I am very pleased to present the revised version of Better Planning: Better Futures – A Framework for the Strategic Management of the Western Australian Public Sector.

Western Australia has a dynamic economy and a vibrant population. Our major challenges are managing the demands of growth while ensuring we don’t miss the opportunities for Western Australia that our current economic circumstances offer.

We need to look over the horizon and prepare for the future. We need to make things happen, not just assume they will happen.

There is a need for a clear strategic direction and focus that reflects our contemporary social and economic environment. The public service is faced with complex, often competing, social issues, an increasing population and changing expectations of government services. Significant global issues such as security of energy and water supplies and terrorism also need to be addressed by governments.

This plan provides the framework for management of the public sector, its people and resources to address the challenges we face together as Western Australians.

Western Australians want to feel secure in the knowledge that their Government is planning for the future; that we are managing the State, its finances, its environment, and its social structures – with an eye to the big picture and the long haul.

The vision set out in this plan is about the Western Australian public sector playing its part in creating “…the best opportunities for current and future generations”. It focuses the public sector on the achievement of five key goals and associated strategic outcomes.

The public sector needs to adapt in order to continue to meet the needs of Western Australians. This strategic management framework will guide agency planning and help ensure that services and programs are complementary, responsive and meet the needs of industry and the community.

This plan challenges all who serve in Western Australia’s public sector to strive towards the achievement of these outcomes. Like all successful plans, this plan will be reviewed often, with our achievements assessed against the goals we have set ourselves.

I am confident that, by working together, we can meet the challenges of today and continue to build a better future for all Western Australians.

Alan Carpenter MLA
PREMIER; MINISTER FOR PUBLIC SECTOR MANAGEMENT
# Table of Contents

- Foreword ................................................................. i
- Table of Contents ..................................................... ii
- Executive Summary .................................................. 1
- Introduction .............................................................. 2
- Vision ................................................................. 2
- Values ................................................................. 3
- Goals and Strategic Outcomes ................................. 3
  - Goal 1 Better Services ............................................. 3
  - Goal 2 Jobs and Economic Development ............... 4
  - Goal 3 Lifestyle and the Environment ................. 5
  - Goal 4 Regional Development .............................. 5
  - Goal 5 Governance and Public Sector Improvement ................................. 6
- Application .............................................................. 7
  - Outcome Based Management ................................... 7
  - Annual Reporting .................................................. 7
  - Chief Executive Officer
    Performance Agreements ..................................... 8
  - Strategic Management Activities
    of Agencies .......................................................... 8
  - Strategic Resource Management .......................... 8
executive summary

Vision: ...the best opportunities for current and future generations. Western Australia will be a creative, sustainable and economically successful State that embraces the diversity of its people and values its rich natural resources. The Western Australian public sector will work towards providing the best opportunities for current and future generations to live better, longer and healthier lives.

It is the responsibility of the public sector to make decisions for tomorrow, not just for today.

Goal 1: Better Services - Enhancing the quality of life and wellbeing of all people throughout Western Australia by providing high quality, accessible services

Strategic Outcomes:
1.1 A world-class education and training system that provides lifelong learning opportunities.
1.2 An effective and coordinated public health service.
1.3 A safe community.
1.4 A strong and vibrant community.
1.5 A reliable and sustainable supply of essential services.

Goal 2: Jobs and Economic Development - Creating conditions that foster a strong economy delivering more jobs, opportunities and greater wealth for all Western Australians

Strategic Outcomes:
2.1 A fair and flexible labour market.
2.2 A strong research and development capacity.
2.3 A level and mix of infrastructure that promotes economic growth.
2.4 A regulatory and decision-making framework that promotes free and fair trade and industry.

Goal 3: Lifestyle and the Environment - Protecting and enhancing the unique Western Australian lifestyle and ensuring sustainable management of the environment

Strategic Outcomes:
3.1 A unique lifestyle that is maintained and enhanced.
3.2 Biodiversity and ecosystems that are well maintained.
3.3 Impacts on the environment are responsibly and sustainably managed.
3.4 World class national parks, marine parks and conservation reserves.

Goal 4: Regional Development - Ensuring that regional Western Australia is strong and vibrant

Strategic Outcomes:
4.1 Regional communities that are educated, healthy, safe and supportive.
4.2 Regional economies are diversified.
4.3 The regional environment is valued and protected.
4.4 Government decision making that takes account of regional issues.

