

DEPARTMENT OF PREMIER AND CABINET

STRATEGIC PLAN

2019–2022



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MESSAGE FROM THE EXECUTIVE TEAM

The Executive Leadership team were pleased to lead discussions across the Department to create the Strategic Plan 2019-2022.

The Plan is a guide for us to better lead the State Service and support the Government to achieve the best possible outcomes for the Tasmanian community.

The three guiding principles to direct the work of the Department over the next three (3) years are:

**High performing
people and culture**



**Fresh thinking,
sound advice**



**Effective
partnerships**



The Plan reflects the continually changing environment that DPAC, and the State Service more generally, is working within. The expectations of the community, industry and non-government organisations for government to drive tangible outcomes highlight the importance of having our role as a central agency and service deliverer clearly defined.

The continued focus and investment in developing not only our people, but the culture and behaviours within our workforce, and taking an innovative approach to our policy development and advice, will position us to provide value to our partners and the community we serve.

OUR PURPOSE

To lead the State Service in supporting government to achieve the best possible outcomes for the Tasmanian community.

OUR VISION

A highly valued partner that puts the best interests of Tasmania at the heart of everything we do.

OUR VALUES



EXCELLENCE

We strive for excellence at all times.



PROFESSIONAL

We act with integrity and are accountable and transparent.



WORKING TOGETHER

We support and respect one another and work with others to achieve results.



CUSTOMER FOCUS

Our customers are at the centre of what we do and how we do it.

High performing people and culture

Objective

To have a healthy, diverse, responsive and accountable workforce.

What success looks like

We lead a culture that inspires people to collaborate, innovate, deliver results and celebrate success.

- We attract a diverse workforce and embrace our differences
- We have role clarity
- We invest in our people and support staff improvement
- We involve our staff in managing change
- We celebrate success
- Our budget governance ensures we are fiscally responsible and responsive to the agency's strategic needs.



Strategic priorities	Implement a People and Culture Plan
Action Areas YEAR 1	<p>OUTPUT 1¹ People and Culture Plan, including;</p> <ul style="list-style-type: none"> • PMD Reset; • Recruitment Review • Diversity and Inclusion Plan; • Employee Survey Actions; • Learning and development strategy (including leadership training) • Reward and recognition policy • Change management framework • White Ribbon reaccreditation; and • Wellbeing program <p>Reporting Mechanism: Approved by the Executive for implementation from 1 July 2019. Progress reporting via the Corporate and Culture Division Operational Plan.</p> <p>Leader: Corporate & Culture Division</p> <hr/> <p>OUTPUT 2 Develop and implement a DPAC Internal Communications Plan.</p> <p>Reporting Mechanism: Approved by the Executive for implementation from 1 July 2019. Progress reporting via the Corporate and Culture Division Operational Plan.</p> <p>Leader: Corporate & Culture Division</p> <hr/> <p>OUTPUT 3 Implement Workplace Health and Safety System.</p> <p>Reporting Mechanism: Reporting to DPAC WHS Committee.</p> <p>Leader: Corporate & Culture Division</p>
Action Areas YEAR 2	
Action Areas YEAR 3	

¹ This program will be delivered over the three years of the strategic plan.

Strategic priorities	Manage agency resources to align with strategic priorities
Action Areas YEAR 1	<p>OUTPUT 1 Undertake an independent review of the structural budget issues and corporate overhead and implement recommendations towards achieving a balanced budget.</p> <p>Reporting Mechanism: Finance Sub-Committee reporting to Executive.</p> <p>Leader: Corporate & Culture Division</p> <hr/> <p>OUTPUT 2 Identify and recommend prioritised changes to processes and systems for review.</p> <p>Reporting Mechanism: Report to Executive detailing proposed changes, priority and possible leader.</p> <p>Leader: Local Government Division</p>
Action Areas YEAR 2	<p>OUTPUT 3 Update the budget policy and framework to clarify governance, roles and responsibilities, and establish a budget submission process that is aligned with the Department's strategic planning process.</p> <p>Reporting Mechanism: Corporate and Culture Division operational plan.</p> <p>Leader: Corporate & Culture Division</p> <hr/> <p>OUTPUT 4 Design a process for establishing division budgets that is timely and consultative.</p> <p>Reporting Mechanism: Corporate and Culture Division operational plan.</p> <p>Leader: Corporate & Culture Division</p>
Action Areas YEAR 3	



