#### WESTERN AUSTRALIA

# LEGISLATIVE COUNCIL

# **QUESTIONS**

No. 150

Wednesday, 18 May 2011

Questions appear according to the date on which notice was delivered. When a question has been answered it is removed from the postponed list.

## POSTPONED QUESTIONS

## Notice Given Tuesday, 15 March 2011

- 3698. Hon Adele Farina to the Minister for Finance representing the Minister for Housing (SO 138(d) response April 13 2011)
- 3700. Hon Adele Farina to the Minister for Finance representing the Minister for Housing (SO 138(d) response April 13 2011)

# Notice Given Wednesday, 23 March 2011

3755. Hon Sue Ellery to the Minister for Disability Services

## Notice Given Thursday, 24 March 2011

- 3760. Hon Giz Watson to the Minister for Finance representing the Treasurer
- 3772. Hon Giz Watson to the Minister for Finance representing the Minister for Transport
- 3775. Hon Matt Benson-Lidholm to the Minister for Energy

# Notice Given Tuesday, 5 April 2011

- 3776. Hon Alison Xamon to the Minister for Energy representing the Minister for Police
- 3777. Hon Sue Ellery to the Minister for Disability Services
- 3778. Hon Ken Travers to the Minister for Mental Health representing the Minister for Health
- 3780. Hon Alison Xamon to the Minister for Energy representing the Minister for Police
- 3783. Hon Giz Watson to the Minister for Mental Health representing the Minister for Environment cqb381.150.18May2011 (A295163)

## **Postponed Questions**

- 3786. Hon Giz Watson to the Minister for Child Protection representing the Minister for Heritage
- 3787. Hon Robin Chapple to the Minister for Transport
- 3788. Hon Robin Chapple to the Minister for Mental Health representing the Minister for Environment
- 3789. Hon Robin Chapple to the Minister for Mental Health representing the Minister for Environment
- 3790. Hon Robin Chapple to the Minister for Mental Health representing the Minister for Health
- 3793. Hon Sue Ellery to the Minister for Mental Health
- 3794. Hon Ljiljanna Ravlich to the Minister for Finance representing the Minister for Corrective Services
- 3796. Hon Ljiljanna Ravlich to the Minister for Mental Health
- 3797. Hon Ljiljanna Ravlich to the Minister for Mental Health
- 3798. Hon Ljiljanna Ravlich to the Minister for Mental Health

# Notice Given Wednesday, 6 April 2011

- 3805. Hon Nick Goiran to the Minister for Mental Health representing the Minister for Health
- 3806. Hon Ed Dermer to the Minister for Mental Health representing the Minister for Health
- 3809. Hon Robin Chapple to the Minister for Mental Health representing the Minister for Environment

### Notice Given Thursday, 7 April 2011

- 3810. Hon Alison Xamon to the Minister for Energy representing the Minister for Education
- 3811. Hon Giz Watson to the Minister for Energy representing the Minister for Education
- 3812. Hon Ljiljanna Ravlich to the Minister for Mental Health

## Notice Given Tuesday, 12 April 2011

- 3816. Hon Robin Chapple to the Minister for Finance representing the Minister for Transport
- 3817. Hon Robin Chapple to the Leader of the House representing the Premier
- 3818. Hon Alison Xamon to the Minister for Mental Health representing the Minister for Health
- 3820. Hon Alison Xamon to the Minister for Mental Health representing the Minister for Water
- 3821. Hon Robin Chapple to the Minister for Mental Health representing the Minister for Environment
- 3822. Hon Robin Chapple to the Minister for Mental Health representing the Minister for Environment
- 3823. Hon Robin Chapple to the Minister for Mental Health representing the Minister for Environment
- 3824. Hon Robin Chapple to the Minister for Finance representing the Minister for Transport

