed by the Evaluation Lead/Team for each domain using the relevant descriptor set out in the table above.

Domain	Opportunities	Barriers
Business Ecosystem Factors		
Social Policy Factors		
Economic Policy Factors		
Environmental Issues and Impacts		
Client Impacts		
Internal Business Supports and Infrastructure		
Financial Analysis and Impacts		
Governance Factors		
Risk Considerations		

Evaluation Summary

The evaluation summary covers provides an overview of the Summary Domain Assessment in narrative form. A summary of the opportunities and barriers for the key Domain areas is provided to inform the decision maker, and provides an opportunity for the evidence gathered with respect to each of the Domains to engage with evidence gathered in other Domains. It also provides an opportunity for context to outlined where appropriate.

Free from text.

This section needs to be completed by the Evaluation Lead/Team.

Evaluation Decision

This section needs to be completed by the relevant Decision-maker/s.

In making the Evaluation Decision, the Decision-maker/s will consider the Evaluation Summary Report, the detailed responses to the core questions, and the opportunities and barriers identified in each domain summary table.

If the Decision-maker/s decides that the services or works should be insourced, then the matter needs to be referred to the Readiness Review Lead to arrange for the Readiness Review and related documents to be completed at an agreed date.

If the Decision-maker/s decide that the service or works is not suitable for insourcing at the moment, then the matter is to be referred back to the relevant business area for proceeding with procurement or purchasing of the service or works. However, the matter also needs to be referred to the Readiness Review Lead to arrange for the Readiness Review and related documents to be completed. This will ensure that all preparations to insource the services or works at that later date are undertaken through completion of the Readiness Review.

If the Decision-maker decides that the service or works are not suitable for insourcing at all, then the matter needs to be referred back to the relevant business area/s for proceeding with procurement or purchasing of the service or works.

Decision to Insource Services or Works	Agree	Yes/No
	Agreement to Proceed at a Later Time	Yes, When
	Request Further Information	What
	Disagree	Reasons
	Comments	
Completed by (Name)		
Position		
Email		
Contact Number		
Signature		
Date Completed		
Agreed Date for Readiness Review		

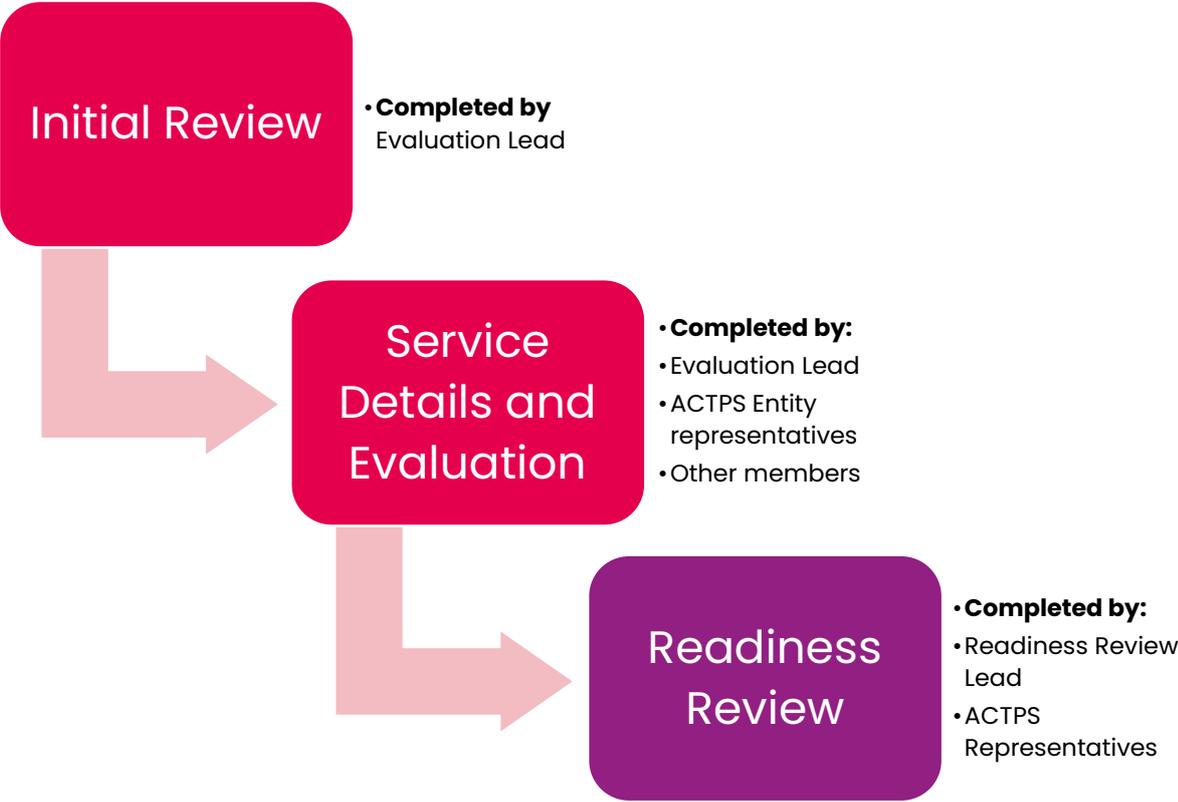
Where the decision is to not proceed with insourcing (either at all or at a later date), the matter needs to be referred back to the relevant business area for action (ie purchasing or procurement). This section needs to be completed by the Evaluation Team Lead:

Referred to (ACTPS Entity Business Area):	
For What Action:	
Date:	

Appendix A – Readiness Review

What is the Readiness Review?

The Readiness Review is final step in the insourcing evaluation process. The Readiness Review will only be completed if the Decision-maker/s have decided to proceed with insourcing the services or works either in the near future, or at a later date as detailed in the Evaluation section.



What is the purpose of the Readiness Review?

The Readiness Review acts as a point in time review and is designed to assist in the timely transition to insourcing a service or works. The Readiness Review would typically precede or occur in parallel with implementation planning for insourcing. The Readiness Review is comprehensive in order to identify any issues to be addressed in implementation planning by the lead agency.

The objective of the Readiness Review is to provide both the lead agency responsible for insourcing this service or work and the decision maker/s with key information on any gaps to be addressed prior to insourcing of the service and/or works. This information can then be used to inform the effort required to deliver the insourced service and/or works, and the timeframe to delivery.

In short, the Readiness Review will seek to answer three high level questions:

- How ready is the agency to commence delivering an insourced service and/or works?
- What is required to be ready?
- What does this mean for the timeframe to deliver the insourced service and/or works?

Who is responsible for completing the Readiness Review?

The Readiness Review will be led by the Readiness Review Lead, supported by a team from the ACTPS entity business area which will be hosting the proposed insourced service or works.

The Readiness Review team should ideally include Subject Matter Experts in Human Resource Management, Finance, Property, Procurement, Governance and Risk, and include representative/s from the relevant Business Area hosting the proposed insourced service or works.

Where the scale, importance or sensitivity of the insourced service and/or works is significant, the Readiness Review could be led by an independent person, or undertaken by an independent panel, to provide additional assurance to decision makers in the hosting agency. For example, the independent person/panel could provide independent advice on readiness based on interviews with subject matter experts in the host agency and relevant parts of the ACTPS.

How do I complete the Readiness Review?

This Readiness Review template identifies a number of Readiness Factors which will need to be completed by the Readiness Review Team to provide a comprehensive picture of the host agency's readiness to deliver the insourced service and/or works.

For each Readiness Factor there are a series of questions to guide the assessment of readiness. Given that they make assumptions about what will be required for a future state insourced service and/or works, these questions are neither exhaustive, nor will they necessarily be relevant in all cases. Judgement will have to be exercised by the Readiness Review Lead to ensure that all major areas related to the insourcing of a service and/or works has been explored and considered.

The summary report located on the next page will then need to be completed by the Readiness Review Lead to identify what implications current readiness will have for implementation planning and for the timeframe to deliver an insourced service and/or works. This information will then be provided back to the decision maker/s for consideration and any further action required.

Readiness Review – Summary Report:

The Summary Report below will need to be completed by the Evaluation Team Lead in coordination with the relevant SMEs and Agency at the agreed Readiness Review date with Decision Maker/s.

Service and/or works to be Insourced: XXXXX

Date Report Prepared: XX/XX/XXXX

Proposed insourcing timeframe: XX/XX/XXXX

Readiness Factor	Summary of readiness	What are the key gaps in readiness to be addressed to deliver insourced services and/or works t?
Workforce		
Transmission of business		
Related Procurements or Leasing Arrangements		
Financial		
ACT Wellbeing Framework		
Stakeholder Considerations		
Other Implementation issues		

Timing Implications	Response
1. How does progress against the readiness factors impact on the proposed timetable and scheduling plan for insourcing this service and/or works?	
2. If there is insufficient time for necessary establishment arrangements to be in place, do plans need to be developed to continue or commence service delivery?	
3. Are there any other matters impacting on the programming of insourcing of these services or works?	

In the table below, capture the top (up to 5) risks and possible mitigations for readiness in delivering the insourced service and/or works in a timely manner.