Fresh thinking, sound advice

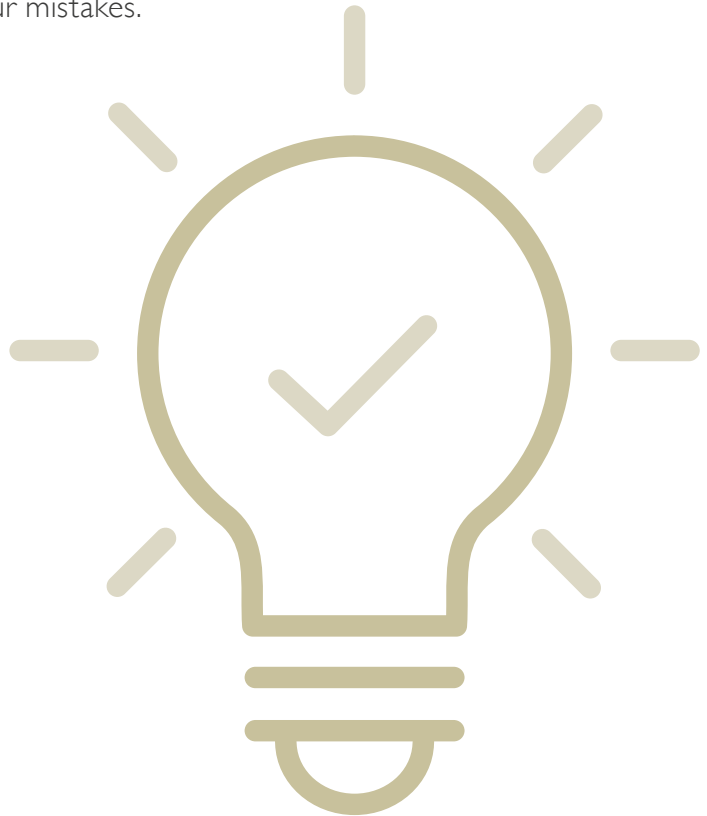
Objective

Deliver innovative and strategic policy and services.

What success looks like

We use evidence and stakeholder input to inform sound advice and support creative and innovative approaches.

- We are doing things differently
- We collaborate
- We co-design
- We take calculated risks and learn from our mistakes.



Strategic priorities	Incorporate innovation and creativity into our work
Action Areas YEAR 1	<p>OUTPUT 1 Incorporate 'design thinking' into our work, including holding 'design thinking' workshops and forums across our DPAC Leadership Group and Senior Leaders.</p> <p>Reporting Mechanism: Report half yearly to DPAC Leadership Group on progress for each Division.</p> <p>Leader: Tasmanian Climate Change Office and Policy Division</p> <hr/> <p>OUTPUT 2 Deliver the e-Cabinet Project, subject to securing additional SIIRP funding.</p> <p>Reporting Mechanism: Budget Papers; Annual Report.</p> <p>Leader: Office of the Secretary</p>
Action Areas YEAR 2	<p>OUTPUT 3 Establish a framework to invite and assess ideas and innovations from all employees, to be incorporated into annual Divisional Plans.</p> <p>Reporting Mechanism: Divisions to report half yearly to DPAC Leadership Group.</p> <p>Leader: Divisional Directors</p>
Action Areas YEAR 3	<p>OUTPUT 4 Establish a framework for Divisions to access a 'Secretary's Contingency Fund' to fund extraordinary projects/initiatives.</p> <p>Reporting Mechanism: 'Bid' submitted to Executive for approval through relevant Dep Sec.</p> <p>Leader: Executive/DPAC Leadership Group</p>

Strategic priorities	Anticipate and respond to current challenges and future trends
Action Areas YEAR 1	<p>OUTPUT 1 Executive to hold half yearly staff forums – current priority issues, future trends and risks across all portfolios.</p> <p>Reporting Mechanism: Half yearly report to Exec, Internal Communications Plan.</p> <p>Leader: The PAC</p> <hr/> <p>OUTPUT 2 Develop the Strategic Growth Framework and implement identified projects as approved by the Cabinet Committee.</p> <p>Reporting Mechanism: Through Cabinet</p> <p>Leader: Strategy and Engagement</p> <hr/> <p>OUTPUT 3 Work with Head Of Agency to deliver annual all SES/ Senior Managers Forum – focusing on TSS current priority issues and future trends.</p> <p>Reporting Mechanism: Annual Report.</p> <p>Leader: State Service Management Office & Office of the Secretary</p> <hr/> <p>OUTPUT 4 Deliver the Digital Strategy Work Program to innovate government online service provision for the community and government.</p> <p>Reporting Mechanism: Head of Agency Digital Services Board.</p> <p>Leader: Digital Strategy & Services</p>
Action Areas YEAR 2	<p>OUTPUT 5 Analysis of service design changes in newly redeveloped Service Tasmania sites.</p> <p>Reporting Mechanism: Findings report to DPAC Executive.</p> <p>Leader: Service Tasmania</p>
Action Areas YEAR 3	

Strategic priorities	Use best practice to evaluate our policy, programs and services
Action Areas YEAR 1	OUTPUT 1 Review current tools and resources available to evaluate policy, programs and services, including understanding Whole of Government frameworks used by agencies to evaluate projects. Reporting Mechanism: Half yearly report to DPAC Leadership Group. Leader: Policy Division
Action Areas YEAR 2	
Action Areas YEAR 3	



Effective partnerships

Objective

Strong, collaborative relationships based on mutual trust and respect.