Goal 5: Governance and Public Sector Improvement - Developing and maintaining a skilled, diverse and ethical public sector serving the Government with consideration of the public interest

Strategic Outcomes:
5.1 A skilled and capable public sector workforce.
5.2 A whole-of-government approach to planning and decision-making.
5.3 A public sector that is responsive to the evolving needs of the community.
5.4 Independent oversight that contributes to a more accountable public sector.
introduction

Better Planning: Better Futures – A Framework for the Strategic Management of the Western Australian Public Sector provides the framework for the management of the public sector, its people and resources in achieving the long-term goals of Government. Better Planning: Better Futures will shape the way government services are delivered and will encourage more coordination of government services by providing a common vision for the future.

This plan builds on Better Planning: Better Services - A Strategic Planning Framework for the Western Australian Public Sector published in November 2003. It has retained the vision for the public sector, and outlines five interrelated goals for the public sector, as illustrated below.

![Diagram](image)

Better Planning: Better Futures is built on the principle of sustainability and the goals are intended to apply across the community, by being inclusive of people with different abilities.

vision

...the best opportunities for current and future generations

Western Australia will be a creative, sustainable and economically successful State that embraces the diversity of its people and values its rich natural resources. The Western Australian public sector will work towards providing the best opportunities for current and future generations to live better, longer and healthier lives.

It is the responsibility of the public sector to make decisions for tomorrow, not just for today.
values

The following values underpin how the public sector can achieve its Vision:

**Respect:** Compassionate and open-minded service to communities whose people, drawn from diverse cultural traditions and histories, mutually respect and support each other.

**Equity:** Equality of opportunity for all Western Australians to achieve their full potential in a fair society where every individual is valued and free from all forms of negative discrimination.

**Reconciliation:** A just and positive relationship between Indigenous and non-Indigenous Western Australians.

**Sustainability:** Government decisions reflect the need for the integration of environmental improvement, social advancement and economic prosperity.

**Inclusiveness:** Consistent, just and balanced decision-making based on community participation.

**Fiscal responsibility:** Sound financial management that supports a growing and diversified economy.

**Accountability:** Honest, transparent and accountable government that provides dynamic, intelligent and strong leadership.

**Fair employment practices:** Fair, safe and more productive workplaces that make the Western Australian public sector an employer of choice.

goals & strategic outcomes

Goal 1 Better Services

Enhancing the quality of life and wellbeing of all people throughout Western Australia by providing high quality, accessible services

**Strategic Outcome 1.1:** A world-class education and training system that provides lifelong learning opportunities.

Our education and training system will prioritise children and youth, but will also provide life-long learning opportunities for all Western Australians. It will reward effort, encourage excellence and build opportunities in Western Australia. Diversity, accessibility and flexibility in learning opportunities will ensure maximum participation and fostering creativity and innovation will enable us to compete in a global environment.

**Strategic Outcome 1.2:** An effective and coordinated public health service.

Coordinated public health services will address the needs of all members of the community and will complement the provision by private providers. Quality health care and prevention activities will enhance the physical and mental health of all Western Australians. People will be supported in their choice of healthy practices and the effects of harmful activities will be reduced.
continued...

**Strategic Outcome 1.3:** A safe community.

People should be safe in their homes, their communities and their workplace and their property should be secure. The impact of human and natural hazards on the community will be minimised. Strategies will aim to ensure that people are protected from others, act in ways that reduce accidental harm to themselves and do not attempt to harm others, including members of their own family.

**Strategic Outcome 1.4:** A strong and vibrant community.

All members of society should have the opportunity to participate in cultural, artistic, recreational, sporting activities and voluntary work, which enrich people’s lives and improves their connections with the wider community. Social infrastructure will be provided to safeguard vulnerable members and ensure a reasonable standard of living including appropriate housing. Communities will be supported to develop welcoming and inclusive neighbourhoods with their unique histories and identities and the differing needs and abilities of people recognised and addressed.

**Strategic Outcome 1.5:** A reliable and sustainable supply of essential services.

The public sector will ensure that essential services are delivered in a reliable, responsive and sustainable manner. Ongoing planning activities must consider future community needs and adapt services accordingly.

