

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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MESSAGE FROM THE PRIME MINISTER

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

Public administration has a vital role to play in supporting the seamless delivery of government policy and service.

The opportunities for Australia have never been greater nor the horizons wider but if we are to empower people to grasp those opportunities, government must lead the way. We need to take risks and be prepared at every stage to challenge the way we did things yesterday and with both hands to grasp new ways and possibilities for the future.

The Awards for Excellence in Public Sector Management honour public sector leaders who do just that—leaders who embrace change and encourage innovation.

I congratulate the Institute of Public Administration Australia and tonight's award recipients for your ongoing commitment to excellence and, through it, to the Australian people.

The Hon Malcolm Turnbull MP Prime Minister of Australia

20 November 2015

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PRESIDENT'S FOREWORD



On behalf of the Institute of Public Administration Australia (IPAA), I welcome you to our celebration for the 2015 Prime Minister's Awards for Excellence in Public Sector Management.

The Awards, managed by IPAA ACT, are open to the three levels of government and were showcased at tonight's dinner.

Now in their fourteenth year, these Awards have built a tradition of recognising better practice and continuous improvement across all levels of government in Australia.

We welcome the support of the Prime Minister in 2015 for the Awards, including the Minister representing the Prime Minister at the Awards Dinner.

I commend all of the 29 nominations in the 2015 Awards for their efforts and commitment to innovation and excellence in public administration.

The number and range of nominations received this year (similar to the 30 received in 2014) is evidence of the high

regard with which these Awards are held, in line with the best traditions of Australian public administration.

Good public administration is essential to the strength of Australia's future and underpins effective government.

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

I hope you enjoyed the 2015 Prime Minister's Awards for Excellence in Public Sector Management celebrations.

G. A. Bushp

Glenys Beauchamp PSM FIPAA

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 2015, 29 diverse nominations vied for recognition, with profiles of all nominees featured in this booklet.

The projects awarded in the 2015 Awards will have demonstrated sustainable excellence in public sector management through:

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

These criteria are based on the principles in the IPAA Public Sector Excellence Model. The model was developed by IPAA to provide a basis for organisations to determine better approaches to conceiving, designing, implementing and reviewing initiatives.

The criteria provide a structure around which an organisation can compile information and provide a convincing narrative about its achievement of excellence through a single initiative.

THE AWARDS

GOLD AWARD

One or more Gold Awards presented for the most outstanding programs or initiatives.

SILVER AWARD

One or more Silver Awards presented for very high performing programs or initiatives.

COLLABORATION AWARD

One or more Collaboration Awards issued to joint nominations from multiple agencies or nominations where there is evidence of significant collaboration between two or more public sector agencies, whether at a single level of government or across multiple levels, and that collaboration was a necessary and significant component of the success of the initiative.

INNOVATION AWARD

One or more Innovation Awards for exceptional performance against the Innovation criterion.

COMMENDATION

One or more Commendations for high performing nominations that do not receive an Award.

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 and 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	The MONITOR 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.
M	Measure	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.
S	Sustain	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.
		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.

THE JUDGING PROCESS

The Award nominations were assessed in two stages: firstly, several assessors carefully evaluated each nomination and its supporting evidence. Assessors then meet to moderate the scores for each of the 29 applications.

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

THE 2015 AWARDS SELECTION COMMITTEE

Stephen Bartos FIPAA is a consultant and is the current Assistant Treasurer/ Secretary of IPAA ACT. He is a Fellow of IPAA, former Parliamentary Budget Officer for NSW ,former Professor of Governance at the University of Canberra, and former Deputy Secretary of the Commonwealth Finance department.

Ian McPhee AO PSM FIPAA is the former Commonwealth Auditor-General (2005–2015). He is a Fellow of IPAA and was President of IPAA ACT Division for the period 2008 to 2010. In 2015 he was awarded Officer (AO) in the General Division of the Order of Australia for distinguished service to public administration, particularly in the areas of accountability and policy development, to the enhancement of public sector performance, and to professional auditing and assurance standards.

Beatrice (Trixie) Makay is a Director with KPMG's Advisory practice in Canberra and has over 20 years' experience in senior executive roles within government. Trixie has led a number of major business transformation, financial, and ICT reform initiatives at the whole-of-government and agency level within the Commonwealth and territory/local government jurisdictions.

Professor John Halligan FIPAA is Professor of Public Administration, Faculty of Business and Government, University of Canberra and a former Vice President of IPAA ACT Division. Professor Halligan has held academic appointments at the University of Melbourne and the Australian National University, and visiting positions at various institutions. His research interests are comparative public management and governance, specifically public sector reform, performance management and government institutions.

Professor Mark Evans is Director of the Institute for Governance and Policy Analysis and Professor of Governance at the University of Canberra and is a current IPAA ACT Councillor. Professor Evans has also played an international role in supporting good administrative practices in public administration in developed and developing contexts as well as the reconstruction of public administration in war-torn societies.

ASSESSORS

Thank you to the following departments and agencies for contributing the 45 assessors who undertook the detailed review of the 29 nominations:

- ACT Education and Training Directorate
- ACT Environment and Planning Directorate
- ACT Health Directorate
- ACT Justice and Community Safety Directorate
- Australian Bureau of Statistics
- Australian Financial Security Authority
- Australian National Audit Office
- Australian Public Service Commission
- Australian Taxation Office
- Department of Agriculture and Water Resources

- Department of Defence
- Department of Employment
- Department of Finance
- Department of Foreign Affairs and Trade
- Department of Health
- Department of Human Services
- Department of Industry, Innovation and Science
- Department of Social Services
- Department of the Environment
- Department of the Prime Minister and Cabinet
- Geoscience Australia
- IP Australia
- National Capital Authority

CORPORATE SPONSORS

IPAA ACT wishes to thank our corporate sponsors, whose support has enabled the division to offer a broader range of services to our members.









THE AWARD WINNERS 2015



GOLD TASMANIAN GOVERNMENT DEPARTMENT OF EDUCATION

EDUCATION INFORMATION - EDI

edi is an innovative web portal that provides school staff with valuable school and student data at their fingertips.

At the very centre of the Department of Education's (DoE) Learners First Strategy are Tasmania's students. For this reason, it is critical to ensure students are supported to fulfil their potential and it is essential for schools, principals and teachers to have information about their students at their fingertips. For a number of years, the DoE had amassed large volumes of disparate student and school data in a variety of databases and formats housed in various ways that made it difficult for staff to access the information they needed quickly, accurately and regularly.

It was identified that staff were struggling to access and use the data available to them for its intended purpose - to support student needs and develop relevant and effective teaching and learning strategies to improve educational outcomes and drive school improvement. The current data and contextual information concerning students and schools was not readily available to principals and teachers, and reporting within schools was often sporadic with varying degrees of accuracy and consistency.

Whilst a new data warehouse would address the separate data management issues, there remained a major issue of how to provide student, class, school and system wide data as well as some Finance and HR data that was intuitively understood by a wide group of stakeholders ranging from classroom teachers, principals, senior executive and staff across the broader department.

The solution developed was edi, an Australia-first web portal that provides classroom teachers and school leaders with real-time data about every single student through a single entry point. It puts learners at the very centre of classroom practice and ensures



that every decision a teacher or school makes is informed and provides every learner with the opportunity to develop and realise their full potential.

Stakeholders attest that the implementation of the edi portal has brought positive change to practices in schools, as well as benefit to DoE as a whole. Significant and valuable data is available in real-time, and care was taken to ensure that the portal was visually appealing as well as being fast, simple and intuitive to use.

Developed over two years, edi was trialled comprehensively by a range of schools during 2013. The feedback from staff on the accessibility and usefulness of live data to inform teaching and learning has been extremely positive. Feedback from principals was around the conversations they could now have with their teachers about classes and school performance but more importantly how they and their teachers could better engage with parents about their child's attendance and learning. This has facilitated a change in teacher practice in a relatively short period of time

Contact Ms Katrina Beams 03 6165 5706 or katrina.beams@education.tas.gov.au

JUDGES' COMMENTS

This nomination involved a complex strategic change process to meet a critical business need. At one level it could be seen as just another technology implementation but at its core, it was about a Departmental change journey, and the success of the journey demonstrates the level and degree of change management planning and implementation undertaken. In effect, it is a business transformation initiative.

