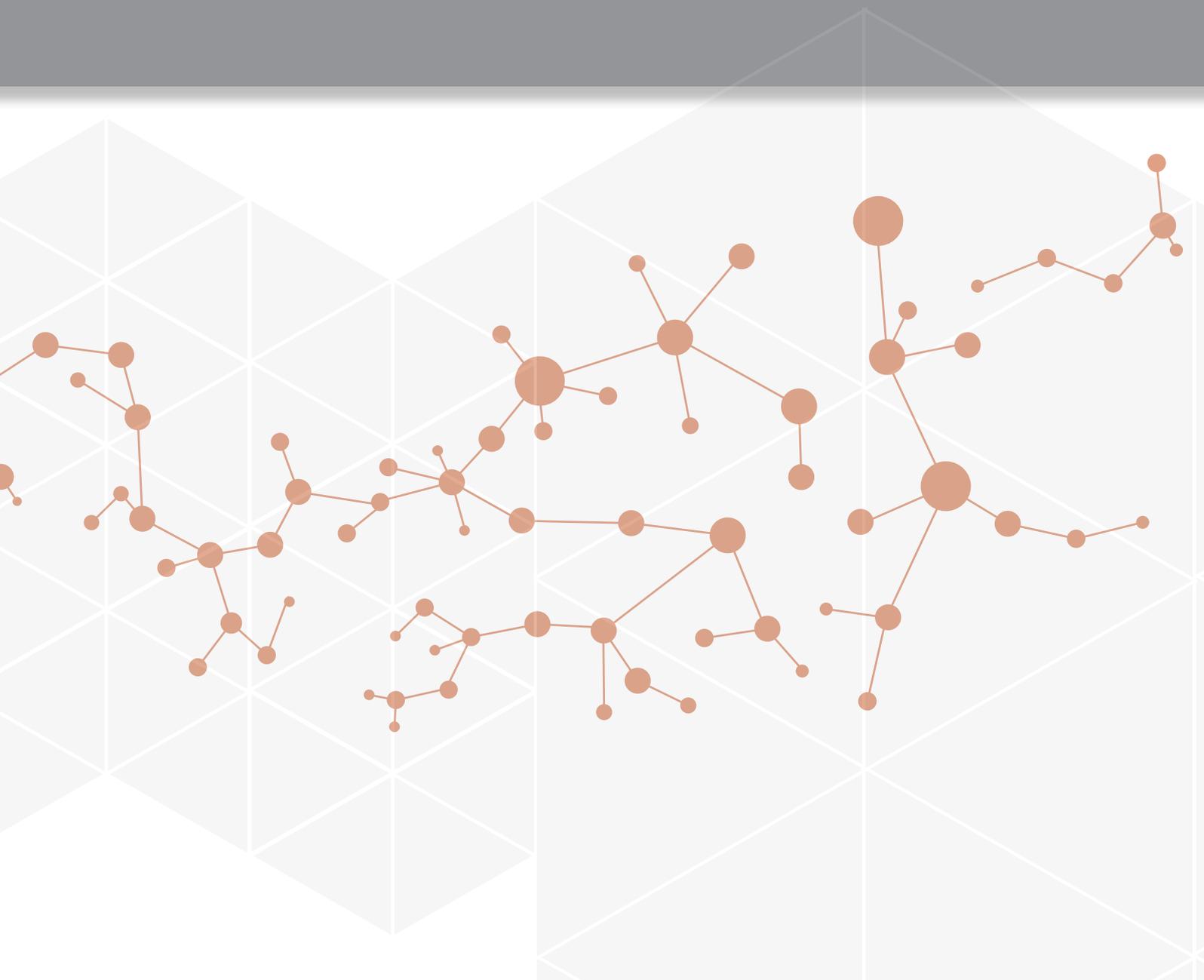




GOVERNMENT OF
WESTERN AUSTRALIA

SERVICE PRIORITY REVIEW **BLUEPRINT FOR REFORM**



The Blueprint for Reform is 17 recommendations
and 37 actions grouped under four directions for reform