**Goal 2 Jobs and Economic Development**

Creating conditions that foster a strong economy delivering more jobs, opportunities and greater wealth for all Western Australians

**Strategic Outcome 2.1:** A fair and flexible labour market.

A labour market that utilises a fair, safe and flexible system of employment and creates opportunities for the State’s diverse population is essential to a thriving economy. Opportunities to provide employment for all Western Australians will contribute to the well-being of the community as well as to the State economy.

**Strategic Outcome 2.2:** A strong research and development capacity.

Fostering our research and development capacity will encourage innovation and improve the State’s competitive advantage. The policy environment should encourage diversification, investment in research and development and fostering of creativity and intellectual capital of our citizens.

**Strategic Outcome 2.3:** A level and mix of infrastructure that promotes economic growth.

Planning processes and government investment decisions to facilitate the coordinated, timely provision of appropriate infrastructure that meets the current and future needs of the State.

**Strategic Outcome 2.4:** A regulatory and decision-making framework that promotes free and fair trade and industry.

Western Australia’s economic prosperity requires a regulatory and policy environment and a reputation that makes it a desirable place for enterprises of all sizes to invest and to do business. This requires competitive pricing regimes for land, infrastructure, services and utilities. Development, investment, tourism and exports need to be encouraged, in a manner that is sustainable and consistent with sound financial management. The trading system should encourage the growth of small business and protect consumers.
continues...

**Goal 3 Lifestyle and the Environment**

Protecting and enhancing the unique Western Australian lifestyle and ensuring sustainable management of the environment

**Strategic Outcome 3.1:** A unique lifestyle that is maintained and enhanced.

Western Australia currently enjoys a unique lifestyle with clean cities, recreational areas, open spaces and a rich heritage. Western Australia’s lifestyle should be physically active and build community capacity to sustain a robust volunteer sector. Growth has the potential to change how our communities operate and planning will need to respond to this challenge. In order to maintain the clean and unspoilt lifestyle, the State’s natural, cultural and built advantages will be preserved and enhanced for the current and future generations.

**Strategic Outcome 3.2:** Biodiversity and ecosystems that are well maintained.

The future of Western Australia’s unique ecosystems depends upon maintaining our natural assets so that ecosystems and biodiversity are protected. To preserve ecosystems and protect our biodiversity, people need to understand and appreciate its importance, so that all individuals, business and government can contribute to its protection.

**Strategic Outcome 3.3:** Impacts on the environment are responsibly and sustainably managed.

Industry and households have both direct and indirect impacts on the environment through changing land uses, population distribution, the consumption and management of resources and the generation of waste and pollution. To address the impacts on the environment resources should be managed in a responsible and sustainable manner. Remedial action should be taken to address past damage and practices changed to limit future impacts of human activity. The State’s water needs will be managed to ensure that they are met, both now and in the future and the impact of rising salinity and water drainage will be addressed.

**Strategic Outcome 3.4:** World class national parks, marine parks and conservation reserves.

Western Australia has an international reputation for its unique natural environment. This fragile environment requires careful management to ensure it is accessible, while being preserved for future generations. Identification and protection of our natural heritage connects the environment with our social and cultural heritage.

**Goal 4 Regional Development**

Ensuring that regional Western Australia is strong and vibrant

**Strategic Outcome 4.1:** Regional communities that are educated, healthy, safe and supportive.

Western Australian regional communities will be healthy, safe and enjoyable places to live and work, offering access to high quality education opportunities for their residents and a high standard of services. Quality of life in the regions will be enhanced by building community capacity and cohesiveness.
continued...

**Strategic Outcome 4.2:** Regional economies are diversified.

Regions will have robust, diversified economies based on sustainable development, appropriate provision of infrastructure, increased private investment, and skills development.

**Strategic Outcome 4.3:** The regional environment is valued and protected.

The sustainable management of regional natural resources benefits all stakeholders. Environmental performance across a range of land uses will be improved and greater participation of Indigenous people in natural resource management will be sought. Areas of natural and built heritage must be conserved and restored.

**Strategic Outcome 4.4:** Government decision making that takes account of regional issues.

Western Australian regional communities will have access to decision makers in Government and regional development will be enhanced by partnerships between levels of Government.

