



PRIME MINISTER'S AWARDS FOR EXCELLENCE IN PUBLIC SECTOR MANAGEMENT 2018 WINNERS

PROMOTING EXCELLENCE
AND PROFESSIONALISM IN
PUBLIC ADMINISTRATION
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ACT Division

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GOLD AWARD & COLLABORATION AWARD

QUEENSLAND GOVERNMENT - QUEENSLAND POLICE SERVICE

OPERATION SENTINEL - QUEENSLAND POLICE SERVICE COMMONWEALTH GAMES GROUP

The Gold Coast 2018 Commonwealth Games was the biggest sporting event in Australia this decade, and presented the largest operational challenge ever faced by the Queensland Police Service (QPS). The QPS established the Commonwealth Games Group to plan and execute what would become known as 'Operation Sentinel': the integrated security operation ensuring a safe and secure Commonwealth Games.

Counter-terrorism planning strategies were developed, drawing on learning from the Boston Bombing, and a range of terror attacks in the UK and France. The QPS engaged with experienced international practitioners, including senior planners from the London Olympics, Glasgow Commonwealth Games, and other global sporting events.

All desired outcomes were delivered on time, with an \$18m underspend returned to Government.

The judges were extremely impressed with all facets of this nomination – it represented a major international event, with high risks and high expectations, and the QPS delivered its part in a comprehensive and rigorous fashion. The standards of stakeholder engagement, planning, governance, people management and innovation were of the highest order.

This nomination received a **Collaboration Award** for its very effective integration across multiple agencies at all levels of government.



SILVER AWARD

AUSTRALIAN GOVERNMENT - DEPARTMENT OF HUMAN SERVICES

'HACKING' FRAUD CONTROLS TO IDENTIFY VULNERABILITIES

To deliver a safe and sustainable system, the Department of Human Services (the Department) must remain vigilant to the threats of fraud and corruption, particularly in times of rapid technological change and organisational transformation.

In the wake of a major fraud incident, the Department created an innovative and industry leading capability that evaluates the effectiveness of fraud controls. This involved developing a team of trained fraud analysts applying non-linear, corkscrew thinking, and looking at processes and systems from the perspective of a fraudster.

Since its implementation, the team has tested the effectiveness of over 550 fraud controls across a range of government programmes and corporate functions, with more than 140 treatments implemented or in development. This has positioned the Department to better protect the integrity of government outlays and information as it embarks on a once-in-a-generation business and ICT transformation.

The judges were highly impressed by the Department's innovative approach to testing the effectiveness of fraud controls, and the robustness (and potential broad applicability) of their bespoke solution.



PROMOTING EXCELLENCE AND PROFESSIONALISM IN PUBLIC ADMINISTRATION

COMMENDATION AWARD

NEW SOUTH WALES GOVERNMENT - DEPARTMENT OF EDUCATION **RESOURCE ALLOCATION MODEL (RAM) FOR NSW PUBLIC SCHOOLS**

Traditionally, NSW public schools received additional funding based on historical complex formulas from centrally run programs. This limited the flexibility for schools and generated paperwork and reporting that took schools away from focusing on desired learning outcomes.

The allocation of additional funding was not always transparent or equitable. Schools were either 'on' or 'off' a funding program with no guarantee of longevity of the funding. A new way of allocating program and operational funding to NSW public schools was identified as a significant need during the consultation process.

The Department developed a completely new way of allocating funds in the form of the Resource Allocation Model (RAM), following extensive and significant consultation with, and feedback from, stakeholders and customers.

The RAM has been fully implemented since 2017, delivering a robust and sustainable process for providing needs-based funding to support 781,000 students in 2,200 NSW public schools.

The judges were particularly impressed with the focus on implementing an effective and efficient funding delivery process in a historically complex environment.



PEOPLE AND CHANGE MANAGEMENT AWARD

VICTORIAN GOVERNMENT - AMBULANCE VICTORIA **OCCUPATIONAL VIOLENCE PREVENTION PROGRAM**

Ambulance Victoria established a three-year program including process improvement, culture change and training to address serious occupational violence issues involving paramedics.