Risk	Likelihood	Consequence	Possible Mitigations
1			
2			
3			
4			
5			

Readiness Review Sign-Off

Completed by (Name)	
Position	
Email	
Contact Number	
Signature	
Date	

Readiness Factor 1: Workforce

The nominated Readiness Review member responsible for completing this Readiness Factor is required to provide a response in both sections of the table below to each question. The member will need to assess the organisations current readiness for insourcing as well as what future requirements are needed prior to insourcing of this service and/or work.

#	Questions	Current status of readiness for insourcing	Key requirements for future readiness and timing (where relevant)
1	<p>Readiness of workforce planning</p> <ul style="list-style-type: none"> How many staff will be required to be engaged to deliver this service or works, and at what classifications? Are there low demand periods that will mean that staff do not have enough work to do? What is planned to accommodate this? 		
2	<p>Engaging the workforce</p> <ul style="list-style-type: none"> 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 organisation 		

#	Questions	Current status of readiness for insourcing	Key requirements for future readiness and timing (where relevant)
	<p>commenced recruitment or undertaken recent recruitment processes that it can utilise to support the quick employment of new staff?</p> <ul style="list-style-type: none"> Is there an available workforce within the ACTPS within the required timeframe to support the delivery of the service or works whilst waiting for additional recruitment processes to occur? 		
3	<p>Readiness of workplace arrangements</p> <ul style="list-style-type: none"> Will the agency's current Enterprise Agreement be able to accommodate the insourced workforce requirements? If relevant, 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 insourced 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 		

#	Questions	Current status of readiness for insourcing	Key requirements for future readiness and timing (where relevant)
	<p>onboarding and to support employees in their roles?</p> <ul style="list-style-type: none"> Have WHS requirements for this service/works been considered and has a WHS plan been developed? 		
4	<p>Readiness of the agency to receive the workforce</p> <ul style="list-style-type: none"> Has HR been readied to support the onboarding of the additional workforce (including payroll)? Have any organisational structural issues been addressed (design, specification of roles and responsibilities, job descriptions, delegations etc) required to support the insourcing of this service or work been completed? 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? 		
5	<p>Are there any other Workforce Factors or barriers to insourcing that need resolution?</p>		

Readiness Factor 2: Transmission of Business

The nominated Readiness Review member responsible for completing this Readiness Factor is required to provide a response in both sections of the table below. The member will need to assess the organisations current readiness for insourcing as well as what future requirements are needed prior to insourcing of this service and/or work can occur.

#	Questions	Current status of readiness for insourcing	Key requirements for future readiness and timing (where relevant)
1	Will the transition to insourced service delivery require a transmission of business from the current private sector employer/s?		
2	What is the maturity of legal advice about the transmission of business, including contract development and negotiation?		
3	Have necessary arrangements been made with relevant current business owner/s?		
4	Are any substantive assets or equipment planned to be transferred with the relevant businesses?		
5	Do any obligations follow the transfer of the service and assets, and become binding on the ACT?		
6	Has there been consideration for any legislative requirements or obligations involved in the transmission of business?		
7	What corporate and governance arrangements are in place to manage		

#	Questions	Current status of readiness for insourcing	Key requirements for future readiness and timing (where relevant)
	compliance with contractual terms and conditions?		
8	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?		

Readiness Factor 3: Related Procurements or Leasing Arrangements

The nominated Readiness Review member responsible for completing this Readiness Factor is required to provide a response in both sections of the table below. The member will need to assess the organisations current readiness for insourcing as well as what future requirements are needed prior to insourcing of this service and/or work can occur.

#	Questions	Current status of readiness for insourcing	Key requirements for future readiness and timing (where relevant)
1	What accommodation requirements are there for the insourced service or work, staff, assets and equipment e.g. office space, warehouse space, factory/industrial space, fitout?		
2	Has any specialist assets, equipment or supplies required for specific components of the service or work been procured in time for the commencement of service delivery?		
3	Do any of the new staff require uniforms or other protective clothing or equipment to carry out these roles?		
4	What are the ICT management systems required for the new		

#	Questions	Current status of readiness for insourcing	Key requirements for future readiness and timing (where relevant)
	service or works (also considering workflow matters, Safety Management, Environmental Management and relevant Quality Assurance systems supports)?		
5	Will further hardware or software be required to be purchased, trialled and released for the new employees or to operate their systems?		

Readiness Factor 4: Financial

The nominated Readiness Review member responsible for completing this Readiness Factor is required to provide a response in both sections of the table below. The member will need to assess the organisations current readiness for insourcing as well as what future requirements are needed prior to insourcing of this service and/or work can occur.

