



2017
**PRIME MINISTER'S
AWARDS FOR
EXCELLENCE IN
PUBLIC SECTOR
MANAGEMENT**

**PROMOTING EXCELLENCE
AND PROFESSIONALISM IN
PUBLIC ADMINISTRATION**

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OUR MISSION

To promote excellence and professionalism in public administration.

ABOUT US

IPAA ACT is a non-profit and non-partisan organisation that works in partnership with the public sector, the private sector, academia and other institutions. It provides a platform for debate and discussion about improving and striving for excellence in public administration in Australia.

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PRIME MINISTER

MESSAGE FROM THE PRIME MINISTER

**IPAA PRIME MINISTER'S AWARDS FOR
EXCELLENCE IN PUBLIC SECTOR MANAGEMENT**

The IPAA Prime Minister's Awards for Excellence in Public Sector Management are a wonderful way to recognise and reward outstanding leadership and innovative thinking across all levels of government.

The public service is an institution that has served the Australian people and successive governments loyally and well for more than 150 years.

Across policy development, implementation and service delivery, it has been the rigour and dedication of public administration that has helped governments prepare for and respond to crises, consider national challenges, and deliver the best outcomes for our people.

Today, the public sector must take its cues from a changing world—the challenge lying in embracing complexity and constant change without compromising the ability to be agile and innovative.

Now, more than ever, we need government officials to approach their task with resolve and responsiveness, and the creativity and foresight, to drive further transformative change and ensure the future prosperity of our country.

It is this kind of leadership and commitment to excellence that has distinguished tonight's nominees for the Excellence in Public Sector Management Awards. To each of them, I offer my sincerest congratulations and thank them for their service.

While we are living in times of great economic, social and strategic disruption—for our region and our world—such achievements give me great confidence about what lies ahead for our nation.

May everyone in attendance have a wonderful evening.

A handwritten signature in blue ink, reading 'Mal Turnbull'.

The Hon Malcolm Turnbull MP
Prime Minister of Australia

6 November 2017

TABLE OF CONTENTS

MESSAGE FROM THE PRIME MINISTER	1
TABLE OF CONTENTS	2
DEPUTY PRESIDENT'S FOREWORD	3
PRIME MINISTER'S AWARDS FOR EXCELLENCE	4
About the Awards	5
The Awards	6
The Assessment Methodology	6
The Judging Process	7
The 2017 Awards Committee	7
Assessors	8
Corporate Sponsors	8
THE 2017 AWARD WINNERS	9
Gold	10-11
Silver and Collaboration	12-13
Silver	14-15
Commendation and Collaboration	16-17
Commendation 1	18-19
Commendation 2	20-21
2017 FINALISTS	22
IPAA ACT COUNCIL	34

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DEPUTY'S FOREWORD



On behalf of the Institute of Public Administration Australia (IPAA), we celebrate the 2017 Prime Minister's Awards for Excellence in Public Sector Management.

Now in their sixteenth year, the Awards are open to all three levels of government and aim to recognise better practice across all levels of government in Australia. The Awards are designed to honour the achievements of work groups and teams rather than individuals, with winners able to demonstrate that they can successfully devise and implement customer-focused initiatives.

We welcome the support of the Prime Minister of Australia for the Awards, including Senator the Hon James McGrath who represented the Prime Minister at the Awards Dinner.

In 2017, we introduced a two-stage assessment process as well as a dedicated online Awards system for the nomination and assessment. It was a bumper year with 39 quality entries received, with 17 nominations proceeding through to the final stage.

I would like to commend all nominees for their efforts and commitment to innovation and excellence in public administration.

It is encouraging to see, through these Awards, that it is possible to find new ways to continually improve the delivery of government programs and the provision of support for all Australians, whether at the national level or through the efforts of state and territory public services.

Congratulations to the winners of the 2017 Prime Minister's Awards for Excellence in Public Sector Management.

A handwritten signature in blue ink that reads "Carmel McGregor". The signature is fluid and cursive, with a small flourish at the end.

Carmel McGregor PSM FIPAA
Deputy President
IPAA ACT

PRIME MINISTER'S AWARDS FOR EXCELLENCE IN PUBLIC SECTOR MANAGEMENT



ABOUT THE AWARDS

The Prime Minister's Awards for Excellence in Public Sector Management aim to encourage and recognise better practice and innovation across all levels of government.

In 2017, 39 strong nominations vied for recognition, with an overview of the 17 finalists provided in this booklet.

The projects that received 2017 Awards have demonstrated sustainable excellence in public sector management through:

- Commitment to and achievement of exceptional stakeholder service and satisfaction;
- High standard of transparent leadership, planning and governance;
- High standard of people management and change management; and
- Innovation in the design and/or delivery of products, services and processes.

The Awards criteria are based on the principles in the IPAA Public Sector Excellence Model. The criteria are designed to cover multiple dimensions of management excellence within the public sector.

THE AWARDS

GOLD AWARD

One or more Gold Awards presented for sustainable excellence in public sector management.

SILVER AWARD

One or more Silver Awards presented for sustainable excellence in public sector management.

COMMENDATION AWARD

One or more Commendation Awards presented for sustainable excellence in public sector management.

COLLABORATION AWARD

One or more Collaboration Awards presented for joint nominations between two or more agencies across levels of government, or evidence of significant collaboration between agencies, whether at a single level of government or across multiple levels, involving high performing initiatives.

ABOUT THE ASSESSMENT METHODOLOGY

Each nomination in the Prime Minister's Awards for Excellence is subject to a stringent four-dimensional assessment process which uses the PIMMS Methodology developed by IPAA to underpin its Excellence Model. The acronym PIMMS stands for **Plan, Implement, Monitor & Measure, and Sustain**.