This project was not just an infrastructure development opportunity. The empowerment of teachers and principals, improving collaboration and improving real time data usage are all key outcomes of the project.

Probably the most innovative part of edi is the portal. The initial phases of the project were all about combining multiple sources into one data store, but the more fundamental innovation is in the portal element of the system. Using a web portal that provides classroom teachers and school leaders with real-time data about every single student through a single entry point is a significant innovation. The humanising elements incorporated within the tool are impressive – the student isn't just a name and a string of data. They have a photo; a profile, parents and a story that helps reinforce the connection between teacher and student.

The Launch Feedback evidence provided demonstrates that teachers find the data incredibly useful particularly in relation to vulnerable students. The ability to promulgate comprehensive reporting is also a significant benefit that enables principals to access connected data previously unavailable. The new system clearly saves time for teachers and provides access to summary data, and clearly achieves the important outcome of being a "single source of truth" – one portal is used as the key source of important information.

SILVER AND INNOVATION AUSTRALIAN GOVERNMENT DEPARTMENT OF COMMUNICATIONS AND THE ARTS

RESTACK PROGRAM AND RETUNE CAMPAIGN

Completing the world's largest free-to-air broadcasting spectrum shift to support future mobile broadband services, without inconveniencing Australian broadcasters and viewers.

Australia's transition from analog to digital-only television in 2013 marked the end of the first phase of the Australian Government's long-term spectrum reform agenda. The removal of analog television left a scattered patchwork of digital channels and vacated spectrum blocks in the ultra-high frequency range. This section of the spectrum is highly valued as it can carry signals over long distances, penetrate buildings and enhance indoor coverage, and transmit large amounts of data.

Rather than a patchwork of vacant blocks, a large sequenced block of cleared spectrum would maximise the digital dividend's potential use. To do this, digital free to air broadcasting services would need to be collectively relocated or "restacked" to a different frequency range.

The block of spectrum cleared by moving broadcasters would amount to the largest contiguous digital dividend to be reallocated in the world to date. The UK is about to undertake the same task at twice the cost allocated in Australia and with three times longer to complete their restack.

- For the then Department of Communications as the lead agency it required
 planning and executing the entire restack (now known as the Restack Program)
 in record time and formulating an accompanying mass public information
 campaign to assist Australian viewers to retune their televisions (the Retune
 Campaign) on different days in an environment of high logistical risk.
- For Australian broadcasters it would mean that more than 1476 free to air television services at 426 transmission towers across the country would need to be retuned, replaced or modified in a set causal sequence (due to transmission dependencies) to operate at the new channels.





• For viewers it would mean retuning their 20 million digital televisions or digital set top receivers in a carefully orchestrated regionally-based process following the sequential upgrades of transmission towers.

The restack was delivered 41 days before deadline, saving approximately. \$15 million. The Retune Campaign also met key performance indicators with 95% of the viewing population per site not needing assistance from the call centre; customer complaints being less than two per cent of viewing population per site; and on sampled retune days 97.5% of viewers had a positive or neutral reaction to the need to retune.

Contact Ms Sylvia Spaseski 02 6271 1754 or Sylvia. Spaseski@communications.gov.au

JUDGES' COMMENTS

The Restack Program and Retune Campaign comprised the largest digital dividend to be reallocated in the world to date. The Department planned and executed the entire restack and formulated the accompanying mass public information campaign.

The scale of the project and high level risks drove the Department to take innovative approaches to planning, implementing, monitoring and promoting the Restack Program and Retune Campaign.

There were numerous strengths demonstrated throughout the nomination. These strengths were supported by extensive evidence and included:

- A commitment to exceptional stakeholder service and satisfaction through clearly
 defined outcomes and established baselines for success. Stakeholder needs were
 identified and addressed with the required standards of service outlined across
 all levels.
- Robust governance and project management plans with explicit leadership, planning and governance arrangements.
- Comprehensive risk management and contingency planning. The risk register
 which outlined specific risks and assessed the adequacy of the controls was
 updated and reported on regularly.
- Clearly defined people management strategies. The Department established explicit staff recruitment and structure to support the project and clearly communicated plans, priorities and expectations to staff.
- The application of innovative solutions to conduct services. Innovation was
 demonstrated through the re-purpose of the mySwitch tool and the bespoke
 communications hub which allowed automatic timetabling updates and
 revisions to content. The nomination also detailed innovative ways of engaging
 stakeholders.

SILVER AND INNOVATION AUSTRALIAN GOVERNMENT IP AUSTRALIA

REGIONAL PATENT EXAMINER TRAINING PROGRAM (RPET)

RPET provides world-class patent examination training to developing countries to enhance their intellectual property systems, driving innovation and economic growth.

IP Australia is the Australian Government agency that administers intellectual property (IP) rights and legislation relating to patents, trademarks, designs and plant breeder's rights. As the global economy moves from deriving value from a manufacturing to a knowledge base, intellectual property becomes central to the growth of countries' wealth. But investment in developing countries often lags due to lack of protection for the intellectual capital of the investor.

IP Australia has a vision to improve the quality of patent examination across the world, to make the IP systems in developing countries more robust and to harmonise the criteria for what is a registerable IP right across the world. High quality intellectual property examination world-wide aligned with Australian standards would be a significant advantage for Australian business.

Patent examiners are responsible for assessing the latest technological innovations, to decide eligibility for patent protection. This job requires specialist technical knowledge as well as in-depth understanding of patent law. It involves analytical and critical thinking and the ability to make sound decisions on complex issues.

In the past, IP Australia has been asked to deliver patent examiner training overseas in developing countries. However, developing effective patent examination skills takes time and investment. IP Australia has previously provided assistance on an adhoc basis, over short periods of time, delivering training face-to-face. But this does not provide for in-depth training and knowledge transfer to build the right skills so that patent examiners are operating to international standards.

Contact Mr Shreyas Kumar 02 6222 3674 or shreyas.kumar@ipaustralia.gov.au





JUDGES' COMMENTS

This project is directly linked to the achievement of IP Australia's vision. It places Australia as a central player in the international community for building the skill sets of patent examiners and also enables Australia to act as a leader in training patent examiners in our region.

The problems that triggered the need to find a flexible, sustainable and effective training solution for patent examiners in developing countries were well understood, as were the shortcomings of past attempts to produce competent patent examiners in the identified countries.

IP Australia has successfully completed a pilot (2 years) of the RPET program for eight trainees from Malaysia, Philippines, Indonesia, Kenya and the ARIPO in Zimbabwe. All eight trainees were assessed as fully competent against the PCT (international) standards for examining. IP Australia has since launched two further courses, each for 15 trainees from seven countries, expanding coverage to encompass Vietnam and Thailand.

What makes RPET innovative is that it is the first blended learning program that delivers holistic comprehensive training and mentoring to multiple IP offices with a program that is self-paced, online and supported with virtual classes and worked examples and individual one-on-one mentoring. Chosen from three options of varying cost and complexity, RPET was chosen even though it was not the cheapest option, as it was most likely to provide greater rigour and enhanced long term effectiveness as it closely mirrored the way IP Australia trained its own examiners.

The program has given IP Australia the chance to pilot a new model of training that is flexible and focused on real work tasks. The model is being adapted for internal use by IP Australia and a number of other patent offices have expressed interest in the approach.

SILVER AND COLLABORATION AUSTRALIAN AND QUEENSLAND GOVERNMENTS GREAT BARRIER REEF MARINE PARK AUTHORITY AND QUEENSLAND PARKS AND WILDLIFE SERVICE

JOINT FIELD MANAGEMENT PROGRAM FOR THE GREAT BARRIER REEF

World's best management for the world's best reef— an innovative and collaborative joint Field Management Program by Australia and Queensland.

For nearly 40 years the Australian and Queensland governments have committed to deliver a single Field Management Program (FMP) as the front line of marine and national park management in the Great Barrier Reef (the Reef). Over the last five years this jointly funded and staffed program has achieved remarkable improvements in effectiveness and efficiency that make it worthy of a Prime Minister's Award for Excellence in Public Sector Management.

