

LEGISLATIVE COUNCIL STANDING COMMITTEE ON ESTIMATES AND FINANCIAL OPERATIONS

QUESTIONS PRIOR TO HEARING

Housing Authority

The Committee asked:

1. How frequently do you review your
(a) key performance indicators

Answer:

The most recent Housing Authority key performance indicator update was undertaken in preparation for the 2016-17 Budget Papers. Approval was given for the inclusion of an additional target for the Key Effectiveness Indicators (KEI) in the 2016-17 Budget Papers.

The previous review was part of the 2014-15 Budget Papers, where approval was given for the inclusion of an additional Efficiency Indicator (measuring 'Operating cost per property sold') for Service 3: Land and Housing Supply.

The Housing Authority was included in the Department of Communities as part of Machinery of Government changes implemented from 1 July 2017. The key performance indicators of Communities' legacy agencies (including the Housing Authority) were included in the 2017-18 Budget Papers for the Department of Communities. The Department of Communities' Outcome Based Management reporting structure and key performance indicators are currently being reviewed in preparation for the 2019-20 Budget Papers.

- (b) key performance indicator targets?

Answer:

Key performance indicator targets are reviewed annually as part of the State Budget process in conjunction with the Department of Treasury.

2. When were your key performance indicators last reviewed?

Answer:

Minor adjustments were made to the new Department of Communities' Outcome Based Management structure as part of the preparation of the 2018-19 Budget Papers.

3. Can you provide any documentation from your last review of your key performance indicators?

Answer:

Yes. A letter seeking the Under Treasurer's approval and amendments to the Department of Communities Outcome Based Management structure is included as Attachment 1.

4. Can you list any new key performance indicators for this year?

Answer:

Not applicable.



A large, stylized handwritten signature in black ink.

29/10.

5. In relation to credit and debit card payments

(a) Do you allow a person to pay for goods and services with credit or debit card

Answer:

Yes, both credit and debit card.

(b) If so, when a person pays a fee or fine by credit or debit card

(i) What surcharge do you apply to process that card payment

Answer:

Nil.

(ii) Do you impose the same surcharge irrespective of which type card is used

Answer:

Not applicable.

(iii) Is that surcharge authorised by a legislative Instrument, for example, by regulations

Answer:

Not applicable.

(iv) What steps have you taken to ensure compliance with Reserve Bank of Australia Standard No. 3 2016 titled 'Scheme rules relating to merchant pricing for credit, debit and prepaid card transactions'


Answer:

Not applicable.

(v) As per the Standard, is your surcharge no greater than the average cost of acceptance of the lowest cost system, not an average of all cost systems?

Answer:

Not applicable.


29/05/18



Government of **Western Australia**
Department of **Communities**

Our Ref. 2014/07542

Mr Michael Barnes
Under Treasurer
Department of Treasury
Locked Bag 11
Cloisters Square WA 6850

Michael

Dear ~~Mr Barnes~~

Outcome Based Management Structure Review

I am writing to seek your approval of the attached proposed amendments to the Department of Communities' Outcome Based Management structure.

Given the limited time available to formulate a strategic plan and establish an organisational structure since the Department was formed on 1 July 2017, the proposed changes are minimal.

The outcomes, services and key performance indicators reflect the same amendments.

These proposed changes have been discussed with the Department of Treasury and the Office of the Auditor General, and agreed as appropriate for the 2018-19 Budget.