P Plan	The PLAN dimension is about the thinking and planning that lay behind the initiative. Planning involves considering the organisational purpose, and the environment in which it operates, to define a clear purpose or strategic outcome for the identified stakeholders.
I Implement	The IMPLEMENT dimension is about what actually happened when the initiative was implemented. Implementation involves putting into practice what is set out in the plan. While this involves “doing”, a particularly critical part of the process involves communicating, both within the organisation and to external stakeholders. Implementation may take a variety of forms depending on the nature of the policy and risks involved.
M Monitor & M Measure	<p>The MONITOR sub-dimension is about monitoring and evaluating the data and information collected against the success measures for the PLAN and its implementation. The purpose of monitoring is to validate the decisions made earlier in the initiative about success measures, planning, progress and governance.</p> <p>The MEASURE dimension relates to documenting the actual results or outcomes achieved— qualitative or quantitative. Measurements should ideally be taken over time, in a way that establishes that the changes in the program or initiative caused the outcomes, rather than mostly (or only) chance.</p>
S Sustain	<p>The SUSTAIN dimension is the process of reviewing what has been learned at the end of the initiative and identifying what needs to be improved or adapted in the future. The main focus of sustainability is to embed the changes and the lessons that were learned. It will normally involve systematic and planned review and communication.</p> <p>Most effective reviews will not only consider whether the initiative or program was implemented as planned (“it was done right”), but also whether the plans achieved the desired results or outcomes (“the right thing was done”). They may also provide information about changes to whole-of-organisation capability.</p>

THE JUDGING PROCESS

The Award nominations were assessed in three stages: in Stage 1, a team of experienced assessors reviewed the 39 nominations and recommended that 17 of them be invited to submit a full Stage 2 nomination. Once Stage 2 nominations were submitted, a team of four assessors carefully evaluated each nomination and its supporting evidence. Assessors then met to moderate the scores for each of the 17 finalists. The assessors prepared reports and recommendations for the judges.

In the third stage, the Awards Selection Committee assessed each nomination on its overall merit and outcomes, as well as its performance against each of the PIMMS dimensions, and selected the Award winners, commended initiatives and the winners of any supplementary Awards.

THE 2017 AWARDS SELECTION COMMITTEE

Carmel McGregor PSM FIPAA is an Adjunct Professor at the University of Canberra, and IPAA ACT Deputy President. Carmel is a former Deputy Secretary in the Department of Defence and was also the Deputy Australian Public Service Commissioner, serving on the Prime Minister's Advisory Group on Reform of Australian Government Administration. Carmel was also Australia's representative and Vice Chair of the Public Governance Committee of the OECD. Carmel received a Public Service Medal in the Australia Day 2013 Honours List.

Professor Helen Sullivan FIPAA is Director of the Crawford School of Public Policy at the Australian National University. Professor Sullivan is an internationally-recognised expert in democratic accountability and the evaluation of government policy. In 2013, she founded the Melbourne School of Government and has also held leadership roles in the United Kingdom. She is an award-winning researcher who is widely cited in the public policy field.

Dr Vivienne Thom AM is a Former Inspector-General of Intelligence and Security and an Independent consultant in the field of public administration with a focus on integrity and governance. Prior to this, Dr Thom was Deputy Commonwealth Ombudsman, then Chief Executive Officer of the Royal Australian Mint from 2002 to 2006. Dr Thom is also a Fellow of the Australian Institute of Company Directors and has been an ACT Division Councillor since 2009.

David Tune AO PSM was Secretary of the Department of Finance from August 2009 to June 2014, and has held many senior positions in the Australian Public Service, including Associate Secretary, Domestic Policy Group in the Department of the Prime Minister and Cabinet. He was also the Australian Sherpa for the first two G20 meetings in 2008 and 2009. David's more recent roles include Chair of the Government's Aged Care Sector Committee. David was awarded a Public Service Medal in the 2009 Australia Day Honours List.

ASSESSORS

IPAA would like to thank the following departments and agencies who contributed the 22 assessors who undertook the detailed review of the nominations:

- ACT Chief Minister, Treasury and Economic Development
- ACT Government
- Australian Bureau of Statistics
- Australian Taxation Office
- Department of Communications and the Arts
- Department of Defence
- Department of Finance
- Department of Health
- Department of Human Services
- Department of Immigration and Border Protection
- Department of Infrastructure and Regional Development
- Department of Foreign Affairs and Trade
- Department of the Environment and Energy

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THE 2017 AWARD WINNERS



GOLD AWARD **SOUTH AUSTRALIAN GOVERNMENT** **DEPARTMENT OF PRIMARY** **INDUSTRIES AND REGIONS**

SOUTH AUSTRALIAN RIVER MURRAY SUSTAINABILITY REGIONAL ECONOMIC DEVELOPMENT PROGRAM (SARMS-RED)

SARMS provides a multi-faceted approach to achieving water returns under the Murray-Darling Basin Plan, supporting communities and regional economic development.

The South Australian River Murray Sustainability Program (SARMS) works to achieve water recovery returns and efficiency targets under the Murray-Darling Basin Plan. Funded by the Department of Infrastructure and Regional Development, SARMS-RED comprises three programs to encourage regional productivity and help river communities adapt to a future of reduced water availability.

The three successfully delivered programs include: Regional Development and Innovation Fund (RDIF); Industry-led Research Sub-Program (ISRP) and Loxton Research Centre Redevelopment (LRC). The RDIF delivers economic diversification and other benefits across the region, including the creation of 1,000 long-term jobs, through funding projects such as infrastructure works, new and expanded regional services, educational programs and training and research opportunities; \$11 million was directed to 17 non-irrigation projects within the South Australian River Murray region through a competitive grant application process. The IRSP, which addresses identified industry research priorities to improve regional productivity and innovation, has provided \$2.9 million in grant funding to nine research projects, along with over \$1 million in targeted research initiatives. The \$7.5 million LRC redevelopment – including construction of a new state-of-the-art conference facility and demonstration kitchen, and significant refurbishment of an existing building -





was finished on time and on budget, and has created opportunities for strategic co-location of key industry, research, education, business, and support entities.

For more information contact Ms Rachel Kelly at rachel.kelly@sa.gov.au.

JUDGES' COMMENTS

The South Australian River Murray Sustainability Program (SARMS) has made a significant achievement in a very complex environment, involving liaison with other governments and a range of government, business and community bodies within the State, to achieve water recovery under the Murray-Darling Basin Plan (Basin Plan).

The nomination from Primary Industries and Regions SA (PIRSA) was very strong across all four of the Awards criteria and all four of the PIMMS assessment dimensions, providing the assessors and judges with a clear view of the full lifecycle of the initiative.

PIRSA understood its key clients and stakeholders and understood their frustrations with, the failure of past projects. PIRSA recognised that 'vast improvements were required'. The issues and pressures on water supply, and the impacts and risks for the broader community were well detailed as part of the supporting documentation. The nomination demonstrates PIRSA's efforts to learn from past projects, particularly in relation to identifying goals in conjunction with key stakeholders, providing them with ongoing engagement and visibility about the process, and sustainable program design.

