State of reform

Changing the way government works

2019
Acknowledgement of Country

The Government of Western Australia acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures; and to Elders both past and present.
Foreword

Message from the Chair: Hon Roger H Cook, MLA
Public Sector Reform Ministerial Steering Committee

It is my great pleasure to report on the progress of the State Government’s public sector reform program that is creating a more efficient, innovative and effective public sector to deliver better services to Western Australians.

The following pages offer a snapshot of achievements over the past 18 months including the delivery of initiatives to boost jobs and the economy through regulatory and infrastructure planning reform, improve the way we work and interact with citizens both face to face and through digital transformation and projects that help the public sector make more effective use of taxpayers’ money.

I thank my Committee colleagues for their active involvement in this long-term program which will deliver lasting change to the WA public sector for the benefit of all Western Australians.

Hon Roger H Cook, MLA
Deputy Premier; Minister for Health; Mental Health

Message from the Chair: Darren Foster
Public Sector Reform CEO Steering Committee

The State Government’s public sector reform program is as much a program of cultural change as it is concrete initiatives to deliver better services. With the focus on a high-performing, collaborative public sector, agencies are working together more often to take a whole-of-sector approach to service delivery.

We are committed to enhancing public sector accountability and transparency through stronger internal governance and audit arrangements.

We are continuing to explore new ways of working more efficiently and effectively through capability building and greater use of data analytics, as well as strengthening and nurturing leadership, diversity and talent in the workforce.

The CEO Steering Committee is a great example of new ways of collaborating in the sector, and I thank current and former members for their contributions to changing the way government works to deliver better services.

Darren Foster
Director General, Department of the Premier and Cabinet

Other Ministerial Steering Committee members
Hon Stephen Dawson, MLC
Minister for Environment; Disability Services; Electoral Affairs

Hon Bill Johnston, MLA
Minister for Mines and Petroleum; Energy; Industrial Relations

Hon Simone McGurk, MLA
Minister for Child Protection; Women’s Interests; Prevention of Family and Domestic Violence; Community Services

Other CEO Steering Committee members
Sharyn O’Neill
Public Sector Commissioner

Jodi Cant
Director General, Department of Finance

Michael Barnes
Under Treasurer

Rotating members Apr 2019 – Dec 2019

Mike Rowe
Director General, Department of Water and Environmental Regulation

Susan Hunt
Chief Executive Officer, Lotterywest and Healthway

Rotating members May 2018 – Mar 2019

Ralph Addis
Director General, Department of Primary Industries and Regional Development

Timothy Marney
Former Mental Health Commissioner
What we’re doing

The Public Sector Reform program is shaped by findings from three independent reviews of the public sector:

- **Service Priority Review**
- **Special Inquiry** into Government Programs and Projects
- **Sustainable Health Review** interim report

+ two CEO Working Group reports

The Sustainable Health Review Final Report was released in April 2019 and planning for implementation is underway.

5 themes emerged from the reviews’ findings

300+ recommendations were distilled into a program of initiatives and mapped against the themes

20 initiatives were endorsed for action in July 2018
Roadmap for Reform

Community
An outward-facing sector committed to improving longer-term outcomes for the community

Systems and structures
An efficient and effective sector supported by enabling systems and structures

Transparency and accountability
An open and accountable sector in which the community has confidence

People
A capable, high performing workforce that delivers on government and community priorities

Leadership
Sector-wide leadership that drives coordination and collaboration

Our Priorities
Working together to address important issues for the community

Infrastructure WA
Better planning to maximise the value of every infrastructure dollar

Strategic Priorities for WA
Clear direction for more effective government

Service WA
Making it easier for citizens to transact with government

Sustainable Royalties for Regions
Deliver lasting economic and social outcomes to regional Western Australia

Streamline WA
Making it easier to do business in Western Australia through better regulation

Privacy and Responsible Information Sharing
Protecting and using information responsibly to deliver more effective services and outcomes

Digital Leadership
Leading sector wide digital reform to improve service delivery

Robust Cabinet Processes
Providing the right information at the right time to strengthen Cabinet decision making

GTE Reform
Strengthening the connection of Government Trading Enterprises with the rest of Government

Workforce Diversification
Strengthening the public sector with a workforce that values and incorporates diversity

Talented People
Building a talented and agile workforce for today and tomorrow

Manage Temporary Personnel Services
Managing the temporary workforce to achieve value for money

Ensuring a more Stable Workforce
Providing permanency to experienced staff

High-performing CEOs
A CEO performance system that enhances accountability and leadership capabilities