Yours sincerely

Grahame Searle
Director General

9 February 2018

Attachment.
Agency Outcome Based Submission Template

Department of Communities

Attachment

AGENCY OUTCOME BASED MANAGEMENT SUBMISSION TEMPLATE (MINIMAL CHANGE VERSION)

	EXISTING	PROPOSED	RATIONALE/ COMMENTS
GOVERNMENT GOAL	Strong Communities: Safe communities and supported families.	Strong Communities: Safe communities and supported families.	No change
AGENCY LEVEL GOVERNMENT DESIRED OUTCOMES	Families and individuals experiencing homelessness or other crises are assisted to overcome these crises.	Families and individuals experiencing homelessness or other crises are assisted to overcome these crises	No change
	People who have experienced or are at risk of experiencing family and domestic violence are and remain safe.	People who have experienced or are at risk of experiencing family and domestic violence are and remain safe.	No change
	Children and young people at risk of needing protection are kept safe, diverted from the child protection system and prevented from entering care.	Children and young people at risk of needing protection are kept safe, diverted from the child protection system and prevented from entering care.	No change
	Children and young people needing protection are safe from abuse and harm.	Children and young people needing protection are safe from abuse and harm	No change
	Children and young people in the CEO's care receive a high quality of care and have much improved life outcomes.	Children and young people in the CEO's care receive a high quality of care and have much improved life outcomes.	No change

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The early education and care sector met required quality standards.	The early education and care sector meet required quality standards.	Present tense
Seniors received concessions and rebates administered by the Department.	Seniors receive concessions and rebates administered by the Department.	Present tense
Local community services and community building programs met the identified needs of individuals and families.	Local community services and community building programs meet the identified needs of individuals and families.	Present tense
People with disability have choice and control in determining services that meet individual needs.	People with disability have choice and control in determining services that meet individual needs	No change
The quality of life of people with disability is enhanced.	The quality of life of people with disability is enhanced	No change
People with disability have the opportunity to participate in community life	People with disability have the opportunity to participate in community life.	No change
Housing eligible Western Australians.	Housing eligible Western Australians.	No change

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SERVICES

1. Homelessness and other support services.	1. Homelessness and other support services.	No change
2. Preventing and responding to family and domestic violence.	2. Preventing and responding to family and domestic violence.	No change
3. Earlier intervention and family support services.	3. Earlier intervention and family support services.	No change
4. Working with children checks. 5. Child protection assessments and investigations.	4. Working with children checks. 5. Child protection assessments and investigations.	No change
6. Care arrangements for children in the CEO's care 7. Support services for children in the CEO's care.	6. Care arrangements for children in the CEO's care. 7. Support services for children in the CEO's care.	No change
8. Regulation and support of the early education and care sector.	8. Regulation and support of the early education and care sector.	No change
9. Payments to individuals.	9. Payments to individuals.	No change
10. Delivery of community services, grants and resources.	10. Delivery of community services, grants and resources.	No change
11. Planning and coordination.	11. Planning and coordination for people with disability.	Added specific words to distinguish disability services from other services

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<p>12. Residential services</p> <p>13 Community living support.</p> <p>14 Independent living support.</p> <p>15. Therapy and specialised care.</p>	<p>12. Residential services for people with disability.</p> <p>13 Community living support for people with disability.</p> <p>14. Independent living support for people with disability.</p> <p>15. Therapy and specialised care for people with disability.</p>	<p>Added specific words to distinguish disability services from other services</p>
<p>16 Community participation.</p> <p>17 Advocacy, access and inclusion.</p>	<p>16. Community participation for people with disability.</p> <p>17. Advocacy, access and inclusion for people with disability.</p>	<p>Added specific words to distinguish from other services</p>
<p>18. Rental housing.</p> <p>19. Home loans</p> <p>20 Land and housing supply.</p> <p>21. Government Regional Officers' Housing.</p>	<p>18. Rental housing.</p> <p>19 Home loans.</p> <p>20. Land and housing supply.</p> <p>21. Government Regional Officers' Housing.</p>	<p>No change</p> <p>No change</p> <p>No change</p> <p>No change</p>

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**KEY
EFFECTIVENESS
INDICATORS**