An occupational violence policy was developed that clearly articulated a position of zero tolerance to occupational violence against paramedics. To increase management accountability, investments were made in IT solutions to enhance management oversight of occupational violence incidents. An Occupational Violence Incident Review Group (OVIIRG) was established to review all reported occupational violence incidents, identify trends and inform the organisation's response.

This program has resulted in a 49% reduction in assaults on paramedics from 2015-16 to the present even though risk exposure has increased. Effective training and culture change have resulted in a workforce rating of safety priority from 45% in 2015 to 80% in 2017. A review into scene risk behaviours indicates paramedics are now better at identifying scenes where occupational violence is likely to occur and avoiding assault.

The judges were impressed with the innovative approaches taken by Ambulance Victoria to engage their geographically dispersed staff in the training and culture change required to overcome the occupational violence problems paramedics were experiencing.



THE 2018 FINALISTS

(PRESENTED IN ALPHABETICAL ORDER BY JURISDICTION)

AUSTRALIAN GOVERNMENT

AUSTRALIAN BUREAU OF STATISTICS

"Should the law be changed...." Australian Marriage Law Postal Survey

Australian marriage law was changed after the Australian Marriage Law Postal Survey collected the views of 80% of Australian voters.

AUSTRALIAN TAXATION OFFICE

ATO Community - Implementing a world-leading government community forum

An online forum that allows people to talk about tax and super in a moderated environment 24/7.

DEPARTMENT OF THE PRIME MINISTER AND CABINET

Working Your Way

Implementation of an activity-based working environment to support the Indigenous Affairs Group at the Centraplaza office.

NATIONAL LIBRARY OF AUSTRALIA

Digital Library Infrastructure Replacement Program

Ensuring the National Library of Australia meets its collecting obligations and mandate into the future.

NEW SOUTH WALES GOVERNMENT

DEPARTMENT OF EDUCATION

Enterprise Financial Planning Tool (eFPT) for NSW Public Schools

eFPT has been developed to provide a budgeting and forecasting solution that's intuitive and meets the needs of NSW Public Schools.

DEPARTMENT OF PREMIER AND CABINET and DEPARTMENT OF EDUCATION

Attracting quality teachers to rural and remote NSW public schools - a behavioural insights approach

In a world first, behavioural insights successfully encouraged metropolitan trainee teachers to undertake professional experience placements in rural/remote schools.

DEPARTMENT OF PREMIER AND CABINET and DEPARTMENT OF JUSTICE

Behavioural insights to reduce domestic violence reoffending

A series of behaviourally-informed interventions to test what can work to increase ADVO compliance, court attendance, and reduce domestic violence reoffending.

QUEENSLAND GOVERNMENT

PUBLIC SERVICE COMMISSION

Making a difference, changing lives: Queensland Government domestic and family violence workplace response

The Queensland Government is delivering a comprehensive workplace response to prevent domestic and family violence (DFV) and support affected employees.

SOUTH AUSTRALIAN GOVERNMENT

DEPARTMENT FOR EDUCATION

Early Career Teacher (ECT) Development Program

Provide early career teachers with resources, mentoring and a recommended professional learning pathway to guide their transition into the profession.

DEPARTMENT OF HUMAN SERVICES

Australia's First Employee-led Public Sector Mutual

The first Australian employee-led Public Service Mutual, spun out of the South Australian Public Sector to deliver NDIS services.

PRIMARY INDUSTRIES AND REGIONS

Aboriginal Fisheries Officer Career Pathway Program

Enabling Aboriginal people with not only a job, but a meaningful career pathway, supporting and managing South Australia's fisheries.

PRIMARY INDUSTRIES AND REGIONS

South Australian River Murray Sustainability Irrigation Industry Improvement Program (SARMS-3IP)

SARMS-3IP provides a unique approach to achieving water returns under the Basin plan while supporting communities and improving productivity.

VICTORIAN GOVERNMENT

DEPARTMENT OF PREMIER AND CABINET

Service Victoria

Service Victoria is an innovative public sector reform program modernising customer service delivery and improve people's experience dealing with government.

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