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3825.	Hon Robin Chapple to the Parliamentary Secretary representing the Minister for Regional Development
3826.	Hon Robin Chapple to the Parliamentary Secretary representing the Minister for Regional Development
3827.	Hon Robin Chapple to the Minister for Mines and Petroleum
3828.	Hon Robin Chapple to the Parliamentary Secretary representing the Minister for Lands
3829.	Hon Robin Chapple to the Minister for Mental Health representing the Minister for Health
3831.	Hon Giz Watson to the Minister for Mental Health representing the Minister for Health
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3832.	Hon Robin Chapple to the Minister for Finance representing the Minister for Transport
3833.	Hon Kate Doust to the Minister for Energy
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3838.	Hon Alison Xamon to the Parliamentary Secretary representing the Attorney General
3839.	Hon Robin Chapple to the Minister for Mines and Petroleum
3840.	Hon Robin Chapple to the Minister for Mental Health representing the Minister for Environment
3841.	Hon Max Trenorden to the Minister for Mental Health representing the Minister for Water
3842.	Hon Robin Chapple to the Minister for Mines and Petroleum
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3843.	Hon Nick Goiran to the Minister for Mental Health representing the Minister for Health
3844.	Hon Linda Savage to the Minister for Finance representing the Minister for Corrective Services
3845.	Hon Robin Chapple to the Parliamentary Secretary representing the Attorney General
3846.	Hon Robin Chapple to the Leader of the House representing the Minister for State Development
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3848.	Hon Robin Chapple to the Minister for Mental Health representing the Minister for Health
3849.	Hon Liilianna Raylich to the Minister for Mental Health

3850. Hon Ljiljanna Ravlich to the Minister for Mental Health3851. Hon Ljiljanna Ravlich to the Minister for Mental Health

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3852.	Hon Ljiljanna Ravlich to the Minister for Mental Health
3853.	Hon Ljiljanna Ravlich to the Minister for Mental Health
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3866.	Hon Sue Ellery to the Minister for Energy representing the Minister for Education
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3869.	Hon Giz Watson to the Leader of the House representing the Minister for Racing and Gaming
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3878.	Hon Robin Chapple to the Parliamentary Secretary representing the Minister for Lands
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3880.	Hon Robin Chapple to the Minister for Mental Health representing the Minister for Environment

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3881.	Hon Lynn MacLaren to the Minister for Mental Health representing the Minister for Planning
3882.	Hon Alison Xamon to the Minister for Child Protection representing the Minister for Local Government
3883.	Hon Alison Xamon to the Minister for Mental Health representing the Minister for Health
3884.	Hon Alison Xamon to the Minister for Mental Health representing the Minister for Environment
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3889.	Hon Alison Xamon to the Minister for Mental Health representing the Minister for Water
3890.	Hon Alison Xamon to the Parliamentary Secretary representing the Attorney General
3891.	Hon Alison Xamon to the Minister for Finance representing the Minister for Corrective Services
3892.	Hon Alison Xamon to the Minister for Mental Health representing the Minister for Water
3893.	Hon Alison Xamon to the Minister for Mental Health
3894.	Hon Alison Xamon to the Minister for Child Protection
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3896.	Hon Alison Xamon to the Parliamentary Secretary representing the Minister for Regional Development
3897.	Hon Alison Xamon to the Minister for Mental Health
3898.	Hon Alison Xamon to the Minister for Child Protection
3899.	Hon Alison Xamon to the Minister for Mental Health representing the Minister for Health
3900.	Hon Alison Xamon to the Minister for Mental Health representing the Minister for Water
3901.	Hon Alison Xamon to the Minister for Mental Health representing the Minister for Water
3902.	Hon Alison Xamon to the Minister for Mental Health representing the Minister for Water
3903.	Hon Alison Xamon to the Minister for Mines and Petroleum
3904.	Hon Alison Xamon to the Parliamentary Secretary representing the Attorney General
3905.	Hon Alison Xamon to the Minister for Child Protection
3906.	Hon Alison Xamon to the Minister for Mental Health representing the Minister for Environment
3907.	Hon Alison Xamon to the Minister for Mental Health representing the Minister for Water

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3908. Hon Alison Xamon to the Minister for Mental Health

3909. Hon Alison Xamon to the Parliamentary Secretary representing the Attorney General

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- 3910. Hon Alison Xamon to the Minister for Mental Health representing the Minister for Water
- 3911. Hon Alison Xamon to the Minister for Mental Health

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## 3912. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation one which was to strengthen the communication of Government's priorities to ensure clear accountability for the achievement of outcomes by Agencies, through streamlining existing processes to provide more explicit directions to Chief Executive Officers (CEOs), and I ask -

- (1) Which of the following milestones contained in recommendation one have been achieved -
  - (a) Cabinet submission recommending administrative changes, including but not limited to better alignment between CEO performance agreements and Agency resource agreements (end of 2009); and
  - (b) drafting any necessary legislative amendments (November 2010)?
- (2) If any of the above milestones contained in recommendation one have not been achieved, why not?