PIRSA listened to the views of industry, and then responded by harnessing their ideas into a comprehensive program of activities and actions. The engagement with key stakeholders resulted in clearly articulating a shared goal related to the actual need (not something that could happen but something that had to happen) to achieve water returns, and in turn support communities and regional economic development. Building and sustaining the support of stakeholders was well factored into the planning process.

SILVER & COLLABORATION AWARD QUEENSLAND GOVERNMENT DEPARTMENT OF JUSTICE AND ATTORNEY-GENERAL, (MAGISTRATES COURTS SERVICE)

TRIAL OF A SPECIALIST DOMESTIC AND FAMILY VIOLENCE COURT AT SOUTHPORT, QUEENSLAND

The trial of a specialist domestic and family violence court at Southport, delivering innovation and responding to Special Taskforce recommendations.

In response to the report of the Special Taskforce on Domestic and Family Violence in Queensland, *Not Now, Not Ever: Putting an end to domestic and family violence in Queensland* the Special Taskforce recommended the establishment of specialist domestic and family violence (DFV) courts. This drew on the experience of participants in the justice process and recommended inclusion of specially trained judicial officers, specialist prosecutors, specialised free legal advice for both parties, victim support workers and special arrangements for victim safety.

Southport Magistrates Court, which deals with the highest proportion of domestic violence proceedings, about 12 percent of the Queensland workload, was selected as a trial site for the new courts. Key elements of the trial at Southport included: duty lawyers to advise and represent both parties; access to support, information and referral for victims and perpetrators; specialist magistrates presiding over all civil domestic violence proceedings; contraventions of domestic violence orders and related criminal matters; dedicated prosecutors to assist the court; a specialist DFV court registry; streamlined access to interpreters; and access to perpetrator programs.

An interim evaluation found strong evidence of the Southport court being on track in providing a coordinated, consistent and timely response to DFV matters. It also found much evidence of the court being on track to provide enhanced safety for victims of domestic violence. As a result, it is anticipated the Southport specialist DFV court will be made permanent, and a specialist DFV court response will be rolled out in other locations across the State.





For more information contact Ms Natalie Parker at natalie.parker@justice.qld.gov.au.

JUDGES' COMMENTS

The trial of a client-centric specialist Domestic and Family Violence court in Southport Magistrates Court represents an innovative solution to the vexed and growing problem of family and domestic violence. This initiative displayed all the hallmarks of effective implementation and thorough evaluation, with an ongoing commitment to monitoring and improvement. The improvements in service delivery already achieved are evidenced by a significant (60%) increase in the number of people accessing the court/support system.

The nomination from the Queensland Department of Justice and Attorney-General (Magistrates Courts Service) was strong across all four of the Awards criteria and all four of the PIMMS assessment dimensions, providing the assessors and judges with a clear view of the lifecycle of the initiative.

The primary customers of the initiative are Domestic and Family Violence victims, respondents to Domestic and Family Violence applications and perpetrators who attend court and/or need court services. The stakeholders included are service providers to the clients - Magistrates, court staff, police, police prosecutors, duty lawyers, court support workers, Domestic and Family Violence workers and perpetrator program providers.

The initiative involved extensive collaboration with this extensive array of stakeholders, including representation across gender-based services, Aboriginal and Torres Strait Islander (ATSI) and Culturally and Linguistically Diverse (CALD) populations and a very diverse group covering all aspects of the court journey for both victim and alleged perpetrators.

There is strong evidence throughout the initiative documentation that specialist stakeholder needs influenced the design of the initiative.

SILVER AWARD AUSTRALIAN GOVERNMENT IP AUSTRALIA (DEPARTMENT OF INDUSTRY, INNOVATION AND SCIENCE)

IP AUSTRALIA'S SUSTAINABLE, INNOVATIVE APPROACHES DEMONSTRATED THROUGH NEW WORLD-LEADING TRADE MARK SEARCH SYSTEMS

Exceptional customer satisfaction delivered through IP Australia's innovation, leadership and new world leading trade mark search systems.

IP Australia has created a suite of tools designed to provide an easier and more streamlined approach to management of trade mark rights for customers to replace the historical Australian Trade Marks Online Search System (ATMOSS) search tool.

The Rights in One (RIO) Program's focus is to reduce complexities and red tape for customers, help staff work smarter and more efficiently and ensure innovation underpins program delivery.

The solution consists of two separate systems: RIO Search for Trade Marks for internal use (commissioned July 2016) and Australian Trade Mark Search for external use, including a new simplified search interface suitable for non-experts, in addition to an advanced view. This tool delivers a more modern search experience making trade mark searching more accessible for small businesses, innovators and IP professionals.

Australian Trade Mark Search, which was launched in February 2017, has had 3.7 million-page views from 177,000 unique public users. In the nearly 12 months since it was commissioned, RIO Search for Trade Marks had 5.3 million page views from IP Australia staff. The two systems were delivered \$100,000 under the total \$3.8 million budget. Delivering two significant trade mark systems within 12 months on time and under budget, with high use and acceptance by end users demonstrates the success of the project.





For more information contact Ms Carla Dunn at carla.dunn@ipaaustralia.gov.au.

JUDGES' COMMENTS

The development of two discrete trademark search systems to replace the aging ATMOSS system represented an innovative response to critical needs within Australia's intellectual property agency, IP Australia – reducing complexity and red tape for customers, and helping staff work smarter and more efficiently.

The nomination from IP Australia was strong across all four of the Awards criteria and all four of the PIMMS assessment dimensions, providing the assessors and judges with a clear view of the lifecycle of the initiative.

The RIO Program was established to transform and improve IP Australia's processes and systems to ensure the agency's customer focus was enhanced. The RIO system was completed on time, under budget, beyond scope and with a high level of user acceptance.

The initiative included many firsts for IP Australia: use of the Digital Service Standard, contemporary technical solutions like cloud hosting, and partnering with a small expert delivery partner from the tech sector. In addition, the organisation clearly identified the different needs of three specific groups of stakeholders (internal users, external experts and external non-experts) and worked with each to understand and meet their requirements. Planned stakeholder outcomes were benchmarked against the Digital Transformation Agency's (DTA) Digital Service Standards (DSS).

IP Australia achieved its success with this initiative through employing a multi-disciplinary team with clearly defined roles together with a very effective change management process.