What success looks like

Our internal and external partners seek us out for input and we do the same with them.

- Our partners value what we do
- Our relationships withstand different points of view
- We share information and people, and have the right structures and processes to support that.



Strategic priorities	Pursue opportunities for stronger internal and external partnerships
Action Areas YEAR 1	OUTPUT 1 Pursue opportunities for partnerships within DPAC, with other agencies and external stakeholders. Reporting Mechanism: Effectiveness of formal and informal partnerships measured through feedback framework and/or increased productivity. Six monthly updates from all to DPAC Leadership Group meetings. Leader: DPAC Leadership Group
Action Areas YEAR 2	
Action Areas YEAR 3	OUTPUT 2 Develop an internal inter-operability register to enable expertise to be shared. Reporting Mechanism: Register completed and reported to DPAC Leadership Group Leader: State Service Management Office



Strategic priorities	Refresh the Collaboration Strategy
Action Areas YEAR 1	
Action Areas YEAR 2	<p>OUTPUT 1 Develop a set of co-design and collaboration principles and deliver an education strategy to support these</p> <p>Reporting Mechanism: DPAC Executive</p> <p>Leader: Policy Division</p>
Action Areas YEAR 3	



Strategic priorities	Develop a feedback framework (including stakeholder mapping) and external communications plan
Action Areas YEAR 1	<p>OUTPUT 1 Undertake stakeholder mapping.</p> <p>Reporting Mechanism: mapping completed and report to DPAC Executive</p> <p>Leader: Local Government Division</p>
Action Areas YEAR 2	<p>OUTPUT 2 Develop external communications and engagement plan.</p> <p>Reporting Mechanism: Plan completed and reported to DPAC Leadership Group</p> <p>Leader: Corporate & Culture Division</p> <p>OUTPUT 3 Develop a feedback framework.</p> <p>Reporting Mechanism: Framework completed and reported to DPAC Leadership Group</p> <p>Leader: Local Government Division</p>
Action Areas YEAR 3	

STRATEGIC RISK MANAGEMENT

The Department of Premier and Cabinet is committed to building an organisational culture where risk awareness and active and effective risk management form an integral part of all Departmental activities and are a core management capability and responsibility.

The Executive Leadership team in consultation with members of the DLG identified the following eight strategic risk records. These risk records provide clarity to divisions around their responsibility regarding treatment, monitoring and reporting leading to better outcomes around our strategic risks.

Risk Issue:	Emergency Management – Cyber
Risk ID:	
Narrative:	Failure to adequately plan, prevent, manage and lead whole of government and department wide activity to enable the management of and recovery from a cyber-situation.
Risk Owner:	

Risk Issue:	Physical and Personnel Security
Risk ID:	
Narrative:	Physical or personnel security threat or incident involving Department premises, or personnel.
Risk Owner:	

Risk Issue:	IT Infrastructure
Risk ID:	
Narrative:	Key technology infrastructure unable to support the needs of the Department and whole of government resulting in loss of key business processes. <ul style="list-style-type: none">• Key technology that DPAC controls/manages
Risk Owner:	

Risk Issue:	Human Resources
Risk ID:	
Narrative:	Failure to develop a high performing organisation to meet the needs of an agile workforce.
Risk Owner:	

Risk Issue:	Emergency Recovery
Risk ID:	
Narrative:	<p>Failure to adequately plan for and lead whole-of-government activity to enable recovery from an emergency situation (terrorist, natural or man-made disaster).</p> <p><i>Note—New statutory responsibility: State Recovery Advisor, arrangements required, risk is likely to amplify.</i></p>
Risk Owner:	
Risk Issue:	Information Security
Risk ID:	
Narrative:	Information security threat or incident involving Department or whole of government.
Risk Owner:	
Risk Issue:	Physical Infrastructure
Risk ID:	
Narrative:	<p>Key office accommodation unable to support the needs of the Department and whole of government and resulting in loss of key business processes.</p> <ul style="list-style-type: none"> • Buildings that we are in, not just own
Risk Owner:	
Risk Issue:	Stakeholder Management
Risk ID:	
Narrative:	Ineffective management of and engagement with key stakeholders, resulting in the failure to transform the Department to meet the future needs of government and the community.
Who are our key stakeholders?	<ul style="list-style-type: none"> • The Premier • MPS • Other Govt departments • State Govt business/statutory authorities • Fed Govt, other state govt and other national bodies • Local councils • Heads of other agencies • NGOs/peak bodies • Unions • Lobbyists • General public
Risk Owner:	

Department of Premier and Cabinet
15 Murray Street
HOBART TAS 7000

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