# 3913. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation two which was, -

'The Executive Coordinating Committee of Chief Executive Officers be tasked with, -

- (a) leading the implementation of change in matters of whole of Government significance;
- (b) providing advice to Government on emerging issues and directions for Agencies in relation to the implementation of Government policy and planning priorities; and
- (c) enhancing and promoting collaborative approaches to problem solving',

#### and I ask -

- (2) Which of the following milestones contained in recommendation two have been achieved, -
  - (a) Cabinet submission recommending key areas requiring across-Government effort (annually, commencing March 2010);
  - (b) implementation plans for Cabinet endorsed across-Government priorities (annually, commencing June 2010); and
  - (c) progress annual progress reports to Cabinet (commencing 2010)?
- (3) If any of the above milestones contained in recommendation two have not been achieved, why not?

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# 3914. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation three which was, -

'To support the strategic management of the public sector, adopt an 'Outcome Area' approach by -

- (a) grouping related areas of service delivery (for example, health, child protection) that are focused on ongoing citizen expectations of Government for core services;
- (b) identifying matters that cross traditional Agency boundaries;
- (c) designating lead roles and accountabilities in policy development across each Outcome Area;
- (d) reporting (at least annually) to Cabinet within each Outcome Area to facilitate planning, decision making and accountability; and
- (e) establishing groups of senior executives from across agencies to provide leadership across each Outcome Area',

#### and I ask -

- (2) Which of the following milestones contained in recommendation three have been achieved, -
  - (a) define a set of Outcome Areas consistent with national and international descriptors, and strategic linkages across Government, where appropriate (March 2010);
  - (b) prepare an implementation plan with the ECC for developing reports to Cabinet in each Outcome Area (June 2010);
  - (c) activate lead roles and sub-groups in Outcome Areas (July 2010); and
  - (d) commence regular reporting to Cabinet (from 2010)?
- (3) If any of the above milestones contained in recommendation three have not been achieved, why not?

## 3915. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation four which was to, -

'Improve policy formulation in the public sector by -

- (a) flexibly deploying policy capacity across the sector to areas of greatest need;
- (b) reviewing the policy capacity of central agencies and major departments;
- (c) widening the experience of staff in central agencies and service delivery agencies through greater mobility;
- (d) using taskforces, including expertise from the community and private sectors;
- (e) encouraging policy advisors from other public sector jurisdictions, the private sector, academia and community organisations to work in the Western Australian public sector; and

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(f) increasing the depth of policy advice available to Ministers by rotation of more experienced policy staff through their offices',

#### and I ask -

- (2) Which of the following milestones contained in recommendation four have been achieved -
  - (a) criteria for the review of policy capacity agreed by Executive Coordinating Committee (ECC) (January 2010);
  - (b) draft strategy to engage with external policy thinkers in community organisations, business and academia (to ECC by July 2010); and
  - (c) commence program to increase the policy capacity in Ministerial offices (July 2010)?
- (3) If any of the above milestones contained in recommendation four have not been achieved, why not?

## 3916. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation five which was to, -

'Strengthen the Budget process to promote efficient, effective and innovative achievement of outcomes by, -

- (a) phasing in new funding models to derive agency Budget year and Forward Estimates, based on robust cost and demand modelling;
- (b) enhancing accountability through -
  - (i) replacement of the existing centrally managed Treasurer's Advance with the allocation of specific Ministerial portfolio contingency provisions;
  - (ii) a requirement that agencies seeking funding over and above that which is available from their portfolio's contingency undertake a value for money (VfM) audit and/or price review, subject to materiality;
  - (iii) end-of-year reports by Ministerial portfolio, detailing material variances between Budget estimates and actuals and the extent of utilisation of portfolio contingencies, for consideration at 'closing-out' hearings of the Estimates Committee; and
- (c) contributing to a public service culture that promotes value for money and innovation in service delivery by empowering agencies through multiple year Budget allocations, based on more robust estimates, over a longer time horizon',