COMMENDATION AND COLLABORATION AWARD TASMANIAN GOVERNMENT DEPARTMENT OF PREMIER AND CABINET

SAFE HOMES, SAFE FAMILIES: TASMANIA'S FAMILY VIOLENCE ACTION PLAN 2015-2020 - CROSS AGENCY WORKING GROUP

The Cross Agency Working Group (CAWG) developed and delivered Safe Homes, Safe Families: Tasmania's Family Violence Action Plan 2015-2020.

Safe Homes, Safe Families is the Tasmanian Government's, coordinated, whole-of-government action plan to respond to family violence, which allocates \$26 million to new and direct actions over four years.

Safe Homes, Safe Families focuses on three priority areas for action:

- changing the attitudes and behaviours that lead to family violence;
- supporting families affected by violence; and
- strengthening legal responses to family violence to hold perpetrators to account for their violent behaviours.

The success of the development and implementation of the Safe Homes, Safe Families action plan centres on the ability to coordinate a whole-of-government response through the Cross Agency Working Group (CAWG), ensuring integration with existing services and service providers, and management operations under 23 actions across three priority areas. Success is also demonstrated by the strong implementation progress 18 months into the life of the action plan, including the ability to respond flexibly to emerging priorities, as represented by the inclusion of four new actions.

The 2015 Australian of the Year, Rosie Batty noted the innovative leadership that the Tasmanian Government was demonstrating, stating that, "What your Premier has announced is an Australian first. There will be a tsunami of people who are feeling more and more confident to step forward to safety".





For more information contact Ms Kate Kent at Kate.Kent@dpac.tas.gov.au.

JUDGES' COMMENTS

The Tasmanian Department of Premier and Cabinet established an action plan, which complements the National Plan to reduce violence against women and children. The Premier announced that Tasmania would take the lead on this initiative, committing \$26m over four years to target three priority areas: Changing attitudes and behaviours that lead to family violence, supporting families affected by violence, and strengthening legal responses.

The nomination from the Tasmanian Department of Premier and Cabinet was strong across all four of the Awards criteria and all four of the PIMMS assessment dimensions, providing the assessors and judges with a clear view of the lifecycle of the initiative.

One of the strengths of this nomination was the inclusion of a stakeholder consultative group involved in every element of developing the initiative. The stakeholder group was formed using an existing group, with additional members added as the project team saw gaps in representation. The evidence shows, that not only was the membership clearly planned, but the use of existing relationships ensured that participants had experience working with government which led to quicker buy-in and rapid action – a necessity given the timeframes of the project. This demonstrated both excellent strategic planning as well as a sustained commitment to stakeholder involvement, support and outcomes.

The Department took a unique approach by co-locating personnel from other agencies within the CAWG team. This fostered professional relationships early in the planning phase and encouraged face to face conversations rather than phone calls or emails. The model also enabled rapid decision making and strong relationships which were essential in the time constraints.

COMMENDATION AWARD

AUSTRALIAN GOVERNMENT

DEPARTMENT OF EMPLOYMENT

MODERNISING THE FAIR ENTITLEMENTS GUARANTEE

Effective and efficient modernisation of the Fair Entitlements Guarantee (FEG) achieved significant improvement in delivery and outcomes for Australian citizens.

The Department of Employment's effective and efficient modernisation of the Fair Entitlements Guarantee (FEG) initiative has achieved significant improvement in delivery and outcomes for all Australian citizens.

The FEG and predecessor schemes, operating since 2000, are a safety net of last resort providing financial assistance for unpaid entitlements where employees are made redundant due to liquidation or bankruptcy of their employer.

FEG assistance payments helps to alleviate hardship for redundant employees who face financial challenges until they secure new work. The FEG serves to cover and protect five basic employment entitlements that redundant employees would otherwise stand to lose, such as unpaid wages, annual leave, long service leave, payment in lieu of notice and redundancy.

Since the Global Financial Crisis in 2008-09, the demand for FEG has expanded significantly and remained high where redundant workers receiving payments has more than doubled. By December 2014, the previous FEG business model was not able to keep pace with demand and service expectations and a claim backlog emerged, peaking at 10,000 unprocessed claims which created significant delays for redundant employees waiting to receive their entitlements. Average time to process grew from 12 weeks to 27 weeks.

The department collaborated widely with stakeholders to identify service gaps and design innovative solutions to business inefficiencies.





Over 20 continuous improvement projects were identified and successfully implemented resulting in sustained improvement, with average processing time for payments maintained at 10 weeks and stakeholder satisfaction increasing.

One key innovation from the initiative was a revised departmental payment system which meant that for the first-time, payments of claims could be made directly to redundant workers rather than through third parties. Another key innovation was an interactive online portal for insolvency practitioners, along with a focus on staff engagement and capability.

For more information contact Ms Sue Saunders at sue.saunders@employment.gov.au.

JUDGES' COMMENTS

The Department clearly identified and articulated the business problem for which the Modernising the Fair Entitlements Guarantee (FEG) initiative was intended to solve - the degradation of services. It was identified that the previous FEG business model was not able to keep pace with demand and service expectations. Administration of the programme was high in complexity as FEG covers all employees across Australia; there is significant diversity in employer arrangements; and many companies have poor record keeping practices. Fundamental systems-based thinking was required to modernise processes and improve programme delivery in a sustainable way so that redundant employees received FEG payments as quickly as possible.

The nomination from the Australian Government Department of Employment was strong across all four of the Awards criteria and all four of the PIMMS assessment dimensions, providing the assessors and judges with a clear view of the lifecycle of the initiative.

The Department's commitment to the achievement of service and satisfaction of stakeholders was clearly the backbone for the numerous projects that are part of the Modernising the FEG programme. The initiative focused on end users - the Insolvency Practitioners (IPs) and potential recipients of payments. The nomination detailed two main IT transformation projects: an online customer portal for IPs and a facility for the Department to pay claimants directly, thus expediting the process from making a claim to receiving payment.

This initiative demonstrated significant decreases in key service delivery times and significant increases in stakeholder satisfaction.

COMMENDATION AWARD NEW SOUTH WALES GOVERNMENT DEPARTMENT OF HEALTH (SYDNEY LOCAL HEALTH DISTRICT)

EMPLOY-MY-ABILITY PROJECT

Employ-my-ability is a successful transition to work program in SLHD, leading school leavers with intellectual disability into meaningful, paid employment.