Glossary:

DMIRS	Department of Mines, Industry Regulation and Safety
DoF	Department of Finance
DPC	Department of the Premier and Cabinet
PSC	Public Sector Commission
Treasury	Department of Treasury

1 Building a public sector focused on community needs

Recommendation 1 Suggested Lead

Introduce whole-of-government targets that will improve outcomes for the community

DPC

Actions

Responsibility

- i* Agree targets for a short list of community priorities that need cross-agency collaboration.
- ii* Lead the implementation of a whole of government targets approach, support agencies to deliver well against the targets, integrate and align the CEO performance arrangements and Treasury's Outcome Based Management framework, and regularly publish sector-wide performance data.

Decision of Government

DPC supported by all agencies

Recommendation 2 Suggested Lead

Improve the quality of engagement with the community to enable a sharper focus on its needs

DPC

Action

Responsibility

- i* Develop a whole-of-government strategy for community engagement, including consideration of new approaches to program design and implementation.

DPC supported by all agencies

Recommendation 3 Suggested Lead

Drive regulatory approaches that are risk-based and outcomes-focused

Treasury

Actions

Responsibility

- i* Develop best practice principles for making and applying regulation that include evaluation of policy objectives, involvement of end users, and transparency of data and decisions.
- ii* Redesign the Regulatory Impact Assessment process from assessment of regulatory burden to consideration of policy options, of which regulation is one option.
- iii* Develop a regulatory reform program for the whole-of-government that prioritises areas that have a significant impact on business, consumers and/or the community, and publish a progress report annually.
- iv* Make all heads of regulatory agencies responsible for regulation stewardship, including reducing regulatory overlap and duplication within and between agencies and between levels of government.

Treasury supported by regulatory agencies

Treasury

Treasury

DPC

1 Building a public sector focused on community needs

Recommendation 4		Suggested Lead
<i>Increase online service delivery to provide multiple channels for delivering transactional services</i>		DPC
Action	Responsibility	
<p><i>i</i> Undertake a feasibility study for implementation of a whole-of-government multi-channel transactional service delivery model.</p>	DPC	
Recommendation 5		Suggested Lead
<i>Improve the coordination of service delivery in the regions</i>		DPC
Action	Responsibility	
<p><i>i</i> Allocate system-wide coordination and reporting responsibility for public sector operations in the regions to the regional development portfolio.</p>	Decision of Government	

2 Enabling the public sector to do its job better

Recommendation 6 Suggested Lead

Strengthen data sharing and improve ICT performance and cyber security

DPC

Actions

Responsibility

- i* Develop legislation and processes to facilitate information sharing while protecting sensitive personal and other information.
- ii* Assign responsibility for leadership of ICT procurement to the Department of Finance.
- iii* Initiate immediate work to substantially upgrade the sector’s preparedness to deal with cyber security threats.
- iv* Transfer the policy functions of the Office of the Government Chief Information Officer to the Department of the Premier and Cabinet.

DPC

Decision of Government

DPC

Decision of Government

Recommendation 7 Suggested Lead

Leverage government procurement to both reduce costs and improve outcomes for the community

DoF

Actions

Responsibility

- i* Strengthen the development and application of commercial acumen and contract management skills in procurement, and ensure regular evaluation, transparency and accountability applies at a system level.
- ii* Develop a whole-of-government procurement strategy that accounts for operational, economic and social outcomes, including regional outcomes. Provide practical and targeted support for officers with procurement responsibility.