#	Questions	Current status of readiness for insourcing	Key requirements for future readiness and timing (where relevant)
1	<p>Has a detailed costing process been undertaken? This detailed costing process should account for the following:</p> <ul style="list-style-type: none"> • Labour costs (including FTE calculations) • Capital procurement costs captured in the above sections • Options analysis (if applicable) • Across Agency costs (if applicable) • Any IT related costings 		

#	Questions	Current status of readiness for insourcing	Key requirements for future readiness and timing (where relevant)
	<ul style="list-style-type: none"> Any other costs associated with the insourcing of this service or works 		
2	If a costing process has been undertaken, does the lead agency have the required budgetary funding to proceed with insourcing?		
3	If additional funding is required to proceed with insourcing, please detail the funding process to be undertaken.		
4	Has a financial Impact summary been prepared? In this financial impact summary a summarised version of the detailed costings should include Capital Costs, Offsets, Expenses, Revenue, Savings and Staffing Impact for the expected life cycle of the contract.		

Readiness Factor 5: ACT Wellbeing Impact Assessment

The nominated Readiness Review member responsible for completing this Readiness Factor is required to provide a response in both sections of the table below. The member will need to assess the organisations current readiness for insourcing as well as what future requirements are needed prior to insourcing of this service and/or work can occur.

#	Questions	Current status of readiness for insourcing	Key requirements for future readiness and timing (where relevant)
1	Has a Wellbeing Impact Assessment been completed. (Where applicable, information obtained in the evaluation framework can be used to assist with this.)		
2	If a Wellbeing Impact Assessment has been completed, were any issues identified in the wellbeing impact assessment that would affect the readiness and timeframes required to insource this service?		

Readiness Factor 6: Stakeholder Considerations

The nominated Readiness Review member responsible for completing this Readiness Factor is required to provide a response in both sections of the table below. The member will need to assess the organisations current readiness for insourcing as well as what future requirements are needed prior to insourcing of this service and/or work can occur.

#	Questions	Current status of readiness for insourcing	Key requirements for future readiness and timing (where relevant)
1	Is further consultation required with private sector entities, not-for-profit social enterprises or industry bodies prior to the insourcing of this service?		
2	Has any further research been completed (post evaluation) on potential market and industry impact?		

#	Questions	Current status of readiness for insourcing	Key requirements for future readiness and timing (where relevant)
3	Are there any other industry/market barriers that need to be resolved prior to the insourcing of this service?		
4	Are there still outstanding issues raised from union representatives that need to be considered prior to insourcing of this service or work?		

Readiness Factor 7: Whole of ACTPS Implementation Issues

The nominated Readiness Review member responsible for completing this Readiness Factor is required to provide a response in both sections of the table below. The member will need to assess the organisations current readiness for insourcing as well as what future requirements are needed prior to insourcing of this service and/or work can occur.

#	Questions	Current status of readiness for insourcing	Key requirements for future readiness and timing (where relevant)
1	If relevant, have all of the arrangements to manage a shared service function been made with all of the relevant agencies?		
2	Are there inter-agency structures and supports that need to be put in place in relation to this proposed service or workforce (eg governance and oversight, data integration, other systems)?		

#	Questions	Current status of readiness for insourcing	Key requirements for future readiness and timing (where relevant)
3	Has a Service Catalogue been developed, including Service Standards for every service, and a price to be paid by users for those services?		
4	What organisational arrangements (structure, staffing, job descriptions, job classifications, Enterprise Agreement amendments, management arrangements, delegations, and other governance arrangements) have implications for other ACTPS entities?		
5	Will ACTPS entity Strategic Plans be updated to cover the newly insourced service?		
6	Have steps been taken to ensure that the ACTPS is able to report on the insourcing of this service or works and its performance against key performance indicators in a complete and transparent manner?		
7	Are there any other whole of ACTPS implementation issues or plans that need to be developed and put in place to support the insourcing of this service or works?		

Readiness Assessment Tracking History

This section is a record for the readiness assessment to identify who completed each Readiness Factor. All details need to be provided upon completion of your relevant section.

Factor	Completed by (Name, Position and Email details)	Date

GLOSSARY OF TERMS

Term	Description
ACTPS	Australian Capital Territory Public Service
ACTPS Entity	An ACTPS Directorate or other entity covered by the proposed Part 9A of the FMA Act.
Decision-maker	For Directorates, the Decision-maker is the Minister. For all other ACTPS entities, the Decision-maker is the defined CEO.
Evaluation Team	Team formed of the lead agency conducting the assessment against the evaluation and relevant SMEs.
Evaluation Team Lead	The person responsible for carriage of the Insourcing Evaluation, generally through all stages of evaluation and documentation.
Subject Matter Expert (SME)	A person who is an authority in a particular area or subject.
WCAG Insourcing Evaluation Team	Team formed by WCAG Secure Employment team to consider proposals