Agency Capability
Enabling CEOs and their agencies to continuously improve agency capability and performance

Reform Program Mobilisation
Ensuring the delivery of sustainable reform

Functional Area Leadership
Strengthening leadership across common government functions

To view the full Roadmap for reform, visit publicsectorreform.wa.gov.au
What we’ve achieved

**CEO Working Group Report released**
Better Government Service Delivery in Regional WA
- **Jun 2017**
- **Oct 2017**

**Machinery of Government changes**
41 agencies to 25
- **Jul 2017**

**Aboriginal Procurement Policy commenced**
to drive Aboriginal entrepreneurship and business opportunities
- **Jul 2017**

**Service Priority Review Released**
Framework to provide permanency
- **Dec 2017**

**Special Inquiry**
into Government Programs and Projects tabled in Parliament
- **Feb 2018**

**First 20 reform initiatives endorsed**
making up Roadmap for Reform
- **May 2018**

**First CEO Steering Committee meeting**
- **Feb 2018**

**Consistency for all Royalties for Regions initiatives**
All initiatives now following same processes and disciplines of other government funding decisions via the Expenditure Review Committee (ERC).
- **Jul 2018**

**New Public Sector Commissioner appointed**
Ms Sharyn O’Neill
- **Jul 2018**

**Public Sector Leadership Council established**
Made up of 19 heads of the largest government agencies, the Public Sector Leadership Council was established to provide stewardship and improve collaboration across the public sector.
- **Aug 2018**

**Public Sector Reform Unit established**
- **Sep 2018**

**First Ministerial Steering Committee meeting**
- **Oct 2018**

**Framework to provide permanency**
to experienced fixed-term and casual employees released via a Premier’s Circular and Commissioner’s Instruction
- **Oct 2018**

**Government Trading Enterprise reform announced**
These reforms will streamline operations of GTEs, standardise governance and accountability and strengthen oversight and, importantly, better align GTEs with government strategic priorities.
- **Aug 2018**

**WA Jobs Act introduced**
to ensure State Government procurement maximises opportunities for local businesses and creates more jobs for Western Australians
- **Oct 2018**

**Independent Review of the Public Sector Commission tabled in Parliament**
(continued over page)
What we’ve achieved

Government Chief Information Officer appointed
Mr Greg Italiano

Our Priorities: Sharing Prosperity
is announced by the Premier

This whole-of-government targets program requires agencies to work closely together on complex, longstanding issues that are important to the community.

ourpriorities.wa.gov.au

759 contract and casual public sector workers
provided with permanent employment

$34.7m

Public sector digital transformation announced
Focused on improving online services to the community, strengthening cybersecurity, improving data analytics and implementing ICT procurement reform.

Streamline WA launched
Streamline WA is making it easier to do business in WA through regulatory reform. The Steering Committee is comprised of government, industry and community members.

Infrastructure WA Bill introduced to Parliament
John Langoulant appointed chair-designate

Infrastructure WA (IWA) is a statutory authority that will allow for better infrastructure planning and decision-making in WA meaning more certainty for private sector investors, more secure long-term jobs and best value for money. One of IWA’s first priorities is to develop a 20-year State Infrastructure Strategy.

Committee received 26 early reform submissions
First areas of focus are environmental approvals for mining; licensing; and tourism.

Sustainable Health Review Report released

Market-led Proposals Policy released
Establishes easier pathways for businesses and government to work together on unsolicited proposals that fall outside of the normal competitive procurement processes, that will boost the economy and benefit Western Australians.

$533m

State Government announced operating budget surplus in 2018-19

$6.9m

Service WA pilot announced
‘One-stop shop’ and online directory for government transactional services.

Public Sector Reform website launched
publicsectorreform.wa.gov.au

(continued over page)
What we’ve achieved

**WA’s credit rating upgraded**
State Government’s ‘strong fiscal resolve’ noted as Credit rating agency Moody’s upgrades WA’s credit rating from Aa2 (positive outlook) to Aa1 (stable outlook)

**Online portal launched**
For the submission of regulatory reform proposals at wa.gov.au/streamlinewa

**Interim Government Chief Customer Officer appointed**
to lead Service WA pilot, Mr Steve Mitchinson

**ANZSOG WA Government Public Administration and Policy Chair announced**
Prof Shaun Goldfinch

**Privacy and Responsible Information Sharing discussion paper released**
Consultation phase on the proposed legislative model and implementation arrangements commenced

**Action Plan for Planning Reform released**
Outlines the vision and agenda to reform WA’s planning system to support the State’s future growth.