Percentage of homelessness clients with some or all goals achieved at the completion of a homelessness service support period.	Percentage of homelessness clients with some or all goals achieved at the completion of a homelessness service support period.	No change
Percentage of family and domestic violence clients with some or all goals achieved at the completion of an accommodation or support service	Percentage of family and domestic violence clients with some or all goals achieved at the completion of an accommodation or support service.	No change
Percentage of departmental clients who were assessed and received a response as a result of a family and domestic violence (FDV) incident and did not require another FDV-related response within 12 months.	Percentage of departmental clients who were assessed and received a response as a result of a family and domestic violence (FDV) incident and did not require another FDV-related response within 12 months.	
Percentage of clients who received an earlier intervention and family support service whose child(ren) did not enter care within 12 months of service completion.	Percentage of clients who received an earlier intervention and family support service whose child(ren) did not enter care within 12 months of service completion.	No change

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<p>Proportion of working with children cards issued within 30 days of lodgement where the applicant had no criminal record.</p> <p>Proportion of decisions finalised within 60 days where the applicant for a working with children card had a criminal record.</p> <p>Improved safety - Proportion of children not subject to a subsequent substantiation of harm within 12 months of a previous substantiation of harm.</p> <p>Improved safety - Proportion of children not subject to a substantiation of harm 12 months after an assessment of harm that was unsubstantiated.</p>	<p>Proportion of working with children cards issued within 30 days of lodgement where the applicant had no criminal record.</p> <p>Proportion of decisions finalised within 60 days where the applicant for a working with children card had a criminal record.</p> <p>Improved safety - Proportion of children not subject to a subsequent substantiation of harm within 12 months of a previous substantiation of harm</p> <p>Improved safety - Proportion of children not subject to a substantiation of harm 12 months after an assessment of harm that was unsubstantiated.</p>	<p>No change</p>
<p>Proportion of Aboriginal children in the CEO's care placed in accordance with the Aboriginal and Torres Strait Islander Child Placement Principle.</p> <p>Proportion of children in the CEO's care who felt safe in their care arrangement.</p> <p>Proportion of children in the CEO's care with comprehensive care planning undertaken within set timeframes.</p>	<p>Proportion of Aboriginal children in the CEO's care placed in accordance with the Aboriginal and Torres Strait Islander Child Placement Principle.</p> <p>Proportion of children in the CEO's care who felt safe in their care arrangement.</p> <p>Proportion of children in the CEO's care with comprehensive care planning undertaken within set timeframes.</p>	<p>No change</p>
<p>Percentage of assessed early childhood education and care services that met or exceeded national standards.</p>	<p>Percentage of assessed early childhood education and care services that met or exceeded national standards.</p>	<p>No change</p>

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The take-up rate of Seniors Card.	The take-up rate of Seniors Card.	No change. While the outcome now includes HUGS, this hasn't featured previously in effectiveness indicators, is less material in the Dept of Communities budget than previously and will be reviewed more comprehensively for 2019-20
Percentage of service users that had their identified needs met. Percentage of community building grants that were acquitted against identified outcomes.	Percentage of service users that had their identified needs met. Percentage of community building grants that were acquitted against identified outcomes	No change
Percentage of service users who achieve their individual plan outcomes. Satisfaction with individualised planning process.	Percentage of service users who achieve their individual plan outcomes. Satisfaction with individualised planning process.	No change
Proportion of quality evaluations which meet national standards. Satisfaction with service received. Proportion of the population in need who receive services	Proportion of quality evaluations which meet national standards. Satisfaction with service received Proportion of the population in need who receive services.	No change
Proportion of service users who achieve community participation outcomes. Service users' satisfaction with community access and inclusion.	Proportion of service users who achieve community participation outcomes. Service users' satisfaction with community access and inclusion	No change

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<p>The extent to which the Housing Authority is responsive to the housing needs of eligible Western Australians (total housing assistances relative to the public rental waiting list).</p> <p>Waiting times for accommodation - applicants housed: Average Median.</p> <p>The extent to which the Government Regional Officers' Housing is responsive to the provision of housing to meet the needs of eligible Western Australian Government employees (total demand relative to current supply)</p>	<p>The extent to which the Department is responsive to the housing needs of eligible Western Australians (total housing assistances relative to the public rental waiting list).</p> <p>Waiting times for accommodation - applicants housed: Average Median</p> <p>The extent to which the Government Regional Officers' Housing is responsive to the provision of housing to meet the needs of eligible Western Australian Government employees (total demand relative to current supply)</p>	<p>Change "Housing Authority" to Department</p>
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KEY EFFICIENCY INDICATORS