Employ-my-ability is a successful transition to work program in the Sydney Local Health District (SLDH), leading school leavers with intellectual disability into meaningful, paid employment. The project was originally identified at Royal Prince Alfred Hospital (RPAH) in Sydney as part of a strategy to improve access and equity for people with disability. As a large employer, RPAH was in an advantageous position of being able to provide access to diverse roles and working environments, which could prove valuable to young people with disability seeking to learn skills for paid employment.

In 2008, RPAH engaged Jobsupport, a transition-to-work and disability employment services provider for young people with significant intellectual disability, for a small work experience trial. The trial involved a pilot of a two-year immersion program to develop work skills for participants that could reduce barriers to paid employment.

SLDH was able to offer a variety of training opportunities (in routine, repetitive tasks within each facility) and provide structured supervision, with the flexibility to accommodate each client's ability and varying training requirements. SLHD was unique in being the first site in Australia to be able to do this within the structured environment of healthcare delivery and to facilitate employment of suitable clients trained on-site.

Since 2008, over 89 per cent of clients have obtained employment in the open market, compared to the industry average of 30 per cent in the Sydney region (as at 2016) with average job retention rates for clients being seven years. The outcomes exceeded the expectations of both SLHD and Jobsupport.





For more information contact Ms Maria Kokkinakos at maria.kokkinakos@sswahs.nsw.gov.au.

JUDGES' COMMENTS

The Employ-my-ability program was part of a much wider program outlined in the Sydney South West Area Health Service (SSWAHS) Disability Action Plan 2008-2011. Within this context, in 2008, the Royal Prince Alfred Hospital (RPAH) (now part of the Sydney Local Health District (SLHD)) embarked on the Employ-my-ability initiative, in partnership with Jobsupport (a transition to work and disability employment services provider for young people with significant intellectual disability), to improve access and equity for people with significant intellectual disability by developing employable skills in school leavers with disability.

The nomination from the New South Wales Department of Health (Sydney Local Health District) was strong across all four of the Awards criteria and all four of the PIMMS assessment dimensions, providing the assessors and judges with a clear view of the lifecycle of the initiative.

The initiative was based on a workplace immersion approach that was derived from the Project SEARCH used in the Cincinnati Children's Hospital in the USA and adapted by Jobsupport for use in Australia.

The Employ-my-ability program (based on total workplace immersion), provided a holistic approach to developing in clients with significant intellectual disability a range of skills beyond carrying out workplace tasks, including behaviour, communication and socialisation skills. This approach enriched the clients - not only making them job ready, but also improving their confidence - and also provided their work colleagues with the intrinsic benefit of developing a more inclusive work environment.

2017 FINALISTS

(PRESENTED IN ALPHABETICAL ORDER BY JURISDICTION)



AUSTRALIAN GOVERNMENT DEPARTMENT OF EMPLOYMENT

JOBACTIVE IMPLEMENTATION 2015

Implementation of jobactive employment services to improve sustainable employment outcomes for job seekers and employers and promote stronger workforce participation.

jobactive is an employment services program that aims to ensure that job seekers have the training and skills employers want. Employers can use a local jobactive provider for tailored recruitment services, at no cost to their business. Job seekers can get help from a jobactive provider to get and keep a job.

Before its implementation, employers indicated that the focus of existing employment services did not adequately meet their recruitment needs, with over-emphasis on individual job seeker issues rather than the vocational and employability skills that employers were looking for.

The jobactive program offers a suite of incentives to assist transition to employment. Wage subsidies which encourage recruitment and retention of unemployed Australians were redesigned to increase takeup and reduce complexity for employers. Redesigning Work for the Dole helps job seekers to develop their employability skills while contributing to their community. Provider payments are weighted heavily towards sustainable employment over process. There are also new parity targets for employment outcomes for Indigenous Australians which are part of providers' performance assessment. jobactive also includes efficiencies and red tape reductions for providers.

jobactive is performing better (to 31 March 2017) than its predecessor Jobs Services Australia (JSA) did in 2014–15. Its successful implementation demonstrated strength in policy, program design, project management, procurement, systems and delivery, and the power of collaboration. People from across the Department contributed their expertise, creativity, flexibility and sustained commitment to achieve innovative reform.



AUSTRALIAN GOVERNMENT DEPARTMENT OF FINANCE

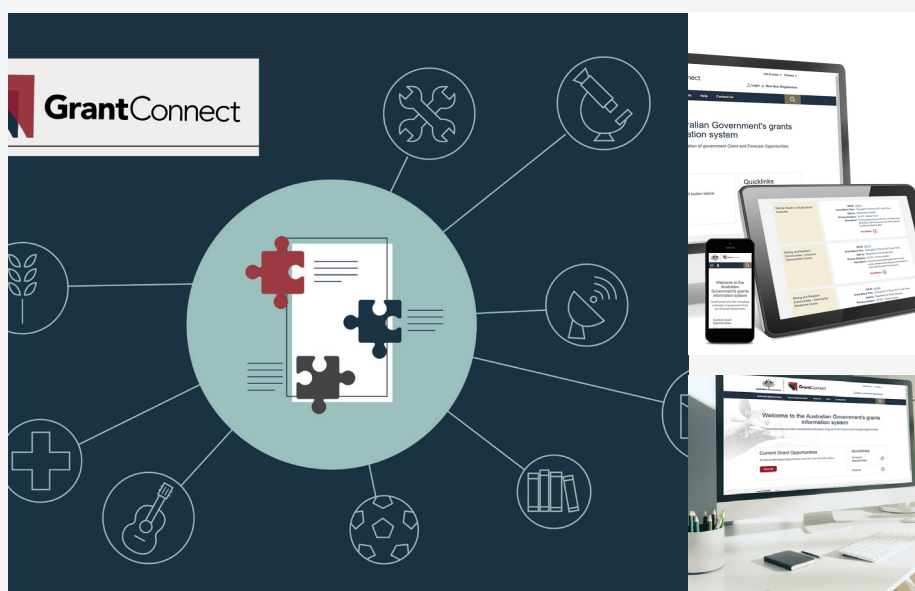
GRANTCONNECT - THE AUSTRALIAN GOVERNMENT GRANTS INFORMATION SYSTEM

The development and implementation of GrantConnect - a single, whole of Australian government grants discovery, application and outcome reporting system

The Australian Government provides approximately \$30 billion in grants each year to achieve its policy objectives which support a range of activities, including ongoing delivery of services, infrastructure, or research, while others provide short-term, one-off assistance to individuals or small organisations.