The Field Management Program is responsible for planning and executing field operations in the Commonwealth and State marine parks (including Commonwealth islands) and on island national parks within the Great Barrier Reef World Heritage Area (World Heritage Area). These activities are delivered over an area of 348,000 square kilometres with over 2,300 kilometres of coastline and 1050 islands. There are 115 dedicated people that make up the joint Field Management Program: 95 Queensland and 20 Commonwealth employees.

The \$17 million annual Field Management Program budget is funded 50:50 by the Commonwealth and Queensland governments and is principally delivered by the Commonwealth Great Barrier Reef Marine Park Authority (GBRMPA) and the Queensland Parks and Wildlife Service (QPWS), with some additional contributions from other agencies in the area of compliance.

The FMP has delivered improved outcomes for the global community wishing to see this internationally significant area protected and well-managed. These





improvements are providing benefits to the millions of people that rely on the Reef for their livelihoods, as a central part of their cultural identity, or as the preferred destination for recreation. This demonstrated commitment to protect the Reef's natural, cultural and use values recently helped the World Heritage Committee recognise Australia's commitment to manage and protect the Great Barrier Reef for all people for all time.

Contact Mr Richard Quincey 07 4750 0718 or Richard.quincey@gbrmpa.gov.au

JUDGES' COMMENTS

The joint nomination from GBRMPA and QPWS demonstrates a program that is strategically aligned, focussed on outcomes and with planning and governance arrangements in place to ensure that the extremely complex web of stakeholders and relationships is managed effectively. The Great Barrier Reef is an Australian icon as well as being a World Heritage Area and its effective management is essential to the maintenance of this natural resource.

A key to the success of the program appears to be the commitment to collaboration to achieve excellent outcomes for the Great Barrier Reef. The program nomination demonstrates examples of excellence in collaboration between the Commonwealth and the Queensland governments, with industry groups, program staff, other government agencies, academics and Traditional owners.

Through collaboration many successful innovations have emerged from turtle recovery to managing illegal fishing, to monitoring and managing the Crown of Thorns starfish challenge to the Reef.

The planning and governance of the program itself shows the maturity in implementation. This is evident from the Ministerial Council down to the Strategy Group, operational groups, and stakeholder forums. Similarly the framework in terms of the plans and reporting, minutes and TORs seem to be high quality and well established. This extends to the 5-year Business Strategy, the Annual Business Plan, the Field Management Compliance Unit plans and the annual report.

The achievements of the program are impressive in terms of conservation and access to the Great Barrier Reef Marine Park. There is clearly a commitment to excellence in the Reef's natural, cultural and use values which have been demonstrated in the World Heritage Committee recognising Australia's long-term commitment to protect the Reef for all people.

COLLABORATION QUEENSLAND GOVERNMENT DEPARTMENT OF STATE DEVELOPMENT

SUSTAINABLE PORTS DEVELOPMENT BILL 2015 AND PORT MASTER PLANNING FOR QUEENSLAND'S PRIORITY PORTS

Sustainable port development in Queensland enabling economic growth and long-term protection of the Great Barrier Reef World Heritage Area.

The Great Barrier Reef (GBR), inscribed on the World Heritage List in 1981, is acknowledged as one of the best managed marine ecosystems in the world. Over the last few years, increasing local, national and international attention has been focused on the challenges of balancing coastal development, especially port development, and protecting the Reef.

Since 2011, the United Nations Educational, Scientific and Cultural Organisation (UNESCO) World Heritage Committee (WHC) has expressed concern about the status of the Great Barrier Reef World Heritage Area (GBRWHA). The UNESCO WHC considered listing the GBRWHA as 'in danger'. To avoid the listing, the Australian and Queensland governments have undertaken initiatives to address UNESCO WHC recommendations, including the release of the Reef 2050 Long-Term Sustainability Plan (Reef 2050), the most comprehensive plan ever developed to secure the health and resilience of the Great Barrier Reef for the future.

Within the suite of 139 commitments of Reef 2050, the Queensland Government has committed to implementing port- related actions in the GBRWHA. To give effect to key port related actions, the Queensland Government introduced the *Sustainable Ports Development Bill* 2015 into State Parliament, on 3 June 2015. The purpose of the bill is to better manage the impacts of port development on the environment, particularly on the Great Barrier Reef, while allowing Queensland's economy, jobs and regions to grow.

Contact Ms Kathy Laurence 07 3452 7314 or kathy.laurence@dsd.qld.gov.au





JUDGES' COMMENTS

Planning for this overall project commenced in 2012 with the release of the draft Great Barrier Reef Ports Strategy public consultation before finalisation. This led onto the draft Queensland Port Strategy released for public comment, and finally released in 2014.

A strength was that five principles for future port development evolved from the consultation, to deliver the vision of port development while protecting the Great Barrier Reef (GBR). Consequently the two projects in the submission represent the outcome of earlier detailed work, especially the Reef 2050 that was jointly consulted and supported by the Australian and Queensland Governments as evidenced by the joint ministerial signatures.

The nomination has local, state, national and international aspects. Inter-government relations between the Queensland and Australian Governments were covered by a joint partnership agreement.

Detailed submissions to UNESCO World Heritage Committee on GBRWHA (GBR World Heritage Area) were successful. The imperative was the protection of the GBRWHA, especially ensuring that a 'not endangered' decision was made by the UNESCO WHC (World Heritage Committee).

COMMENDATION SOUTH AUSTRALIAN GOVERNMENT DEPARTMENT OF PRIMARY INDUSTRIES AND REGIONS SA

SOUTH AUSTRALIAN RIVER MURRAY SUSTAINABILITY - IRRIGATION INDUSTRY IMPROVEMENT PROGRAM

The SARMS provides a novel approach to underpinning water returns against the Basin Plan and driving regional development and innovation.

The South Australian River Murray Sustainability Program (SARMS) was developed as part of South Australia's response to the Murray-Darling Basin Plan (Basin Plan). To achieve required outcomes under the Basin Plan, South Australian industries, communities and Government rallied to 'Fight for the Murray'. SARMS was a cornerstone of this 'fight', with a vision to build strong and sustainable irrigation communities and help to secure water resources needed for a healthy environment and a prosperous state.

SARMS is a \$265 million funding package resulting from collaborative efforts between the Australian and South Australian governments and the irrigation industry (as represented by the Water Industry Alliance). The Program is highly innovative and holistic, comprising a suite of investment opportunities that underpin the prosperity of the region throughout implementation of the Basin Plan. SARMS includes two areas of investment: the \$240 million Irrigation Industry Improvement Program (SARMS-3IP); and \$25 million for a suite of regional development, research and innovation programs including the redevelopment of the Loxton Research Centre.

SARMS is funded by the Australian Government and is being delivered by the South Australian Government. Program implementation has been designed to achieve the outcomes sought by the irrigation industry through the Water Industry Alliance's original River Murray Improvements Program proposal. SARMS-3IP is supporting irrigation farming enterprises to optimise water use and achieve greater business resilience and productivity.





SARMS-3IP will help ensure that food and wine producing industries and communities within the South Australian Murray-Darling Basin are prepared for the challenges presented by future climate change and changed River operations as a result of implementation of the Basin Plan. Within the first two years of this six year program, there is already 34 gigalitres of water on offer to be returned to the river.

Contact Ms Karen Brown 08 8226 0276 or Karen.Brown4@sa.gov.au

JUDGES' COMMENTS

This initiative clearly considered the requirements of, and was developed in response to, the Murray-Darling Basin Plan (Basin Plan) and focuses on how South Australia can achieve the required outcomes. The goals of the Basin Plan are provided in the discussion paper and a number of different and innovative strategies were proposed to achieve these goals. Although at its crux this nomination was the delivery of a grants program, the strategies identified were made after examination of previous programs and identification of what was learnt, and utilised organisational learning and planning to overcome issues.

The nomination provided a clear and thorough demonstration of the development and planning behind the Program. It clearly has worked towards the monitoring, measuring and meeting of its objectives through innovative delivery arrangements and data collection methodologies. It is evident that the amount of time taken to involve a wide and appropriate range of stakeholders in the early stages has ensured a more sustainable buy-in to the project, and that the ongoing involvement of community, industry and expertise is underpinning the delivery.

