



Department of Local Government,
Industry Regulation and Safety

Strategic Plan 2026–30: Delivering Regulatory Excellence





Acknowledgement of Country

The Department of Local Government, Industry Regulation and Safety respectfully acknowledges Aboriginal peoples as being the traditional custodians of Western Australia.

We acknowledge the enduring connection Aboriginal people continue to share with the land, sea and sky through both their ancestral ties and custodianship to Country.

We pay our respect to Elders both past and present, and acknowledge the value brought to our department through the collective contribution of Aboriginal and Torres Strait Islander peoples across Western Australia.

Message from the Director General

It is a pleasure to present the Department of Local Government, Industry Regulation and Safety's (LGIRS) inaugural *Strategic Plan 2026–30: Delivering Regulatory Excellence*

Our department was established on 1 July 2025, bringing together our regulatory expertise and oversight across a number of portfolios.

This strategic plan outlines a clear and coordinated path forward to becoming a modern, high-performing regulator delivering quality services to the community aligned with the priorities of the government of the day.

Those priorities are clear – strengthen the Western Australian economy, optimise productivity within WA Government departments, provide housing, and position the State as a global leader in regulation.

Following extensive consultation with employees, our leadership group, and key external stakeholders, we assessed our statutory responsibilities and commitments alongside the government's overarching goals to set five strategic priorities to guide our efforts in the lead up to 2030.

As a recently reformed department, we will focus on operating as one, cohesive organisation that delivers consistent, transparent and risk-based regulation.

Central to achieving this is integrated data and systems that support decision-making and performance and streamlined processes and coordination.

And importantly, we will invest in our people to build a capable workforce that can deliver consistently and adapt to changing demands.

LGIRS has a significant role to play in supporting the success of Western Australians and work has already begun to align our business outcomes to these priorities.

This relies on strong partnerships, with our people, our community and the industries we regulate, and I look forward to working with you as we deliver on this important work.

I am incredibly excited about the future of LGIRS and the contribution we can make to a safe, fair and prosperous future for Western Australia.



Lanie Chopping
Director General



Who we are

Our department has a diverse workforce of more than 1,600 dynamic individuals from 75 different countries working together for a safe, fair and prosperous future for Western Australia.

Our responsibility is to ensure individuals, businesses, industries and local governments know their rights and obligations under the laws we administer and respond when these laws are not followed.

Our work will touch every Western Australian at some point in their lifetime. We keep people safe, make sure businesses compete fairly, protect the community, and prevent accidents, fraud, or unsafe behaviour before they happen.

As the world continues to change, we continuously adapt to meet the evolving needs of our State and communities. Our people represent the Western Australian community we serve, with 17 per cent of our workforce identifying as culturally and linguistically diverse.

This is why every individual is encouraged to be forward thinking, share their ideas and perspectives, and draw on their experiences to deliver excellent services to the community.

Administering
more than 100
pieces of legislation



Operating out of
10 metropolitan
and **regional offices**



Our purpose

We support a safe, fair and resilient economy that enables Western Australian industries, workers, consumers and communities to thrive.

Our vision

A safe, fair and prosperous future for Western Australia.

Our five Strategic Priorities

| Strategic priority | One Cohesive Organisation | Regulatory Excellence | Operational Excellence | Digital, Data and Systems Enablement | People and Capability |
|--------------------------------|--|--|--|---|--|
| Description | We operate as a unified and aligned organisation with clear roles, shared ways of working and effective governance. | We deliver consistent, transparent and risk-based regulation that builds trust and supports economic outcomes. | We streamline processes and improve coordination to enable timely, efficient and high-quality delivery. | We use integrated systems and data to support decision-making, improve visibility and enhance performance. | We build a capable, aligned and supported workforce with the clarity, skills and leadership required to deliver high performance. |
| How we will get there | <ul style="list-style-type: none"> Clarify roles, responsibilities and decision-making authority. Reduce duplication across functions and processes. Strengthen governance and internal alignment. Improve communication and information flow. | <ul style="list-style-type: none"> Establish and embed a whole-of-agency regulatory practice excellence approach aligned to best practice. Strengthen consistency across regulatory functions. Apply risk-based and proportionate approaches. Clear, accessible and proactive stakeholder engagement. Align regulatory practices across portfolios. | <ul style="list-style-type: none"> Strengthen project delivery discipline and visibility across priority initiatives. Simplify and streamline processes. Reduce approval layers and bottlenecks. Improve coordination across teams. Increase efficiency and responsiveness. | <ul style="list-style-type: none"> Enable predictive and intelligence-led decision-making through improved data capability. Integrate systems and improve data accessibility. Enable better reporting and decision-making. Improve visibility across the organisation. Prioritise ICT initiatives against operational needs. | <ul style="list-style-type: none"> Strengthen performance expectations, accountability and leadership effectiveness. Build capability in critical regulatory and operational areas. Strengthen leadership and decision-making capability. Clarify roles and expectations. Align workforce planning to organisational structure. Support learning, development and knowledge sharing. |
| What success looks like | A connected organisation where work is coordinated, duplication is minimised and decisions are made at the right level. | A trusted and accessible regulator that delivers fair, consistent and effective outcomes. | Faster, more efficient delivery with reduced friction. | A connected organisation where data supports performance and decision-making. | A capable workforce that can deliver consistently and adapt to changing demands. |

Priority one: One Cohesive Organisation

We operate as a unified and aligned organisation with clear roles, shared ways of working and effective governance.