Average Cost per Homelessness Client.	Average Cost per Homelessness Client.	No change
Average Cost per Family and Domestic Violence Case	Average Cost per Family and Domestic Violence Case.	No change
Average Cost per Earlier Intervention and Family Support Case	Average Cost per Earlier Intervention and Family Support Case.	No change
Average Cost per Application Processed. Average Cost per Screening Outcome.	Average Cost per Application Processed Average Cost per Screening Outcome.	No change
Average Cost per Child Involved in Child Protection Cases.	Average Cost per Child Involved in Child Protection Cases.	No change
Average Cost per Day of a Foster Care Arrangement.	Average Cost per Day of a Foster Care Arrangement.	No change
Average Cost per Day of a Residential Based Care Arrangement.	Average Cost per Day of a Residential Based Care Arrangement.	No change
Average Cost per Day of an Exceptionally Complex Needs Care Arrangement.	Average Cost per Day of an Exceptionally Complex Needs Care Arrangement.	No change
Average Cost per Day of a Secure Care Arrangement.	Average Cost per Day of a Secure Care Arrangement.	No change
Average Cost per Day to Plan for and Support a Child in the CEO's Care.	Average Cost per Day to Plan for and Support a Child in the CEO's Care.	No change

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Average Cost per Licenced Service for Regulation and Support.	Average Cost per Licenced Service for Regulation and Support.	No change
Average Management Cost per Seniors Card.	Average Management Cost per Seniors Card.	No change
Number of Grants and Service Agreements per FTE.	Number of Grants and Service Agreements per FTE.	No change
Proportion of Administrative and Management Expenditure to Service Delivery Expenditure	Proportion of Administrative and Management Expenditure to Service Delivery Expenditure	
Proportion of Individual Plans Commenced within the Required Timeframe.	Proportion of Individual Plans Commenced within the Required Timeframe.	No change
Cost per Intensity of Individual Support Requirements.	Average Cost per Intensity of Individual Support Requirements	Added "average" for consistency
Cost per Intensity of Individual Support Requirements.	Average Cost per Intensity of Individual Support Requirements	Added "average" for consistency
Cost per Service Activity.	Average Cost per Service Activity	
Cost per Intensity of Individual Support Requirements	Average Cost per Intensity of Individual Support Requirements	Added "average" for consistency
Cost per Service Activity.	Cost per Service Activity.	
Cost per Intensity of Individual Support Requirements	Average Cost per Intensity of Individual Support Requirements	Added "average" for consistency
Cost per Service Activity.	Average Cost per Service Activity	

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Cost per Intensity of Individual Support Requirements. Cost per Service Activity.	Average Cost per Intensity of Individual Support Requirements. Average Cost per Service Activity.	Added "average" for consistency
Cost per Intensity of Individual Support Requirements. Cost per Service Activity.	Average Cost per Intensity of Individual Support Requirements. Average Cost per Service Activity	Added "average" for consistency
Cost per Service Activity. Proportion of Access, Inclusion and Advocacy Projects Completed within the Required Time.	Average Cost per Service Activity Proportion of Access, Inclusion and Advocacy Projects Completed within the Required Time	Added "average" for consistency
Operating Cost per Rental Property	Average Operating Cost per Rental Property.	Added "average" for consistency, but "operating" left in to differentiate from finance costs excluded from calculation

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Operating Cost per Current Loan Account.	Average Operating Cost per Current Loan Account	Added "average" for consistency
Operating Cost per Lot Developed.	Average Operating Cost per Lot Developed	Added "average" for consistency
Operating Cost per Property Sold.	Average Operating Cost per Property Sold.	
Operating Cost per Property.	Average Operating Cost per Property.	Added "average" for consistency
STAKEHOLDER CONSULTATION		