The Program is currently still in the implementation phase but is presenting positively due to the planning and documentation work completed to date, and the delivery methods being utilised, particularly the on the ground support offered to both staff and grant applicants.

COMMENDATION QUEENSLAND GOVERNMENT DEPARTMENT OF TOURISM, MAJOR EVENTS, SMALL BUSINESS AND THE

GETTING TO KNOW OUR CUSTOMERS

COMMONWEALTH GAMES

Getting to know our customers – a customer relationship management journey that is making it easier to do business in Queensland.

In 2011, a decision was made to implement a customer relationship management initiative. In 2013, a Proof of Concept (PoC) Customer Relationship Management system (CRM) went live in four business areas of the Department and one regional office (in another department). There were 23 users and support was provided through Information and Technology Partner (ITP) and an internal government implementation partner.

The benefits included common view of the customer for all CRM users; improved efficiency of reporting; and customer satisfaction improvements with seamless customer service experience. There were significant learnings from the PoC including a leap in information technology capability supporting the business processes of CRM users; the benefit of strong commitment from the department's senior executives and subject matter experts; and identified the need for strong governance and suitable support arrangements.

By June 2015, the CRM Implementation Project was complete. Five business areas were included with 44 users from the Department. Artefacts were developed that will have broader application across Queensland Government; software, infrastructure and platform as-a-service design; managed service arrangement with external implementation partner; coalescing of effort from internal subject matter experts and project team with internal to government IT service provider and external implementation partner.





The benefits were: extended scope of business areas and users with common view of customers; consistent business processes aligned to solution; improved business process efficiency and ability to report on a broad range of service delivery parameters.

Contact Mr Tim Schuurs 07 3087 8336 or tim.schuurs@dtesb.qld.gov.au

JUDGES' COMMENTS

The nomination involves a project that was thorough and structured in its planning. The initiating agency, the Department of Employment, Economic Development and Industry (DEEDI), undertook an extensive evaluation of its business activities to identify the need to implement a system like the CRM initiative. The early project documents from DEEDI showed a planning stage that was structured to ensure that as many aspects of the project and its impacts as possible were considered and accounted for.

The project had a very strong focus on stakeholder management. There were a range of tools and plans to engage with the various stakeholders impacted by the project. The nomination shows strong anecdotal evidence of the success of this focus.

It was clear that the project had very clear governance and people management structures and that these aspects were strong focuses of the project throughout the entire process. The nomination documents provide substantial evidence of the good leadership, governance and change management structures that assisted in the project's development and implementation. The project also appeared to use a blend of governance processes and procedures to drive project outcomes. While implemented only recently, this initiative has already demonstrated that it is capable of achieving results, although a significant proportion of its measurable results are not scheduled to occur until 2017 and 2018.

COMMENDATION AUSTRALIAN GOVERNMENT DEPARTMENT OF HUMAN SERVICES

DIGITAL TRANSFORMATION

Digital Transformation has changed the face of service delivery, transforming the way the Australian community interacts with the Department of Human Services.

Over the past five years, as part of an ambitious reform agenda, the Department of Human Services has sought to transform its Service Delivery Operating Model from a model where most customers are assisted by staff to access services, to a model where most customers self- manage. The Department focused on three elements of digital transition which were planned separately yet integrated during implementation in order to deliver sustainable transformation, combining technology, business process and cultural change:

- Online Claims, which present an opportunity to ensure new customers in the department start by self-managing, increasing the chance that they will continue to self-manage.
- 2. Express plus mobile apps, which provide a convenient and significantly improved service for customers, creating an incentive for existing customers who are digitally literate to move to self-management.
- 3. Proactive customer support, including a Digital Streaming service offer, to support customers who choose a staff assisted service to increase their digital literacy and shift to self-management.

Digital transformation has demonstrated the department's ability to design and deliver innovative and highly successful outcomes for customers, staff and government. In a context of increasing demand for the department's services, substantial benefits were achieved by removing the department's dependence on paper, and by significantly reducing transaction volumes in the call and face-to-face channels. The change in technology improved processing times and enabled staff to focus on the delivery of key services to customers who have the greatest level of need. It has also greatly increased customers' digital literacy and capacity to participate socially and economically in their community.





At a glance the following statistics illustrate the success of this large scale transformation initiative:

- Since August 2012, there have been over 5 million downloads of the Express Plus mobile apps including 87.2 million transactions. Over 750,000 documents have been uploaded electronically via these apps.
- Since March 2013, approximately 552,000 online claims have been completed by customers.
- Centrelink self-service contributes 60% of processing effort where a self-service option exists.
- 10.5% increase in Centrelink self-service transactions in the past year.
- 74% of identified digital streaming transactions were performed using selfservice, with a decrease of staff assisted transactions in the past year of 3.9% in Service Centres and 11.8% in Smart Centres.

Contact Ms Cathy Sear 02 6141 73206 or cathy.sear@humanservices.gov.au

JUDGES' COMMENTS

The Department is undergoing an ambitious reform agenda to transform its Service Delivery Operating Model from a model where most customers are assisted by staff to access services, to a model where customers self-manage. Fundamental drivers for the transformation are service delivery efficiency and effectiveness and increased customer service satisfaction now and into the future. There were three key elements of digital transition, which combined technology, business process and cultural change.

It is evident that the department has a mature approach to project development and implementation. There is a well-developed framework to develop new projects and the expertise within the department could be utilised more widely. The drive for change is very clear and it was easy to articulate the benefits. It was also clear how the nomination could be utilised in other payment areas.

NOMINATIONS 2015

(PRESENTED IN ALPHABETICAL ORDER BY JURISDICTION)



ACT GOVERNMENT COMMUNITY SERVICES DIRECTORATE

NATIONAL MULTICULTURAL FESTIVAL

The National Multicultural Festival is a celebration of Canberra's diversity blended together to completely immerse people in a kaleidoscope of multicultural dance, music, food and celebration.

The ACT Government's National Multicultural Festival (the Festival) is a celebration of Canberra's cultural diversity held over three days during February each year.

The Festival began 18 years ago with a few hundred people, a dozen food stalls and a tiny stage for multicultural performances. From these humble beginnings, today's Festival is now the biggest celebration of its kind in Australia and actively involves hundreds of multicultural community groups, augmented by hundreds of local and national arts and cultural performance groups.

Significant growth and expansion of the site over the past five years has now resulted in stall numbers ballooning to around 400, surrounding participants with new and familiar culinary experiences at an affordable price. The event comprises 400 stalls, 8 stages, closing the roads in the city, security, waste management, first aid/ambulance, SES, sound and lighting, sponsors, entertainers and coordinates 12 significant community showcases, among other things.

The National Multicultural Festival annually injects over \$7.8 million into the ACT's economy through the spending power of 270,000 Festival patrons, of which approximately 10% make their way to Canberra from interstate or from overseas.

The Festival is brought to life by the extraordinary efforts of thousands of people from the city's multicultural groups, diplomatic corps and community volunteers.

Essentially a community-driven event, a small core of ACT Government officers provide guidance and event logistical support, with additional logistical support provided by a dedicated band of community volunteers.





AUSTRALIAN GOVERNMENT AUSTRALIAN BUREAU OF STATISTICS AUSTRALIAN BUREAU OF AGRICULTURAL AND RESOURCE ECONOMICS AND SCIENCES

NATIONAL AGRICULTURAL STATISTICS REVIEW

The National Agricultural Statistics Review, a joint project between the Australian Bureau of Statistics (ABS) and the Australian Bureau of Agriculture and Resource Economics and Sciences (ABARES) assessed the agricultural statistical system in Australia.

The productivity, competitiveness, sustainability and profitability of Australia's agriculture, fisheries and forestry industries are enhanced by having access to timely, high-quality and reliable statistics to inform decision-making by both government and industry. The ABS and ABARES recognised that strong statistical leadership was required to develop and direct a comprehensive review of the current agricultural statistics system and that they were best placed to lead this process. The bureaus initiated the joint National Agricultural Statistics Review (NASR) with the aim of assessing:

- the priority information needs of stakeholders (including those from government, industry and the research sector as outlined above)
- where information needs were not being met by existing sources of data
- overlaps and inconsistencies in data; and
- opportunities for improving the efficiency and effectiveness of the system.