- (2) Which of the following milestones contained in recommendation five have been achieved, -
  - (a) prepare drafting instructions to revise the *Financial Management Act 2006* to replace the existing global Treasurer's Advance with portfolio specific contingency provisions (June 2010);

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- (b) require agencies seeking funding over and above their agency or portfolio contingency to undertake a VfM audit subject to materiality considerations (from 2010-11); and
- (c) incorporate key service delivery targets in agency Chief Executive Officer performance and resource agreements (see recommendation one)?
- (3) If any of the above milestones contained in recommendation five have not been achieved, why not?

### 3917. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation six which was to, -

'Strengthen the capacity of the public sector to work collaboratively by, -

- (a) adopting a common set of principles for agencies and Chief Executive Officers to break down silos; and
- (b) including in the terms of reference of relevant projects, particularly those which relate to Outcome Areas, a requirement that they operate in accordance with the principles of collaborative government',

#### and I ask -

- (2) Has the following milestone 'incorporate the requirements to adopt principles in all projects (ongoing)' contained in recommendation six been achieved?
- (3) If the above milestone contained in recommendation six has not been achieved, why not?

### 3918. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation seven which was to, -

'Modify the existing performance reporting regime by, -

- (a) ensuring Key Performance Indicators (KPIs) for service delivery to citizens and the community are aligned with Outcome Areas;
- (b) ensuring all reporting requirements of agencies are commensurate with their scale and risk;
- (c) developing consistent KPIs for facilitative roles that are common across similar functions (for example, compliance with legislation, grant administration costs); and
- (d) avoiding KPIs for policy, planning and research functions, recognising that the value of these functions cannot be effectively assessed in this manner'.

#### and ask -

(2) Which of the following milestones contained in recommendation seven have been achieved, -

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- (a) provide an implementation plan (including roles and priority areas) to Executive Coordinating Committee for establishing common KPIs across Agencies where appropriate (March 2010);
- (b) identify any changes to reporting requirements arising from the *Financial Management Act 2006* (FMA) that could be modified to take account of scale and risk (October 2010);
- (c) develop an alternative framework for reporting performance by Agencies with largely strategic policy, planning and research functions (by October 2010); and
- (d) revise Treasurer's Instruction TI904 and possibly FMA (December 2010)?
- (3) If any of the above milestones contained in recommendation seven have not been achieved, why not?

# 3919. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation eight which was to, -

'Strengthen the evidence base for decision-making through -

- (a) the creation of an evaluation network across government, supported by a centrally coordinated unit and/or steering committee, similar to Gateway evaluation processes;
- (b) ensuring access to common data sets;
- (c) requiring that major agencies undertake a value for money (VfM) audit at least once every five years;
- (d) requiring an appropriate scale of evaluation of all new programs created by Government within three years of approval; and
- (e) creating incentives for agencies to routinely undertake evaluations',

- (2) Which of the following milestones contained in recommendation eight have been achieved, -
  - (a) first round of VfM audits completed (February 2010);
  - (b) advice to Executive Coordinating Committee on approaches to incentives for evaluation (June 2010);
  - (c) creation of evaluation unit and/or steering committee within a central agency (December 2010); and
  - (d) all major Agencies to have undertaken a VfM audit within five years?
- (3) If any of the above milestones contained in recommendation eight have not been achieved, why not?
- (4) Which major Agencies have undertaken a VfM audit?

