



Government of **Western Australia**
Department of the **Premier and Cabinet**

Strategic Plan

Our plan to make a difference

2009  2012

www.dpc.wa.gov.au





Where we're heading

Where we've come from

The Department of Premier and Cabinet has undergone considerable change since its beginnings as an Office of only five members more than 110 years ago.

The most recent major change was in November 2008, when the Department's responsibilities for evaluating the public sector's performance and developing management policies and reform agendas were transferred to the newly formed Public Sector Commission.

This change means the Department will now have a stronger policy focus, and concentrate on delivering the following key services:

- » strategic policy advice, support and solutions to the Premier;
- » facilitation of the business of Cabinet and Executive Council;
- » support services to Ministers and members of Parliament to assist them to meet their purposes;
- » coordination and facilitation of Government policies, programmes and operations;
- » education services relating to the Constitution and systems of government; and
- » a secure and confidential government publishing service.

Our Vision

We make a difference through leadership and innovation.

Our Purpose

We deliver high quality advice, services and support to enable the Premier and Government to serve the Western Australian community well.

Our key goals:

We will:

- » deliver a high level of effective support and policy advice to meet the identified needs of executive government;
- » show leadership and give support to agencies to identify and promote options for innovative government service delivery to better reflect community needs;
- » maximise benefits to Western Australians from engagement with the Commonwealth Government;
- » strengthen policy capacity across government; and
- » build the capability and commitment of our people, and the support processes and systems to deliver our goals.

We will know we are on track in achieving our goals when:

- » our support to the Premier and Ministers is appreciated;
- » our advice is sought and valued;
- » our organisation is well respected; and
- » we attract and develop talented people who want to make a difference.

Our commitment:

We commit to:

- » work collaboratively both inside and outside our Department;
- » look for practical solutions and encourage innovation;
- » take opportunities to challenge constructively the status quo; and
- » value and support our people.



How we'll get there

| What? | How? | How will we measure our progress? | |
|---|--|---|--|
| Key goal | Our strategies | Desired outcome | KPIs |
| 1. Deliver a high level of effective support and policy advice to meet the identified needs of executive government. | 1.1 Establish targets for effective support services and policy advice. 1.2 Provide strategic policy advice that is forward looking, timely, accurate, robust and responsive to the directions set by government. 1.3 Provide quality and efficient secretariat services to Cabinet, its committees and Executive Council, overseeing the programming of business and the security of documents. 1.4 Provide a secure, confidential and time critical publishing service to meet the needs of Parliament and Cabinet. 1.5 Provide effective and streamlined administrative and corporate support to Ministers, office holders and members of Parliament and their staff. | Executive government receives effective support and policy advice. | Proportion of targets for effective support services and policy advice met or exceeded. |
| 2. Show leadership and give support to agencies to identify and promote options for innovative service delivery to better reflect community needs. | 2.1 Work with executive government to develop priority areas for strategic action. 2.2 Foster analysis, debate and collaboration on best practice and innovative approaches to long term challenges and opportunities for Western Australian government services. 2.3 Strive with agencies to place people at the centre of government programmes and policy. 2.4 Provide leadership, coordination and support towards cross-agency solutions to complex problems. 2.5 Encourage agencies to base policy on rigorous analysis of robust performance data, including from front line service staff. 2.6 Convene cross-agency leadership groups to oversee the implementation of key programs, policies and initiatives including ongoing problem solving and continuous monitoring and evaluation. | Agencies responsible for priority government services apply new ideas and different approaches to achieve best results. | Provision of advice to government agencies on innovative approaches to target areas of government service delivery. Proportion of government service delivery in target areas applying innovative approaches. |
| 3. Maximise benefits to Western Australians from engagement with the Commonwealth Government. | 3.1 Lead the development of agreed cross-agency government positions towards national negotiations. 3.2 Ensure effective Western Australian input to negotiations by officials on inter-governmental issues of strategic importance to the State. 3.3 Provide strategic advice to equip the Premier and Cabinet members to advance the interests of the State in key inter-governmental forums and negotiations. 3.4 Enhance community understanding of the Western Australian Constitutions, and the State and Federal systems of government via Constitutional Centre exhibitions and programs. 3.5 Ensure the interests of the State are protected, and Commonwealth objectives achieved, in the delivery of Government services in the Indian Ocean Territories. | WA needs and interests are accommodated in identified national arrangements. | Proportion of Cabinet agreed positions reflected in agreements signed with the Commonwealth. Level of Commonwealth funds allocated to WA over time. |

How we'll get there

| What? | How? | How will we measure our progress? | |
|---|---|---|--|
| Key goal | Our strategies | Desired outcome | KPIs |
| <p>4. Strengthen policy capacity across government.</p> | <ul style="list-style-type: none"> 4.1 Create policy teams within and across agencies to ensure the right people for the right problem, and increase the competition of ideas. 4.2 Establish and maintain strong policy networks on contemporary and emerging issues. 4.3 Attract the best available public and private expertise to Taskforces for concerted fixed period efforts on strategic issues. 4.4 Foster and support improvement in the quality and rigour of policy advice to Cabinet and monitoring the implementation of Cabinet decisions. 4.5 Establish criteria for assessing quality of Cabinet submissions. 4.6 Partner with agencies and external stakeholders to sponsor forums on contemporary policy issues, and policy skills development. 4.7 Build respect and trust through appropriate communication with staff in the offices of the Premier and Ministers. 4.8 Cultivate collaborative relationships across government and with alternative service providers. | <p>Premier, Ministers and Cabinet receive quality and rigorous policy advice.</p> | <p>Proportion of Cabinet submissions that meet or exceed agreed quality criteria/standards.</p> |
| <p>5. Build the capability and commitment of our people, and the support processes and systems to deliver our goals.</p> | <ul style="list-style-type: none"> 5.1 Plan and support professional development opportunities for staff, linked to current jobs and future roles including job mobility, acting opportunities, mentoring, coaching and graduate development initiatives. 5.2 Attract and retain the highest quality people. 5.3 Foster and support internal communication, collaboration and teamwork. 5.4 Support opportunities for staff interchange between agencies, governments and universities. 5.5 Develop opportunities to enhance quality of life at work, and work-life balance. 5.6 Develop mechanisms for the sharing, retention and flexible management of insights and knowledge. 5.7 Maintain strong governance and robust administrative systems and processes that will enhance effectiveness of staff. 5.8 Develop and agree information communication technology (ICT) management priorities that best support the delivery of our goals. | <p>Our staff and leaders are highly capable and committed, and supported by effective administrative processes and ICT systems.</p> | <p>Attraction rates of suitable people for positions.</p> <p>Proportion of staff with a current job and development plan that meets both operational and individual needs.</p> |