The ABS and ABARES recognised the importance of other data producers, users and custodians to the success of the review and engaged broadly across government, industry and academia to understand the issues and opportunities.

The ABS and ABARES implemented innovative and extensive consultation utilising a number of mediums including discussion papers, facilitated forums and targeted meetings to provide opportunity for input into the review. This was very successful, reaching 43 different organisations/groups across Australia, and resulted in the development of strong support from the agricultural community of ABS and ABARES leading the NASR and as well as the agricultural statistical system.



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Data themes

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AUSTRALIAN GOVERNMENT AUSTRALIAN COMPETITION AND CONSUMER COMMISSION

'YOUR RIGHTS MOB'— INDIGENOUS CONSUMER PROTECTION

The 'Your rights mob' initiative aims to increase the ACCC's engagement with remote Indigenous communities on consumer protection matters.

The Australian Competition and Consumer Commission (ACCC) gives priority to issues affecting disadvantaged or vulnerable consumer groups, and in particular consumer protection issues impacting on Indigenous consumers. Indigenous consumers have been identified as a vulnerable and disadvantaged consumer group due to a number of factors including:

- lower financial and English language literacy levels compared to non-Indigenous Australians;
- disproportionately reduced understanding of civil law remedies, generally, compared to non-Indigenous Australians;
- geographical isolation;
- a lack of awareness and understanding of their consumer rights;
- limited access to Indigenous specific civil law support services; and
- a feeling of dissatisfaction, amongst Indigenous Australians, in terms of the provision of legal services generally.

Through the ACCC's outreach program, we sought to determine the best communication style and methods to deliver messaging to Indigenous people in remote communities. The Tiwi Islands community confirmed there was a large uptake of social media through Facebook and YouTube, as well as mobile phone applications. Facebook is a relatively inexpensive and accessible means of publishing information and providing a forum for members of the community to alert the ACCC to possible misconduct occurring in the community.

The ACCC launched the pilot Facebook page aimed at delivery of consumer protection messages to the residents of the Tiwi Islands. Five consumer protection short films were also launched as a part of the pilot program through the Facebook page and YouTube, the topics included a welcome message; consumer guarantees; mobile phone contracts; product safety; and door to door sales.





AUSTRALIAN GOVERNMENT ATTORNEY-GENERAL'S DEPARTMENT AUSTRALIAN CRIME COMMISSION - CRIMTRAC

AUSTRALIAN CYBERCRIME ONLINE REPORTING NETWORK (ACORN)

The ACORN is an Australian-first—a fully bespoke, national policing initiative delivered by the Australian Government, working together to combat cybercrime.

The internet has created new opportunities for financially motivated cyber criminals and those who seek to target vulnerable members of our community. The sophistication and impact of cybercrimes continues to grow and poses a serious and evolving threat to Australian individuals, businesses and governments.

Although it is difficult to quantify the total costs, evidence from operational agencies suggests that economic costs of cybercrime in Australia are substantial. As many instances of cybercrime go unreported, it is difficult to give an accurate figure. However, non-government estimates put the cost of cybercrime in Australia as high as \$2 billion annually.

Before the ACORN was developed, there was also no capacity for law enforcement agencies to systematically collect and aggregate intelligence data on cybercrime. The ACORN is unique in that it has delivered the sole capability in Australia for automatic referral and triage of cybercrime reports nationwide. This will help to develop improved strategic, operational and tactical responses to cybercrime. Intelligence and threat assessments on ACORN data are prepared by the Australian Crime Commission to assist in developing a clearer national picture. The system also refers reports to other law enforcement and government agencies to help them respond quickly to acts of cybercrime.

ACORN was launched in November 2014. From 3 November 2014 ('go-live' date) to 30 June 2015 there were a total of 25,055 reports to the ACORN. This is broken down by category, with 12,469 of the incidents reported for Online Scams or Fraud and 5720 as online purchase or sale. The web application is available to the public 24 hours a day, 7 days a week. It is used by all Australian police agencies as well as other law enforcement agencies. The Australian Institute of Criminology is conducting a longitudinal ACORN Post Implementation Review to be completed in mid-2016.





AUSTRALIAN GOVERNMENT DEPARTMENT OF FINANCE

DEVELOPMENT AND IMPLEMENTATION OF THE PUBLIC GOVERNANCE, PERFORMANCE AND ACCOUNTABILITY ACT 2013

Development and implementation of the Public Governance, Performance and Accountability Act 2013 to provide a strong foundation for future reform.

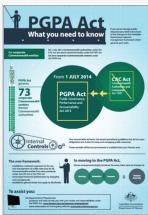
The *Public Governance, Performance and Accountability Act 2013* (PGPA Act) came into effect on 1 July 2013 and subsequently, its operational provisions on 1 July 2014. It replaced the model for Commonwealth financial management established through the *Financial Management and Accountability Act 1997* and the *Commonwealth Authorities and Companies Act 1997* as the primary resource and governance legislation for Commonwealth entities and companies.

The enactment of the PGPA Act has allowed a fundamental shift from process and task based prescription to a principles-based framework encouraging the effective engagement with risk and a focus on performance. Governance is improved through the application of uniform duties on officials, duties of accountable authorities and an effective internal control framework and a statutory duty to keep the responsible minister informed, including of significant issues.

The PGPA Act provides a foundation for a modern, streamlined and adaptable Commonwealth public sector that can meet Australia's changing needs. The PGPA Act is a fundamental part of broader reforms introduced through the comprehensive Commonwealth Financial Accountability Review (CFAR), which commenced in December 2010. The objective of CFAR was to improve performance, accountability, risk management and service delivery across government.

The Public Management Reform Agenda continues this objective, seeking to modernise the Australian Government's financial framework to support high quality resource management and performance, supported by an Act that creates a financial framework where entities have the flexibility and incentives to adapt appropriate systems and processes that help them to achieve diverse policy and statutory objectives efficiently and effectively.





AUSTRALIAN GOVERNMENT INDIGENOUS LAND CORPORATION

THE MOSSMAN GORGE CENTRE

Mossman Gorge Centre is an Indigenous eco-tourism enterprise that provides employment and training opportunities for Indigenous people.

Land management and land acquisition projects are developed by calling for land-based project ideas, initiating strategic projects in collaboration with Indigenous people, other agencies and partners; and by operating viable agricultural and tourism businesses.

The Indigenous Land Corporation (ILC) has established four subsidiaries to achieve benefits for Indigenous people in specific ways in accordance with the Act including the National Centre for Indigenous Excellence Ltd, Voyages Indigenous Tourism Australia Pty Ltd, Mutitjulu Foundation and the National Indigenous Pastoral Enterprises Pty Ltd.

The Mossman Gorge Centre opened in June 2012 and was constructed by the ILC in collaboration with Mossman Gorge Aboriginal Community and Kuku Yalanji Traditional Owners on land purchased through the ILC's Land Acquisition program. The Centre is operated by ILC subsidiary Voyages Indigenous Tourism Australia and provides Indigenous employment and training (currently 90 per cent of employees at the Centre are Indigenous) and delivers economic, social, cultural and environmental benefits through the operation of an award winning tourism enterprise.

The Mossman Gorge Centre is a nationally significant, state-of-the industry cultural and tourism hub for the spectacular Mossman Gorge rainforest walk. It provides an official welcome area, a contemporary café, art gallery, gift shop and tour desk. Visitors are offered an array of tours and services to help them experience the Gorge, its Indigenous heritage, cultural connection and pristine environment.

The centre employs up to 70 Indigenous people during the tourism high season. In 2014-15, its Indigenous staff have ushered more 275,000 visitors through the Centre and on to the Gorge.





AUSTRALIAN GOVERNMENT SYDNEY HARBOUR FEDERATION TRUST (DEPARTMENT OF THE ENVIRONMENT)

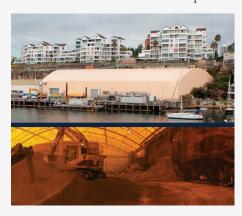
INNOVATION IN THE MANAGEMENT OF REMEDIATION IN A SENSITIVE URBAN ENVIRONMENT

Remediating a sensitive and highly constrained former gasworks and submarine base on Sydney Harbour into a new urban park.