In 2008, after a period of significant audit activity and related parliamentary scrutiny, the Australian Government commissioned a comprehensive review of Commonwealth grants administration. Four key policy framework requirements were identified to support a broad program of grants reform, including a recommendation for the development of a new centralised grants information and reporting system.

Following these recommendations, the Department of Finance developed a proposal for the new system to increase transparency in relation to the advertising and reporting of Australian Government grants. With the frameworks established, the Government provided \$9.1 million over four years in the 2013-14 Budget to develop and implement a whole-of-government grants publication, notification, application lodgement and reporting system called GrantConnect (formerly grants.gov.au). The system also streamlines business processes, reducing the cost of compliance and improves access to aggregated data over time.



AUSTRALIAN GOVERNMENT DEPARTMENT OF HUMAN SERVICES

AGILE APPROACH ACHIEVES 97 PER CENT MEDICARE DIGITAL CLAIMING

Increasing Medicare digital claiming take-up through direct engagement and promotion of the Department of Human Services' digital channels.

The Department of Human Services' initiative Agile Approach Achieves 97 Per Cent Medicare Digital Claiming, in line with the Commonwealth's Digital Transformation and Deregulation Agendas. This has improved Medicare digital claiming take-up through direct engagement and promotion of the department's digital channels through new or enhanced digital services.

The department's Channel Strategy provides a roadmap for delivering more connected, efficient and personalised services through an omni-channel approach to service delivery, driving digital take-up. This has been highly successful, with 97.3 per cent of all Medicare services now claimed through digital channels.

Over 389 million Medicare services are claimed annually worth approximately \$21 billion. Prior to digital claiming, which commenced in 2002, patients would have to travel to service centres to line up to lodge a claim. By accessing digital channels, practices enable their patients to claim their Medicare benefits at the time of their consultation, making it convenient for both health professionals and the public.

The success of the digital uptake is attributed to the commitment of departmental staff who play an integral role in the department's multichannel digital service offer which, in line with the Government's initiative (Closing the Gap) also provides intensive support and education to the Aboriginal Medical Service network. The team's work has increased digital Patient Claiming rates from 30.8 per cent in June 2011 to almost 87 per cent in March 2017 – an admirable increase of 56.1 percentage points.

The department's work is on track and is achieving intended outcomes by simplifying both the claimants and provider process, ensuring payments are made promptly, in turn allowing service officers to focus on customers with more complex needs.



AUSTRALIAN GOVERNMENT NATIONAL HEAVY VEHICLE REGULATOR (DEPARTMENT OF INFRASTRUCTURE AND REGIONAL DEVELOPMENT)

NHVR PORTAL: A SMARTER WAY TO DO BUSINESS

NHVR Portal is a leading-edge service delivery platform delivering a new national permitting solution for the transport and logistics industry.

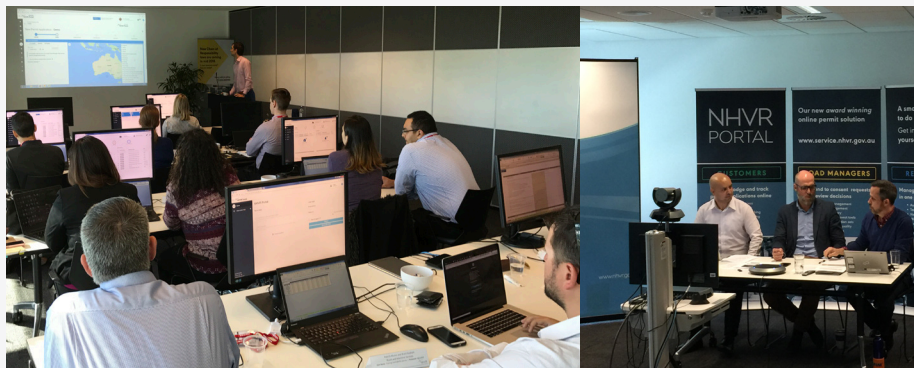
Freight transport plays a significant role in the Australian economy by road between Australia's widely spread agricultural, mining, production and population centres.

In 2011, the Council of the Australian Governments (COAG) agreed to the creation of the National Heavy Vehicle Regulator (NHVR) to administer one set of rules under the Heavy Vehicle National Law (HVNL), responsible for coordinating heavy vehicle access applications, liaising directly with road managers (nation-wide) to obtain their consent for access and to issue permits.

The NHVR went live with the new access arrangements in February 2014, and within the first week of service, operators had expressed their dissatisfaction with the new process, resulting in the introduction of a legislative delegation to transfer the majority of these functions back to jurisdictions, until an optimal approach could be developed, including a new system.

The NHVR established the AccessCONNECT Program in mid-2014 to work with all stakeholders to remediate the system, to improve the service delivery and customer service aspects of the national access management business model. While the initial focus was to develop a replacement ICT solution, significant improvements were also made to the policies and existing manual and paper-work driven environment.

The final result has been the development of the NHVR Portal, a leading-edge service delivery platform taking the existing complex paper-based and traditional permits application environment to a completely integrated digital application platform, incorporating features such as a vehicle builder and integrated route planner. For the heavy vehicle industry in Australia, the NHVR Portal is leading the transformation in the 'billion dollar' trucking industry.



NEW SOUTH WALES GOVERNMENT DEPARTMENT OF HEALTH, NEW SOUTH WALES (HEALTHSHARE)

PATIENT TRANSPORT SERVICE, HEALTHSHARE NSW

A dedicated patient transport service separating non-emergency patient transport from NSW Ambulance – returning capacity for response in emergency situations

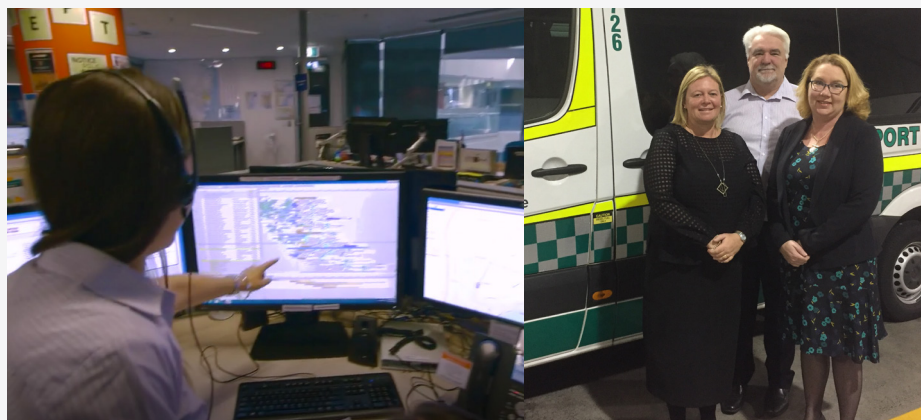
During 2012-2016, NSW Ambulance (NSWA) undertook approximately 26,700 non-urgent transports, reducing their capacity to respond to emergency and life-threatening requests from the community.