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3920. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation nine which was to, -

'Streamline payments and concessions to individuals to -

- (a) better target individuals most in need; and
- (b) reduce administrative costs through -
  - (i) consolidating processing and administration to a single point in government; and
  - (ii) exploring the aggregation of subsidies and concessions to individuals into a single transfer payment from government; and
- (c) improve eligible users' access, including through citizen-centred information and communication technology solutions',

#### and ask -

- (2) Which of the following milestones contained in recommendation nine have been achieved -
  - (a) adopt criteria for Government payments and concessions to individuals and review current transfer arrangements against them (March 2010);
  - (b) establish a central e-concessions unit to administer Government payments and concessions to individuals (July 2010); and
  - (c) provide a citizen-centric online (and related telephone) capability to allow citizens to more easily find information on Government support services and to access concessions and rebates (December 2010)?
- (3) If any of the above milestones contained in recommendation nine have not been achieved, why not?
- (4) Which of the following milestones contained in recommendation nine will be achieved -
  - (a) implement an 'e-concessions' system to combine application processes and enable real-time validation of eligibility, in collaboration with Commonwealth Agencies (July 2011); and
  - (b) implement on a voluntary basis a pilot project of direct payments based on a 'smartcard' system (December 2011)?

# 3921. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 11 which was to, -

'Progressively implement pilots of self-directed service design and delivery for -

(a) individuals, families and carers, for example: adapting individualised funding approaches used in the disability service sector to areas such as mental health, aged care, long term health conditions, palliative care, job training and homelessness; and

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(b) communities, for example: enabling greater community control over public schools, childcare centres, regional and remote communities, and social housing',

#### and ask -

- (2) Which of the following milestones contained in recommendation 11 have been achieved, -
  - (a) project Definition (Business Case) (February 2010);
  - (b) first round pilot implementation (including mental health, job training, public schools and remote communities) (2010-11 and 2011-12);
  - (c) ongoing action research into effectiveness, leading to a formal evaluation of each area (from January 2011); and
  - (d) further roll out of self directed services across Western Australia (2011-12 and 2012-13)?
- (3) If any of the above milestones contained in recommendation 11 have not been achieved, why not?

## 3922. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 12 which was to, -

'Negotiate with the community sector a set of principles to facilitate the government/community sector partnership in delivering human services in order to -

- (a) build trust;
- (b) foster collaboration;
- (c) drive social innovation; and
- (d) ensure sustainable service delivery',

- (2) Which of the following milestones contained in recommendation 12 have been achieved, -
  - (a) replace existing committees and forums, including the Human Services Industry Roundtable, with a Partnership Forum with an independent chair, and equal numbers of community leaders and Directors General, supported by a small central secretariat (an Office of Community Partnership), reporting to the Premier (January 2010);
  - (b) agree principles to govern the partnership between government and the community sector (June 2010); and
  - (c) develop a 'Collaboration for Community' Policy to govern the contractual relationships between government and the community sector (see Recommendation 13) (September 2010)?
- (3) If any of the above milestones contained in recommendation 12 have not been achieved, why not?

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# 3923. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 13 which was to -

Replace the existing Funding and Purchasing Community Services Policy, with a new 'Collaboration for Community' policy that, -

- (a) clearly articulates the distinction between grants and service agreements;
- (b) outlines a range of different contractual and funding relationships including individualised funding delivery and low interest community loans; and
- (c) provides guidance to agencies and community sector organisations on the application and management of these different contractual and funding relationships',

#### and ask -

- (2) Which of the following milestones contained in recommendation 13 have been achieved, -
  - (a) establish a taskforce reporting to the Partnership Forum under recommendation 12 to develop the 'Collaboration for Community' Policy (January 2010); and
  - (b) establish implementation support for agencies (July 2010)?
- (3) If any of the above milestones contained in recommendation 13 have not been achieved, why not?
- (4) Will the following milestone, review and evaluate the implementation of the policy (December 2011), contained in recommendation 13 be achieved?

## 3924. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 14 which was to, -

'Reduce the administrative burden on government agencies and community sector organisations associated with service agreements by-

- (a) permitting subcontract or consortia arrangements;
- (b) implementing a single three-year pre-qualification process for community sector organisations, to be utilised by all government agencies;
- (c) developing standard core contractual conditions, documentation and reporting to be utilised by government agencies; and
- (d) moving to longer term contractual arrangements where appropriate',

- (2) Which of the following milestones contained in recommendation 14 have been achieved, -
  - (a) agree with the Auditor General the appropriate level of accountability required of community sector organisations, with the intention of reducing unnecessary paperwork (March 2010);

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- (b) implement a Standard Chart of Accounts for community sector financial reporting (June 2010);
- develop guidelines for a pre-qualification process for community sector organisations consistent with the 'Collaboration for Community' Policy (June 2010);
- (d) establish a central registration system within OGP to operationalise the prequalification process (January 2011); and
- (e) develop revised standard contracts across Agencies including -
  - (i) head agreements between Government Agencies and community sector organisations where the latter have multiple service agreements with Government; and
  - reporting that focuses on outcomes or outputs rather than prescribing process (January 2011)?
- (3) If any of the above milestones contained in recommendation 14 have not been achieved, why not?