HMAS Platypus is a former gas works and Defence site on Sydney Harbour, surrounded by high density residential development, which was vested in the Harbour Trust for public use from the Department of Defence. Its industrial and military legacy left a highly contaminated site. For the Harbour Trust to realise the site's potential as a vibrant public space, remediation of contaminated materials was necessary, a task complicated by the number of stakeholders, health and safety requirements, financial constraints and the site's topography and access limitations. In 2009, the Harbour Trust and Department of Defence entered into a Memorandum of Understanding regarding remediation of the site. The budget for the remediation was set in 2007, in the amount of \$46 million (ex GST).

The remediation project has involved almost a decade of planning and implementation and is on track to be completed on schedule in the 2015/2016 financial year. It remains within the project's original (2007) budget of \$46m (ex GST), despite the budget not being index-linked. All identified stakeholders have remained effectively engaged through the life of the project and, to date, there have been no delays as a result of stakeholder concerns.

The technology selected involved construction of a fully sealed temporary building, known as an Odour Control Enclosure, in which remediation works were undertaken. The enclosure was the largest ever erected of its kind and effectively ameliorated visual and environmental impacts of the works. Regular independent environmental monitoring was undertaken during the project and, in the interests of transparency and stakeholder accountability, the results of environmental monitoring were regularly published on the Harbour Trust's website. Testing demonstrated that emissions to the environment complied with the required limits at all times.





NEW SOUTH WALES GOVERNMENT DEPARTMENT OF PREMIER AND CABINET

DPC PAPER INDEPENDENCE INITIATIVE

An initiative that significantly altered the Department of Premier and Cabinet's (DPC) cultural and behavioural patterns to enable and sustain modern and efficient work practices.

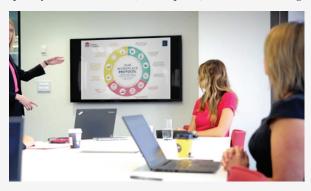
The Paper Independence Initiative is the brand name for a collection of high profile projects delivered in the 2013/14 financial year, under the direction of a multi-year Electronic Document and Records Management (EDRM) Program. In this year, the Initiative (ergo EDRM Program) was one of eight critical streams in a \$70M departmental relocation program (the '52MP Relocation Program').

As part of the relocation, the Department was adopting activity based working practices (hot desking), where staff are not statically seated at a particular desk but rather are free to select a workspace appropriate to their tasks from within a dynamic environment.

The new premises had reduced space and the necessity for staff to be able to work in a highly mobile and collaborative manner. Staff adoption of technology, new work practices, and in an extremely short time, was paramount to the success and benefits realisation of this large initiative. The results delivery was driven out of the small, but efficient, EDRM team. To achieve its results, the team leveraged successes and lessons learned from previous years of their program.

The Initiative resulted in major cultural and behavioural reforms. It achieved the complete and sustained transformation of the Department's working culture. Technology, processes, digital alternatives, recordkeeping, mobility and collaboration revisions were delivered to achieve an empirically demonstrable >65% reduction in costly on-site records storage.

Digital alternatives and behavioural changes were so successfully adopted that since the relocation, the on-site physical file storage figures grew by only a statistically insignificant 0.6%. The effectiveness of the digital work practices also fundamentally transformed processes; overall, they are 33% quicker. Certain processes achieved a 3x improvement in approval speeds. The Initiative was managed on time, to expected quality, and within 5% (underspend) of its \$1.12M budget allocation.





NORTHERN TERRITORY GOVERNMENT DEPARTMENT OF TRANSPORT

MOTOR VEHICLE REGISTRY (MVR) CHANGES GEARS: STAGE 1 REFORMS

To streamline, strengthen and grow MVR services through stronger customer focus, improved processes, online capabilities and partnering with non-government sectors to deliver MVR services.

A challenge was set: the Northern Territory Motor Vehicle Registry (MVR) had to make major changes to the way it delivered its services and conducted its business. With the Northern Territory undergoing an economic surge, a number of major projects in play and an expected employment and population boom, the pressure on MVR was already intense – and the pressure could only grow. MVR needed to proactively improve and sustain quality customer service, eliminate red tape and offer simpler ways for customers to deal with them. Furthermore, MVR had to make it happen within 12 months.

The ambitious stage 1 reform program, MVR Changes Gears, included modernising its licensing and registration database, creating a unique smartphone app, introducing sticker-free registration and offering over-the-counter transactions through Australia Post retail outlets. Behind the scenes, MVR reviewed almost 50 separate processes allowing transactions to be completed more efficiently, as well as boosting staff confidence and building more knowledgeable customer service teams.

Modernising their MOVERS registration and licensing database has allowed them to halve staff training time. In service centres, MVR have seen significantly reduced customer wait times, lower staff turnover and fewer renewal transactions. This gives MVR shop fronts across the Northern Territory more capacity to deal with complex front counter transactions. As a result of the reforms, transaction processing times have in some cases almost halved, the NT Rego app has been downloaded more than 34 000 times and 90% of renewals can now be done without attending an MVR front counter. MVR customer service staff turnover has reduced from 53% in 2012 down to 19%.





QUEENSLAND GOVERNMENT DEPARTMENT OF COMMUNITIES, CHILD SAFETY AND DISABILITY SERVICES

RECOGNISE, RESPOND, REFER: DOMESTIC VIOLENCE AND THE WORKPLACE - A PRODUCT OF PARTNERSHIP

Recognise, Respond, Refer: Domestic violence and the workplace is an accessible, engaging and interactive eLearning resource for people in workplaces.

In September 2014, in response to escalating rates of violence in Queensland, a Special Taskforce was established on Domestic and Family Violence (the taskforce), chaired by the Honourable Quentin Bryce AD CVO. In recognition of the Queensland government being the largest employer in the state, and in an effort to lead the way for other employment sectors, the chief executive officers of Queensland government agencies, including the Director-General of the Department of Communities, Child Safety, and Disability Services, were asked to implement programs to build capability to recognise and respond to employees who are experiencing domestic and family violence (DFV).

The workplace DFV prevention program initially developed by Australia's CEO Challenge (ACC) is a foundation for building workforce capability, and therefore the department supported access to the program through face-to-face sessions for general and specialist staff which were delivered by ACC. While this was useful, it became clear that the limited number of face-to-face sessions that could be provided by ACC would not service the needs of the department's diverse overall workforce.

The solution was to leverage off the department's increasing capability in developing blended learning programs by partnering with ACC to convert their training package into an online format. This approach would provide a broadly accessible and practical learning resource based on ACC's expert content that could be delivered to staff regardless of their work location; providing a consistent and foundational level of understanding of the issue across the department. As the project was scoped, the target audience was broadened so that the outcome of the collaboration was a high quality product available ultimately across the entire Queensland government's 200,000 strong workforce, and also more broadly to the public sector through ACC.





QUEENSLAND GOVERNMENT DEPARTMENT OF EDUCATION AND TRAINING

FLYING START

A Flying Start for Queensland children - moving Year 7 to high school and delivering Junior Secondary in state schools for Years 7-9.

Flying Start is a Queensland Government education policy reform that is described in the education policy paper 'A Flying Start for Queensland Children: Queensland Government Education White Paper' (the White Paper). Extensive public green paper consultation on these reforms commenced in 2010, with the White Paper released in 2011. Implementation of the White Paper is by the Queensland Department of Education and Training.

While there are three objectives outlined in the White Paper, at its centre is the second of these objectives - Getting Ready for Secondary School. The Department's nomination concentrates on this objective as political support for it has remained constant during implementation. It also accounts for almost all of nearly \$640 million in funding that was allocated up to 2015 to implement the White Paper and the total budget to 2018 of just over \$890 million.

This second objective aimed to move Year 7 from primary school to become the first year of secondary school across Queensland in 2015 and establish Junior Secondary as a distinct phase of learning for Years 7 to 9 in state high schools progressively from 2013. Policy objective 2 of the Flying Start White Paper has been fully implemented based on the identified strategies and actions.