After an inquiry and several reviews undertaken from 2008–2011 on the NSW health system, there was a clear requirement to establish a single dedicated service to coordinate a number of providers, offering greater benefits to the health system and relieving pressure on NSWA so proper support could be made to emergency and critical care patients.

On 18 December 2012, the Minister for Health announced a new strategy for non-urgent transport as a component of the NSW Ambulance Reform Plan. This consolidated the current services into one dedicated service, providing safe, efficient, and value-for-money service to patients whilst reducing the amount of non-urgent patient transport work undertaken by NSWA.

In May 2014, the commencement of the Greater Metropolitan Booking Hub (GMBH) transport bookings were centralised and scheduling has seen a 7% year on year growth in demand in the greater metropolitan area. The patient utilisation rate is now sustained at 70% across the service; the historical baseline was 44%.

Patient Transport Service, under HealthShare NSW, is operational across NSW and has improved the efficiency of patient care by utilising the same booking and scheduling system with five regional hubs coordinating services. This has in turn increased NSWA's capacity to respond to day-to-day emergency and life-threatening requests from the community, preparing the NSW Health system for future demands.



NEW SOUTH WALES GOVERNMENT DEPARTMENT OF HEALTH, NEW SOUTH WALES (WESTERN SYDNEY LOCAL HEALTH DISTRICT)

“A BENCHMARK FOR FUTURE HOSPITAL DEVELOPMENT”: THE BLACKTOWN AND MOUNT DRUITT HOSPITALS EXPANSION PROJECT STAGE 1

The project was a major healthcare transformation including new facilities, service expansion, services redesign, job creation and significant consumer and staff engagement.

The Blacktown and Mount Druitt Hospitals Expansion Project (Stage 1) was a major healthcare transformation by the NSW Government in Sydney’s West that included new facilities, service expansion, services redesign, job creation and significant consumer and staff engagement. The \$300 million investment delivered: a new comprehensive cancer centre; comprehensive care centres in Cardiology, Respiratory and Aged Care, expansion of hospital services including imaging, theatres, pathology, oral health and ambulatory care. The investment also provided new services including Neurophysiology and Subacute Mental Health and the expansion of emergency and new urgent care services.

The project was delivered with significant stakeholder engagement– more than 25,000 consultation interactions resulted in a number of innovative and patient-focused improvements encompassing changes to design, models of care and operational procedures. Post-occupancy surveys indicate very high levels of satisfaction with the carer zone initiatives and cancer centre options. Patients and carers are more satisfied, patient/clinician communication is improved, and anxiety relating to hospital admission has been significantly reduced. The outcomes exceeded expectations, with unforeseen benefits in the wider community including an emerging sense of civic pride and local identity, and a boost to the local economy from major new infrastructure.



NEW SOUTH WALES GOVERNMENT SERVICE NSW & OFFICE OF THE NSW SMALL BUSINESS COMMISSIONER (JOINT)

EASY TO DO BUSINESS: ONE DIGITAL PLATFORM AND BUSINESS CONCIERGE SUPPORTING SMALL BUSINESS ENTREPRENEURS TRANSACTIONING WITH THREE LEVELS OF GOVERNMENT

This initiative brings agencies, local councils and industry together, to make the process of opening/expanding small business simpler and faster.

Service NSW and Office of the NSW Small Business Commissioner developed Easy to Do Business (EtdB) to bring agencies, local councils and industry together to make the process of opening/expanding small business simpler and faster. A single entry “Business Navigator” solution digitises the customer journey for highly-regulated sectors such as cafés-restaurants-small bars, housing construction, road freight clothing retail and print. Complementing the digital solution is a highly customer-centric approach represented by the business concierge service -a human face and individual support for small businesses seeking advice and expertise to manage the road blocks on their business journey.

Lessons learned were fed back into the trial, using co-design and iterative design via customer, council, and business concierge feedback. The team applied learnings such as language constraints and business customer availability. Using translated materials and Customer Engagement Officers, EtdB integrated three government tiers using a digital My Service business account, reducing 48 forms to a single, streamlined, online application. For example, within 6 months, it reduced the average time to start a café-restaurant-small bar from 18 months to less than 90 days

The outcome of the EtdB trials demonstrates the systems thinking and comprehensive approach adopted to the iterative development of the EtdB solution. Taking an incremental approach, the program team included a feedback loop from customers and councils during the trials moving from the concept stage to implementation in a short six month period. The solution has expanded to Northern Beaches, Georges River and Dubbo Councils and soon to Queanbeyan and Armidale councils, prior to being rolled out to all NSW Councils.



NORTHERN TERRITORY GOVERNMENT DEPARTMENT OF THE ATTORNEY- GENERAL AND JUSTICE

MEDIA PRODUCTION TRAINING PROGRAM

The Media Production Training Program provides training to prisoners in the use of computers, multi-media equipment and story generation.

The Northern Territory (NT) prison population has grown over the last 20 years at a rate greater than other jurisdictions, recording the highest rate of prisoners reoffending within two years. Indigenous people face a number of challenges, in particular finding employment mainly due to their low levels of literacy, numeracy and basic skills and lack of employment options in remote communities.

With few exceptions, all NT prisoners are provided opportunities to improve their circumstances through targeted training programs in work skills, literacy and numeracy whilst prisoners work in the various prison industry areas. When the Northern Territory Correctional Services (NTCS) facilities at Darwin and Alice Springs Correctional Centres expanded during 2014, a major gap was identified when the number of industry areas and numbers of prisoners in the industry areas expanded significantly.