DoF

DoF

2 Enabling the public sector to do its job better

Recommendation 8 Suggested Lead

Overhaul the budget system to focus on fiscal sustainability and support agencies to achieve outcomes for the community

Treasury

Actions	Responsibility
<p><i>i</i> Strengthen the institutions surrounding the budget system, including by upgrading Cabinet processes and ensuring in legislation the independence and transparency of the budget forecasting process.</p>	Treasury
<p><i>ii</i> Revise budget tools and processes to improve effectiveness and support agencies to focus on outcomes.</p>	Treasury
<p><i>iii</i> Provide incentives for agencies to manage assets and finances to maximise their value to the State.</p>	DoF

Recommendation 9 Suggested Lead

Improve governance, accountability and transparency for public sector entities

DPC

Actions	Responsibility
<p><i>i</i> Review and rationalise the categories of agencies and other organisations within the public sector to establish key organisational principles to guide future review and reform.</p>	DPC
<p><i>ii</i> Prepare 'umbrella' legislation to reform governance, accountability and oversight of GTEs in light of key organisational principles.</p>	Treasury
<p><i>iii</i> Introduce a transparent, consultative mechanism for government board member selection, appointment and remuneration.</p>	DPC supported by PSC

3 Reshaping and strengthening the public sector workforce

Recommendation 10 Suggested Lead

Develop a shared public sector workforce identity to support purposeful collaboration PSC

Action	Responsibility
<ul style="list-style-type: none"> i Adopt and promote a public sector identity statement unique to WA that provides a collective vision and set of core values. 	PSC supported by all agencies

Recommendation 11 Suggested Lead

Strengthen employee capability through better workforce planning and talent management PSC

Actions	Responsibility
<ul style="list-style-type: none"> i Revise the current Western Australian Public Sector Employee Capability Framework to ensure it is fit for purpose and meets the needs of a contemporary workforce. 	PSC
<ul style="list-style-type: none"> ii Adopt a more robust whole-of-sector diversity strategy that better reflects the broader population, including through strategies to increase the representation of Aboriginal people, people with disability and women in senior levels. 	PSC
<ul style="list-style-type: none"> iii Implement strategic and systematic talent management within agencies and across the sector, including through a whole-of-sector graduate program. 	PSC supported by all agencies

Recommendation 12 Suggested Lead

Modernise the employment framework to support employees and assist agency heads PSC

Actions	Responsibility
<ul style="list-style-type: none"> i Streamline agency practices to enable effective workforce management. 	Agency heads supported by PSC and DMIRS
<ul style="list-style-type: none"> ii Simplify and rationalise sector-wide workforce policy settings, directives and processes to achieve flexibility, mobility and scalability. 	PSC and DMIRS
<ul style="list-style-type: none"> iii Transfer public sector industrial relations functions and capability from the Department of Mines, Industry Regulation and Safety to the Public Sector Commission. 	Decision of Government

4 Strengthening leadership across government

Recommendation 13 Suggested Lead

Redesign executive performance systems to clarify contemporary leadership expectations and to measure success

PSC

Actions

Responsibility

i Improve CEO performance management to support a more effective focus on system stewardship and whole-of-government objectives.

PSC

Amend applicable legislation to:

PSC

- ii*
 - clarify responsibilities for CEO appointment, performance management and termination
 - develop and introduce a mechanism for performance-based remuneration for CEOs.

iii Revise arrangements for the senior executive service to retain and develop a mobile and high performing leadership group.

PSC

Recommendation 14 Suggested Lead

Strengthen the capacity of central agencies to take on a sector stewardship role

DPC

Action

Responsibility

i Ensure regular, formal, purposeful engagement between central agency heads to strategically manage sector-wide issues including budget, workforce and high-level policy levers.