How we will get there

- Clarify roles, responsibilities and decision-making authority.
- Reduce duplication across functions, processes and reporting to improve efficiency.
- Rationalise governance forums and committees, clarify purpose and authority, and reduce approval layers.
- Embed consistent corporate, financial and workforce governance practices, including policies, delegations and approval pathways.
- Establish one approach to prioritising tasks to align resources, sequence initiatives and focus effort on highest-value work.
- Strengthen the department's Project Management Office to support enterprise prioritisation, sequencing, reporting and delivery oversight aligned to the strategy.
- Improve communication and information flow, including visibility of decisions, priorities and rationale.



What success looks like

A connected organisation where work is coordinated, duplication is minimised and decisions are made at the right level.

Priority two: Regulatory Excellence

We deliver consistent, transparent and risk-based regulation that builds trust and supports economic outcomes.

How we will get there

- Establish and embed a whole-of-agency Statement of Regulatory Intent to establish our approach to consistent, risk-based and outcomes-focused regulatory practice.
- Establish and embed a whole-of-agency regulatory practice excellence program to drive consistency, capability and continuous improvement across regulatory functions.
- Embed risk-based prioritisation to focus effort on areas of highest harm and impact.
- Embed a consistent and proactive approach to stakeholder and customer engagement that supports early intervention, improves regulatory outcomes and strengthens trust with industry and the community.
- Streamline licensing, compliance and enforcement processes to improve efficiency and clarity.
- Build consistency and capability in our enforcement approaches across functions.



What success looks like

A trusted regulator that delivers fair, consistent and effective outcomes.

Priority three: Operational Excellence

We streamline processes and improve coordination to enable timely, efficient and high-quality delivery.

How we will get there

- Redesign key end-to-end processes to remove duplication, simplify the transition of tasks and improve flow.
- Improve coordination between policy, Information and Communications Technology (ICT) and operational teams.
- Strengthen delivery discipline across LGIRS through improved tracking, accountability and visibility of priority initiatives.
- Introduce clear operational metrics to track performance.



What success looks like

Faster, more efficient delivery
with reduced friction.

Priority four: **Digital, Data and Systems Enablement**

We use integrated systems and data to support decision-making, improve visibility and enhance performance.

How we will get there

- Consolidate and integrate fragmented systems across LGIRS and improve data accessibility.
- Establish clear data ownership, standards and enable safe sharing across functions.
- Strengthen regulatory intelligence through improved data integration, analytics and forecasting capability to support intelligence-led decision-making.
- Automate manual and repetitive processes to improve efficiency and identify and implement practical artificial intelligence (AI) use cases with appropriate governance.
- Align ICT priorities with operational needs to support delivery outcomes.



What success looks like

A connected organisation where data supports performance and decision-making.

Priority five: People and Capability

We build a capable, aligned and supported workforce with the clarity, skills and leadership required to deliver high performance.

How we will get there

- Develop a Strategic Workforce Plan to align workforce capability, capacity and profile to the department's strategic priorities, regulatory demand and future operating requirements.
- Strengthen performance expectations, accountability and leadership effectiveness to support consistent decision-making and delivery.
- Implement a Regulatory Excellence Capability Program for a coordinated capability uplift across regulatory, leadership, policy, stakeholder and data domains.
- Establish targeted learning pathways for regulatory, digital and leadership skills and enable talent mobility across functions.
- Embed our values into leadership practice, performance expectations and decisionmaking to support consistent behaviours and cultural alignment across LGIRS.



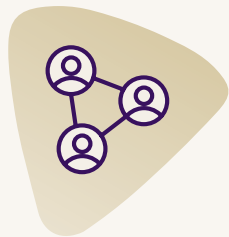
What success looks like

A capable workforce that can deliver consistently and adapt to changing demands.

Our values

Underlying everything we do are our values of Collaboration, Accountability, Respect and Excellence.

Together, they form **CARE**. We care about each other, about the work we do and about the Western Australian community.



Collaboration

We work across boundaries to share knowledge, align effort and deliver better outcomes for the community and industry.



Accountability

We take ownership for decisions, actions and outcomes, and follow through on our commitments of making timely decisions, on what we say we will do, and taking ownership of our work.



Respect

We treat people with professionalism and care, valuing different perspectives, expertise and lived experience.



Excellence

We deliver high quality, timely and fair outcomes by applying sound judgement, acting with integrity and continuously improving how we regulate and support industry and the community.

Government of Western Australia

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