**DevelopmentWA launched**
Establishes a new State development agency to shape and create sustainable developments for the future.

**Second iThink challenge launched**
Seeking ideas on how to build a future-fit workforce

**Infrastructure Western Australia bill passed**
Establishes a State-wide economic development framework to unlock WA’s economic potential through improved cross-sector collaboration.

**Statutory Authority established**
and Board appointed Chair John Langoulant AO

**iThink online ideas community launched**
Initial challenge to public sector seeking ideas on workplace diversity and inclusion

**Approval to draft new Procurement Act**
To support a whole-of-government procurement framework to streamline procurement, reduce costs and improve outcomes for the community

**First approved Streamline WA reform project underway**
Focused on user journey mapping for environmental approvals in the mining sector

**Sustainable Health Review (SHR) Independent Oversight Committee established**
To oversee implementation of SHR recommendations

**Stronger financial controls announced for the public sector**
To enhance accountability and transparency through improved internal governance and audit arrangements
What’s coming up (the next 12 months)

PILOT STARTS IN BUNBURY

85 SERVICES

ONLINE DIRECTORY

SERVICE WA

Making it EASIER for CITIZENS to transact with government

INFRASTRUCTURE WA

Established

Better planning to MAXIMISE the VALUE of every infrastructure dollar

ABORIGINAL PROCUREMENT

3% of awarded contracts by 2020-21

ABORIGINAL PROCUREMENT

PROCUREMENT REFORMS

Driving better SOCIAL & ECONOMIC outcomes

HIGH-PERFORMING WORKFORCE

Building a TALENTED & AGILE workforce

A brand new online IDEAS community for public sector staff

A workforce that values & incorporates DIVERSITY

FUNCTIONAL LEADERS

OFFICE OF DIGITAL GOVT.

DEPT OF MINES, INDUSTRY, REG & SAFETY

PUBLIC SECTOR COMMISSION

DEPT OF FINANCE

TREASURY

DEPT OF MINES, INDUSTRY, REG & SAFETY

STRENGTHENING

LEADERSHIP ACROSS COMMON GOVERNMENT FUNCTIONS

ACCOUNTABILITY & TRANSPARENCY

Enhancing Public Sector

ACCOUNTABILITY & TRANSPARENCY

Improving internal GOVERNANCE, FINANCIAL MANAGEMENT & AUDIT arrangements across the public sector

PRIVACY & RESPONSIBLE INFORMATION SHARING

Protecting and using information responsibly to deliver more EFFECTIVE SERVICES & OUTCOMES

WHOLE OF GOVERNMENT

THE "STATUS QUO" A BETTER WAY

FUNCTIONAL LEADERS

WE ARE HERE TO HELP

"ONE STOP SHOP"

Making it EASIER for CITIZENS to transact with government

85 SERVICES

THE QUO" A BETTER WAY" STATUS WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!

WHOLE OF GOVERNMENT

FUNCTIONAL LEADERS

WE ARE HERE TO HELP!
**Case study**

**Bidyadanga airstrip**

Main Roads WA and Kullari Regional Communities Inc provided employment and training for 25 Aboriginal people from Bidyadanga and surrounds to upgrade Bidyadanga Road and seal the community’s airstrip. The work ensures all weather access to critical medical services for WA’s largest Aboriginal community. See the full story at publicsectorreform.wa.gov.au

**Case study**

**Justice Pipeline**

The Justice Pipeline simulation model of the criminal justice system estimates the downstream impact of policy proposals as well as future demands on the system. The data driven model enables government to reallocate resources across the system to ease pressure points and ensure best cost/benefit ratio.

**Case study**

**Our Priorities**

WA’s first whole-of-government targets program sets 12 priorities with measurable targets to deliver better social, economic and environmental outcomes that make a real difference to the lives and communities of Western Australians. Collaboration between government, industry and community members is central to the development of evidence-based actions that positively impact longstanding complex social issues, and help to prepare strong foundations for the future. Learn more at ourpriorities.wa.gov.au

**Case study**

**States of change**

A cross-agency team is learning new ways to drive innovation in the Nesta 2019 Australia and New Zealand States of Change program. The practice-led training program aims to embed innovation capability within the public sector. The team is focusing on the policy challenge of increasing public transport use. Learn more at publicsectorreform.wa.gov.au
We’re working for Western Australia.