DPC with Treasury and PSC

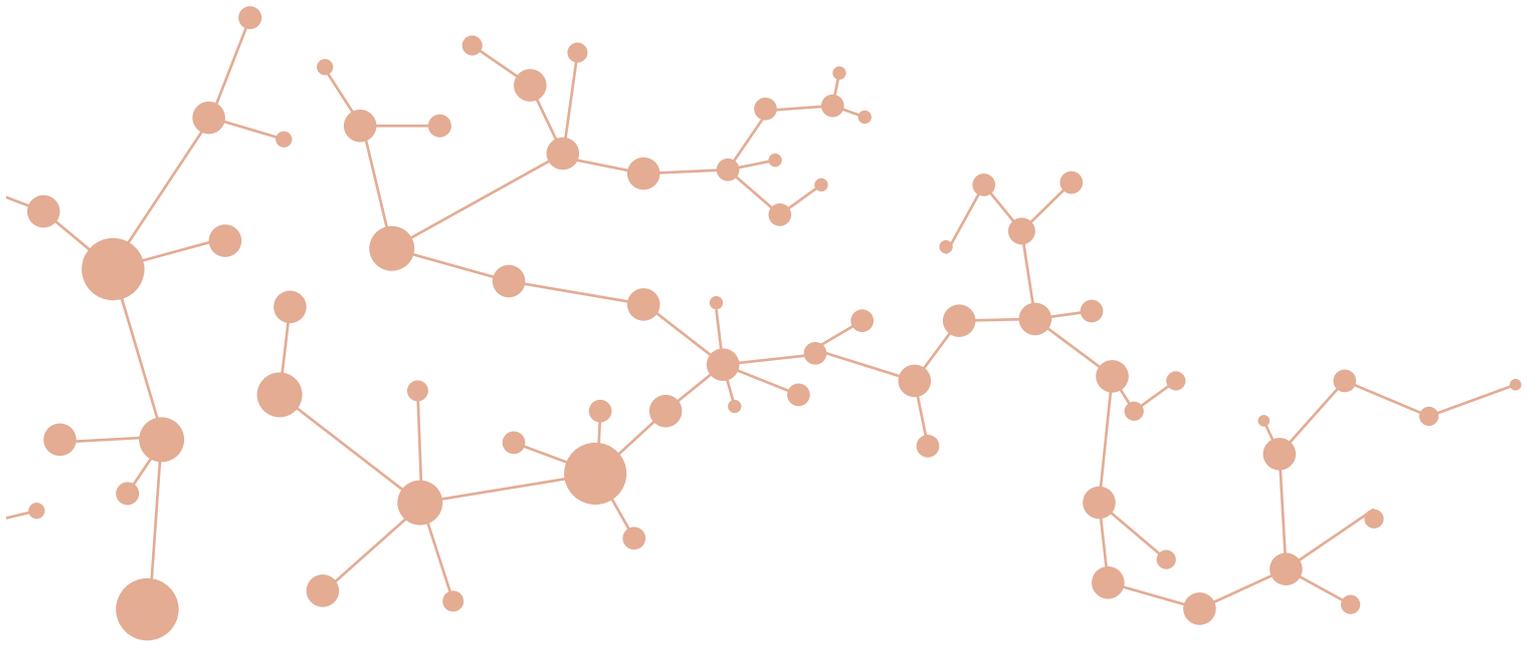
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Strengthening leadership across government

Recommendation 15		Suggested Lead
<i>Establish system-wide leadership to drive performance across common functions</i>		DPC
Action	Responsibility	
<p><i>i</i> Develop a functional leadership framework and allocate responsibility for leadership of common functions across the sector, beginning with human resources, procurement and ICT.</p>	DPC	
Recommendation 16		Suggested Lead
<i>Introduce a regular cycle of agency capability reviews to drive ongoing improvement across the sector</i>		DPC
Action	Responsibility	
<p><i>i</i> Adopt an agency capability improvement framework and implement a cycle of agency reviews using independent reviewers.</p>	DPC supported by PSC	

5 Implementation

Recommendation 17		Suggested Lead
<i>Drive effective implementation of public sector reform and renewal by allocating responsibility for oversight and action</i>		Decision of Government
Action	Responsibility	
<ul style="list-style-type: none"> <i>i</i> Consider assigning a minister with responsibility for public sector reform and renewal to assist the Minister for Public Sector Management. <i>ii</i> Prepare a detailed implementation plan that integrates the Government's public sector renewal priorities. <i>iii</i> Lead, support and track progress of the ongoing public sector reform and renewal process. 	<ul style="list-style-type: none"> Decision of Government Public Sector Leadership Council DPC 	



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