- Around 100,000 Year 7 and 8 students successfully transitioned from primary to secondary school at the start of the 2015 school year, including 35,000 Year 7 students in state high schools. Year 7 has become the first year of secondary schooling at more than 580 schools across Queensland.
- Implementation has been delivered on time, under budget by an estimated 11% or \$98 million and to a quality that has been widely lauded with 85% of principals rating their satisfaction with the transition as 8 out of 10 or higher. While benefit realisation remains to be finalised, all baseline and actual measures required to date have been completed.





QUEENSLAND GOVERNMENT DEPARTMENT OF EDUCATION AND TRAINING

IMPROVING QUEENSLAND'S KINDERGARTEN PARTICIPATION RATE

Queensland developed a comprehensive, multi-faceted plan to address its low kindergarten participation rates and improve long term outcomes for children.

The economic and social benefits of quality early childhood programs, such as kindergarten, has been widely recognised. In 2008, Queensland faced a significant challenge in addressing its kindergarten participation rate, which at 29%, was the lowest in Australia.

Queensland was determined to improve outcomes for children through greater kindergarten participation and worked in partnership with stakeholders to provide affordable, accessible, equitable and high quality kindergarten programs. The 2009 National Partnership Agreement on Early Childhood Education and 2008 Bilateral Agreement on Achieving Universal Access to Early Childhood Education, provided a framework to build on these partnerships and meet the ambitious targets set out in the Bilateral Agreement.

Working in partnership with stakeholders to achieve the target of 95% kindergarten participation by 2013 presented both challenges and opportunities. The challenges were significant. Unlike other Australian states and territories, Queensland kindergarten providers were, and remain, largely private corporations or community-based, not-for-profit organisations. Queensland did not have a history of state schools providing kindergarten programs, and early childhood education was largely seen as outside the domain of public education.

The outcome of implementing the plan (the solution) has been an increase in Queensland kindergarten participation rates from 29% in 2008, to 106% in 2014. This has been an outstanding achievement and reflects the success of a comprehensive, multi-faceted approach to improving kindergarten participation rates. Importantly, we have worked closely with our stakeholders to ensure the plan was implemented as intended and provides a solid foundation to sustain high kindergarten participation rates for future generations.





QUEENSLAND GOVERNMENT DEPARTMENT OF NATURAL RESOURCES AND MINES

QUEENSLAND GLOBE FOR G20

An open-data-driven trade and investment communication tool that showcases Queensland's competitive advantage to the global audience of the G20 nations.

The Queensland Globe for G20 (G20 Globe) evolved into the headline project in the G20 Economic Benefits Leveraging Strategy of the Queensland Government's Department of Premier and Cabinet. A core goal of this strategy was to leverage the 'once-in-a-generation' image and business building benefits of hosting the G20 Leaders Summit in Brisbane and the G20 Finance Ministers and Central Bank Governors Meeting in Cairns in November 2014. As the pinnacle event in Australia's G20, the Brisbane Summit brought 3,000 of the world's media and 4,000 international delegates to Queensland's doorstep, with the majority visiting the State for the very first time.

Intended to stimulate business, trade and investment, the G20 Globe aimed to demonstrate that Queensland is modern and open, digitally switched-on, ready for business, brimming with great economic opportunities, and willing to work hand-in-hand with business to achieve tangible outcomes. The G20 Globe aimed to harness the latest online and interactive technology to take media and visitors from across the world into the heart of Queensland — a virtual journey that presented the State's proven capabilities, major projects, world-class skills, and innovation, trade, business, tourism and investment opportunities in a unique and exciting way.

The creation of the G20 Globe project introduced a unique and innovative suite of visualisation tools that allowed for discovery and explanation of content by theme, by country or area of interest before, during and post the G20 Leader's Summit.

This provided a heightened success in delivering on Queensland's G20 economic leveraging goals - boosting exposure of the Queensland brand, boosting trade and investment with G20 nations (including Queensland's high priority markets in Asia), highlighting and extending our business, government and media partnerships and promoting a culture of continued knowledge sharing across all levels of government.





QUEENSLAND GOVERNMENT DEPARTMENT OF SCIENCE, INFORMATION TECHNOLOGY AND INNOVATION

THE INNOVATION HUB PILOT PROJECT

A customer-centric problem solving method, utilising innovative procurement processes, allowing Government challenges to be solved by diverse groups in the open market.

An Australian first, the innovation hub pilot project attracted national interest with its ground-breaking problem solving methodologies to tackle complex challenges facing the Queensland government. There were two main drivers behind implementation of the project – to improve government service delivery and increase opportunities for innovative organisations to develop and deliver new product, processes and systems. It also aligned with the Queensland Public Sector Values, in particular 'Ideas into Action'

Due to recent fiscal constraints together with increased expectations from customers, the Queensland government has to find a way to do more with less. This led to the development of an open innovation approach to find faster, better and/or cheaper ways of delivering improved government services.

The project aimed to identify and solve challenges experienced by Queensland government agencies where no feasible solution existed. The project used government procurement spend to drive innovation, provide commercial opportunities to business and improve government service delivery capability. Businesses of all sizes were encouraged to participate, particularly to encourage those organisations who do not usually tender for or secure Queensland government procurement contracts. This not only ensured a diverse range of innovative solutions, but also resulted in economic benefits from the associated potential employment and commercialisation opportunities afforded to participants.

The project harnessed customer-centric problem solving processes and innovative problem solving methodologies to involve multiple diverse stakeholder groups in problem solving and solution development.





QUEENSLAND GOVERNMENT DEPARTMENT OF STATE DEVELOPMENT

DEPARTMENT OF STATE DEVELOPMENT (DSD) CAPABILITY WHEEL

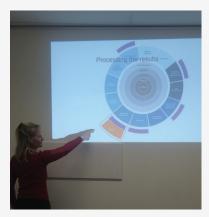
The DSD Capability Wheel visually presents existing departmental capability in contrast with the capability required for future success.

In February 2015 the Department of Statement Development (DSD) underwent a significant machinery of government (MOG) change in line with a new government. At this time, the department moved into a new phase, one focused more discretely on regulatory and industry liaison aspects of economic development and less on planning and infrastructure; traditional sources of economic benefit delivered by the department.

With the transition in the business, so too was there a transition in staff skill and capability. A number of staff moved with historical functions of the department to a different agency. The remainder were left to assist the department to forge forward with its new approach. Recognising a risk for the department, and wanting to ensure sustained success, the Executive Leadership Team (ELT) commissioned an exercise to examine the remaining capability in the department and plan the capability required for the future.

In an innovative deviation for public sector, the initiative also drew on contemporary private sector practice by concentrating on foundational or 'differentiating capabilities'. Capabilities in this category were those most critical to success and that helped to define the department's workforce as distinct from other entities in the Queensland state public sector.

In essence, the capabilities that would provide a strategic advantage from the workforce in the same way that a product distinction (such as 'quality' or 'cost') might in commercially driven environments. Two capabilities were identified as foundational: Commercial acumen and Stakeholder engagement (with industry). The identification of these two capabilities clearly reinforces the department's differences from the majority of counterparts in the Queensland public service and give the leadership group additional focal points for ensuring future success.





QUEENSLAND GOVERNMENT DEPARTMENT OF TRANSPORT AND MAIN ROADS

2014-2015 PROGRAM OF INTEGRATED BUSINESS IMPROVEMENT

Utilising highly effective approaches to analysing, influencing and delivering a diverse business optimisation program in an environment of competing priorities.

The 2014-2015 Program of Integrated Business Improvement was developed in response to a number of issues emerging in the delivery environment serviced by the Department's Customer Services Branch (CSB). Significant factors that were in play included:

- Strong and urgent needs to simplify customer facing and internal business
 processes to address limited resourcing and changing customer expectations.
 These have created a high energy business engagement activity with CSB
 business partners which created a significant number of initiatives, process
 changes and improvements.
- Emerging large scale legislative changes including the Driver Licence Reform
 program looking at changing mechanisms and processes for driver licences for
 Queenslanders. This required major engagement and effort by all team members
 to analyse implications, opportunities, challenges and options.
- Internal and national change agendas impact on client business area such as Road Safety and Compliance units within CSB. For example, these included the implementation of arrangements with the National Heavy Vehicle Regulator and emerging Community Grants approaches in Road Safety.