The NTCS saw the need to ensure the safety of prisoners working in these areas and engaged Italk Studios, a local NT organisation to communicate written and English-spoken directions via stories to prisoners who did not understand English into a visual format. The majority of prisoners were able to understand the messages as they were translated into predominant Central Australian Indigenous languages and processes were put in place to 'induct' prisoners, using the stories.

Following the success of the stories, further discussions with Italk resulted in a partnership and creation of the Media Production Training Program which provides prisoners skills training and pathways to employment in the use of computers, multi-media equipment and story generation whilst in prison and upon release.

To date, the partnership has seen both gender Indigenous prisoners at Alice Springs Correctional Centre creating stories on food hygiene, driving stories to personal stories to encourage behavioural change.



QUEENSLAND GOVERNMENT DEPARTMENT OF SCIENCE, INFORMATION TECHNOLOGY AND INNOVATION

1 WILLIAM STREET ICT PROGRAM

Delivered “anywhere, anytime, any device” connectivity for approximately 5,000 public servants enabling seamless access to applications and 1WS collaboration technologies.

The I William St ICT Program (1WS) delivers “anywhere, anytime, any device” connectivity for approximately 5,000 public servants enabling seamless access to applications and 1WS collaboration technologies. It also provides ICT infrastructure for a modern, innovative building for the future, designed for a creative and adaptable workplace.

High levels of confidence in the availability and usability of the 1WS ICT shared services by all agencies with acceptance prior to relocation contributed to a seamless transition of staff to 1WS with on average 90% of staff reporting they were logged on and using the services within ten minutes on Day 1, which maintained business continuity and services to QLD citizens. The 1WS project delivered repeatable processes for scalable, extensible services that can be leveraged by agencies in other new/refurbished buildings. This reinforced the credibility of the Department of Science, Information Technology and Innovation to manage complex, whole-of-Government initiatives against tight timelines, delivering on time, under budget, fit-for-purpose, easily consumable ICT collaboration services with significant levels of stakeholder satisfaction.



SOUTH AUSTRALIAN GOVERNMENT DEPARTMENT OF PREMIER AND CABINET

YOURSAY - A PLATFORM FOR PUBLIC EMPOWERMENT OF GOVERNMENT DECISION-MAKING

YourSay is an internal and external engagement program that delivers best practice public participation outcomes for government and the community.

YourSay is the South Australian Government's online consultation program where citizens can have their say and influence government decisions. Managed by the Better Together Team in the Department of the Premier and Cabinet, YourSay has evolved into an online hub hosting a range of democratic innovations, which demonstrate and embody user centric design and core engagement principles, supported by an internal and external training program.

YourSay has achieved against a number of quantifiable targets and commitments as set out in the 2015 policy 'Reforming Democracy'. These include 95,000 registered contributors, 475,000 unique visitors and 3 million page views since 2013; 296 engagements from 22 agencies; 40,000 citizens involved in participatory budgeting; interactive enhancements to encourage engagement; a large number of engagement-related training, events and workshops, including 65 events as part of Open State 2016; and two open innovation challenges – Ageing Well and D3 Digital Challenge.

Specific initiatives include: Better Together Showcase events; Country Cabinet meetings; Fund My Community; Fund My Neighbourhood; Fund My Project; Fund My Idea; Meet a Minister; D3 Digital Challenge; Simplify Red Tape Reduction; Share (using sharing economy principles); and Citizens' Jury.



SOUTH AUSTRALIAN GOVERNMENT DEPARTMENT OF PREMIER AND CABINET

MYSA GOV DIGITAL LICENSING APP

The mySA GOV app allows citizens to digitise government-issued passes and licences and store them on their phone.

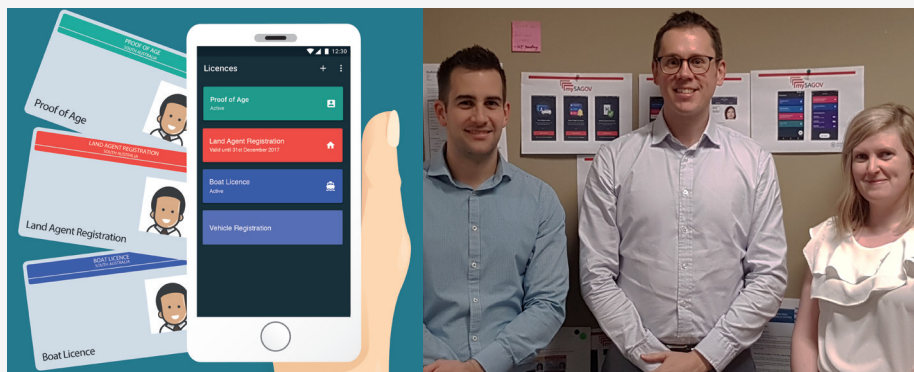
In 2015, the Department of Premier and Cabinet (DPC) began work on the mySA GOV project as part the South Australian Premier's announcement on a Digital by Default strategy which committed the South Australian Government to proactively transform new or reformed government services using digital technology.

The mySA GOV app was created to improve the way citizens interact with the government, allowing citizens to access information from multiple agency systems through one single phone app.

To streamline these services, the DPC and the Department of Planning, Transport and Infrastructure (DPTI) worked to implement a single sign on account for all South Australian Government transaction services. In 2013, the DPTI created the "EzyReg" account to service vehicle registration and licensing to customers. In March 2017, the EzyReg account became the mySA GOV account which allowed for more government services to be integrated and accessed. Since the launch of the app, account enrolment has grown with over 11,000 accounts per month, increasing the total number of active users to more than 287,000. The mySA GOV app was also launched to the public in May 2017 with over 5,000 downloads received in the first week across both Android and Apple platforms.

The introduction of the mySA GOV account app will allow for the State Government to realise a range of benefits, including a reduction in paper notices as citizens opt for digital renewals from government agencies. The mySA GOV digital reform will save more than 1,000 trees and reduce over one million litres of water as a result of reduced paper production. The project also contributes to reducing 50,000kg of CO2 emissions.

Over time, the digital platform used for mySA GOV will be able to evolve to support higher volumes of data and over the next five years, the department has forecast that around seven million paper notices will be eliminated, with a saving of around \$6.5 million.



IPAA ACT COUNCIL

IPAA is governed by an elected Council, comprising corporate and individual members. The current Council is for the period 2017 to 2019.

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