**Goal 5 Governance and Public Sector Improvement**

Developing and maintaining a skilled, diverse and ethical public sector, serving the Government with consideration of the public interest

**Strategic Outcome 5.1:** A skilled and capable public sector workforce.

The ongoing ability of the Western Australian public sector to provide the high quality services that Government and the community expect is dependant on attracting, retaining and developing a capable workforce. Public sector workplaces will be fair, safe and productive and will strive to meet equity and diversity targets in order to reflect the diversity of the Western Australian population. The public sector will implement Government’s policies and reforms and be committed to the importance of service to the community. Public sector agencies will be highly sought after places of employment with development opportunities for staff and flexible work arrangements that allow work to be combined with other responsibilities.

**Strategic Outcome 5.2:** A whole-of-government approach to planning and decision-making.

A coordinated approach to planning and decision-making across the public sector will result in more coordinated policy development and collaborative service delivery while reducing duplication and gaps in achieving outcomes. A coordinated and proactive approach to intergovernmental relations will contribute to better outcomes for all Western Australians.

**Strategic Outcome 5.3:** A public sector that is responsive to the evolving needs of the community.

Management of the public sector, and the people who delivering its services, must respond to the changing needs of Government, the community and industry. It must make the best use of the available resources, including information communications and technology. It will operate in a culture conducive to continuous improvement, community engagement and delivery of integrated, cost effective and high quality services which are accessible to those who need them.
Strategic Outcome 5.4: Independent oversight that contributes to a more accountable public sector.

Independent oversight of government agencies and the officials who work there, balanced with delegated responsibility, will increase community confidence in Government and help reduce the incidence of misconduct and corruption. The community needs to be confident that its public sector acts with integrity and is scrupulous in the use of official information, equipment and facilities. Continuous improvement in the effectiveness and efficiency of the public sector will be a hallmark of administration and management.

Better Planning: Better Futures provides the foundation for strategic planning, service delivery and evaluation, to ensure a better future for all Western Australians.

The implementation of Better Planning: Better Futures is the responsibility of all agencies and will be overseen by the Department of the Premier and Cabinet in consultation with the Department of Treasury and Finance.

The strategic intentions of Better Planning: Better Futures should be regarded as dynamic and evolutionary - this document marks the continuation of an ongoing process which will be integrated into, and potentially enhance, existing planning, budgeting, evaluation and reporting processes.

Better Planning: Better Futures is integrated with various Government processes including:

- Outcome Based Management
- Annual reporting
- Chief Executive Officer Performance Agreements
- Strategic management activities of agencies
- Strategic resource management

Outcome Based Management

Outcome Based Management facilitates monitoring of agency performance by identifying specific Government desired outcomes, services delivered by agencies to achieve these outcomes, and the supporting key performance indicators. Better Planning: Better Futures provides a broader context in which agencies can manage their services by articulating whole-of-government goals and strategic outcomes. Together this provides a framework for Government and individual agencies to plan and monitor service delivery and achievement of outcomes.

For further information about Outcome Based Management refer to the Department of Treasury and Finance at http://www.dtf.wa.gov.au

Annual Reporting

Annual reports are a primary mechanism through which agencies meet their accountability requirements. Using the Better Planning: Better Futures framework, agencies should relate their services and outcomes to the overall goals of Government. Agency level performance reporting is assisted by the disclosure of audited key performance indicators of effectiveness (which relate to outcomes) and efficiency (service related).

For further information on Government’s Annual Reporting Framework refer to the Department of Premier and Cabinet at http://www.dpc.wa.gov.au/psmd/
Chief Executive Officer Performance Agreements

Chief Executive Officer Performance Agreements provide a framework for performance management at the agency and the whole of government level. *Better Planning: Better Futures* assists Chief Executive Officers to identify the whole of government context in which they operate.

For further information on Chief Executive Officer Performance Agreements refer to the Department of the Premier and Cabinet at http://www.dpc.wa.gov.au/psmd/

Strategic Management Activities of Agencies

*Better Planning: Better Futures* provides a context for agency level strategic management activities, which include strategic planning, budgeting, service delivery, ongoing performance monitoring, evaluation and reporting. Agencies should align their activities and outcomes with the goals and strategic outcomes to improve collaboration and improved coordination of service delivery.


Strategic Resource Management

Chief Executive Officers are required to actively manage the resources of their respective agencies in accordance with their approved Resource Agreements. The value of public sector resources should always be maximised by CEOs to ensure that their agencies comply with accepted principles of financial and strategic asset management.