The 2014-2015 Program of Integrated Business Improvement was implemented to capture key descriptors and timeframes of initiatives which the team either had ownership of, or engagement in. The program provided a mechanism to look at the entire picture relating to initiatives in hand and also evaluate impacts of emerging initiatives and what modulation would be required to other initiatives to assist in prioritisation and progression. The aim of the program was to maximise the time and availability of resources by aligning activities and using staff skills and strengths to deliver on expected outcomes.





SOUTH AUSTRALIAN GOVERNMENT DEPARTMENT OF PRIMARY INDUSTRIES AND REGIONS SA

STREAMLINING TUNA INDUSTRY REGULATION (90 DAY INITIATIVE)

A 90 day timeframe to deliver streamlined and robust tuna regulation through collaboration between the Department, EPA and the tuna industry.

South Australia is a national leader in the seafood industry with a strong export industry, a sustainable commercial fishing industry and the most diverse aquaculture industry in the nation. The South Australian aquaculture industry is one of the largest primary production sectors in South Australia with the production value in 2012-13 amounting to \$243 million, contributing to almost 55% of the State's total value of seafood production. Southern Bluefin Tuna generates the highest farm-gate sales (AUD \$153.50 million) in South Australia's aquaculture industry, accounting for more than half of the state's gross value of aquaculture production in recent years. In 2012- 13 the tuna industry produced 7,486 tonnes and was responsible for the direct employment of approximately 325 full time and another 629 indirect full-time jobs.

In 2013, the Australian Southern Bluefin Tuna Industry Association (ASBTIA), the representative peak body of the tuna industry, raised concerns regarding the regulatory requirements for aquaculture lease and licence processes for the approval and ongoing management of aquaculture leases and licenses. Concerns included misalignment of government processes with farming cycles, duplication in processes between regulating agencies and accountability for decisions of Government

Following the concerns raised, the Department, the Environment Protection Agency (EPA) and ASBTIA embarked on a collaborative 90 day project as part of the Premier of South Australia's Change@SA 90 Day project suite. Following the completion of the project, significant and tangible outcomes were realised by all three parties, including

- a reduction in the processing period for licence applications and approvals administered by the Department (3 months to 7 weeks).
- The EPA's referral period reduced from 6 weeks to 5 working days.
- A strengthening of the single point of entry into SA Government for industry.





VICTORIAN GOVERNMENT DEPARTMENT OF EDUCATION AND TRAINING

ENGAGING PARENTS IN THEIR CHILD'S SCHOOLING

An integrated campaign, including an App, to help parents become more involved in their children's education.

Research conducted with parents of school age children (focus groups and desk top informed by desk top literature review) found that parents were broadly confident with Victoria's education system but wanted to know more about what their children are being taught and how they can help their children at home.

In response, an integrated campaign aimed at increasing parents' confidence in and knowledge of modern day schooling; and helping parents understand what they can do at home to support their child's learning was developed.

The first phase of campaign ran August and September 2014 and featured a strong anchor line 'Preparing Today's Students for Tomorrow' that underpinned everything that we did, including our school communications, advertising, media, digital assets and stakeholder engagement. The campaign far exceeded all of its KPIs and was highly successful in reaching and engaging with the target audience. It also positively influenced attitudes and behaviour with more than half the parents reached by the campaign taking some form of action. These results positioned the campaign as one of the most successful awareness campaigns to be undertaken by the Department.

The second phase of the campaign was the development of an App – SchoolMate. The free App, the first ever developed by the Department, was designed to present an ongoing solution to the needs of parents wanting to know more about what their children were learning at school and what they could do at home. SchoolMate includes information about what students are learning in most subjects at each level from prep through to Year 10. It presents short summaries of the AusVELS domains as well as tips and advice about what parents can do to help their children in each subject at each year level.

Feedback from parents, parent peak bodies and teacher has been strong. As of July 2015, less than two months post-launch, SchoolMate has been more than 17,000 times.





VICTORIAN GOVERNMENT DEPARTMENT OF HEALTH AND HUMAN SERVICES

CAREPOINT - INTEGRATED CARE TRIAL

The CarePoint trial delivers integrated, general practitioner led, person centred care, for adults with chronic and complex conditions.

Expenditure on healthcare, aged care and disability support is increasing at an unprecedented rate as the population ages, chronic disease becomes more prevalent, and technological development accelerates.

This is placing an increasing financial burden on public and private payers at a time when their revenue and income is strained by external environmental conditions.

The current healthcare system, with its fragmented structure and fee for service model, does not achieve optimal outcomes for patients, incentivise cost and utilisation management, nor does it focus on the consumer experience and engagement.

There is growing evidence that integrating care for older people and people with long term or complex needs improves patient experience and outcomes, and reduces costs.

The CarePoint trial is a partnership project jointly funded between the Victorian Government and Medibank - to trial a two year integrated care program for 2,200 insured and uninsured Victorian adults with chronic and complex conditions and a history of multiple hospitalisations.

The trial is General Practitioner led and person centred (not disease specific).

The trial services are delivered within the existing care delivery system, with a focus on evidence based care planning, population health management, clinical quality improvement, patient activation, coordination around client needs and care delivery in the lowest cost setting as close as possible to the client's home setting.





VICTORIAN GOVERNMENT DEPARTMENT OF HEALTH AND HUMAN SERVICES

HOUSING ASSISTANCE WEBSITE

A new, client-focused housing assistance website that helps people make the best decisions for themselves and their families.

The Department's online service for the identified target groups was underperforming. Access to the service had been flat at a monthly average of 67-thousand page impressions for over two years. Feedback from internal stakeholders, key users and peak bodies included poor presentation and content that was difficult to find, understand and act upon. The site offered no interactivity, no capacity for customer feedback and was hosted on an under-performing and legacy technology platform.

Addressing identified gaps in service delivery was a substantial initiative, involving:

- Rewriting all content in clear and plain English language so it would meet the information needs of identified client groups.
- Creating new content for new policies and service initiatives, aligning the content offer with the initiatives detailed in the Social Housing Framework.
- Redeveloping the service onto a new open source technology platform.
 This would reduce costs, improve the functional offer and align with broad
 Commonwealth and State Government technology standards and initiatives.
- Creating a completely new design for the website that would: better address the
 identified clients' needs, have easy to use and clear pathways to information,
 establish a more welcoming and inclusive look and feel, and include mobile and
 tablet versions of the site.
- Development of the "Housing Options Finder" tool to establish a means for users to securely and privately enter personal information and receive advice tailored to their specific circumstances.
- Workshops, testing and collaboration with identified client groups throughout the project to ensure the outcome aligned to users' needs and interests.

Since go-live in late-October 2014, the site has exceeded all expectations, with overwhelmingly positive feedback from identified client groups.





VICTORIAN GOVERNMENT DEPARTMENT OF HEALTH AND HUMAN SERVICES

IMPLEMENTATION OF THE MENTAL HEALTH ACT 2014 IN VICTORIA

The Mental Health Act 2014 Implementation Team: Exceptional achievement in the planning and delivery of reform in Victoria.

Victoria's Mental Health Act 1986 was 28 years old and no longer reflected contemporary attitudes and practice. The 1986 Act was introduced in the policy context of the closure of large, stand-alone psychiatric institutions and it introduced regular external review of involuntary patients through establishment of the Mental Health Review Board (MHRB).

In his public address on the 20th anniversary of the MHRB Mr Neil Rees, the first Chairman of the MHRB, said "The Mental Health Review Board entered a relatively closed world in which the superintendents of large hospitals, who exercised significant powers, had seldom been challenged or overruled". The legislation established a legal base for the rights of people with mental illness, and their right to representation.

The introduction of new legislation required a thoughtfully planned and well managed change process, with strong leadership and skilful project management. In February 2013 a small Mental Health Act Implementation Team was established by the Department of Health (now Department of Health & Human Services) to lead the development of new mental health legislation and the preparation of health services and the broader health system for the introduction of a new Mental Health Act and for compliance with the new legislation.

In collaboration with many parts of the Department, particularly legal, office of the chief information officer, strategy and policy branch, and external parties, the team delivered on major legislation, workforce training, information technology and data recording systems, and multiple program and policy initiatives within extraordinarily tight timelines and in a volatile policy setting.



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