### 3925. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 15 which was to, -

'Streamline the administration of grants (not necessarily reducing the number of agencies administering them) by -

- (a) replacing the existing range of grants and grant programs with a smaller number of 'broad-banded' grant programs; and
- (b) developing centralised systems and support for grants administration to facilitate online applications, monitoring and reporting',

- (2) Which of the following milestones contained in recommendation 15 have been achieved -
  - (a) adopt guiding principles for grants reform (March 2010); and
  - (b) identify initial target agencies for reform and a timeframe for the roll out of reform across all Agencies (March 2010)?
- (3) If any of the above milestones contained in recommendation 15 have not been achieved, why
- (4) Will the following milestones contained in recommendation 15 be achieved, -
  - (a) ensure at least 80 percent of all grants are managed through the revised arrangements (January 2012);
  - (b) ensure Agencies which administer small grant programs utilise the existing infrastructure of larger grant giving Agencies for administrative support (January 2012); and

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(c) develop and implement a common grants administration system across Government (December 2012)?

## 3926. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 16 which was to establish a Community Development Investment Fund, to support, through low-interest loans, community sector organisations that wish to develop as community employers or social enterprises, run along business lines with the intention of becoming financially sustainable. In establishing this Fund, partnerships with private sector financial institutions should be explored, and I ask -

- (1) Which of the following milestones contained in recommendation 16 have been achieved, -
  - (a) following discussions with private sector financial institutions create a governance structure to administer the fund (March 2010); and
  - (b) define timeframes for funding rounds and expressions of interest (March 2010)?
- (2) If any of the above milestones contained in recommendation 16 have not been achieved, why not?

## 3927. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 17 which was to establish a grants program to promote social innovation in the delivery of human services by community organisations, and I ask -

- (1) Which of the following milestones contained in recommendation 17 have been achieved, -
  - (a) develop broad priority areas and criteria (March 2010); and
  - (b) define timeframes for funding rounds and expressions of interest (March 2010)?
- (2) If any of the above milestones contained in recommendation 17 have not been achieved, why not?

# 3928. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 18 which was to -

'Reinvigorate the Infrastructure Coordinating Committee and task it with, and hold it accountable for, facilitation of coordinated strategic infrastructure planning within the Western Australian Government. This body should -

(a) be reconstituted to include major infrastructure agencies including the Department of the Premier and Cabinet (DPC), the Department of Treasury and Finance (DTF), major Government Trading Enterprises (GTEs) and departments with significant infrastructure programs, chaired by DTF;

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- (b) oversee the development of a long-term (up to 20 years) whole of State land use and infrastructure investment plan;
- (c) play a key role in ensuring coordinated infrastructure planning between agencies over this timeframe; and
- (d) advise the Government on infrastructure prioritisation over a long term timeframe',

#### and I ask -

- Will the following milestone, whole of State land-use and Infrastructure Investment Plan prepared (July 2011), contained in recommendation 18 be achieved?
- (3) If no to (1), why not?

## 3929. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 19 which was to require all investment decisions by State Government agencies, including GTEs, to be reviewed by the DTF to assess compliance with Strategic Asset Management Framework principles prior to submission to Cabinet. DTF is to ensure that appropriate support and training is provided to agencies to enable them to implement sound asset planning and management, and I ask -

- (1) Has the following milestone, processes in place to assess agency compliance with SAMF (February 2010), contained in recommendation 19 been achieved?
- (2) If no to (1), why not?

# 3930. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 20 which was, -

'Where a project is fast-tracked by the Government -

- (a) sufficient resources to undertake the necessary planning/scoping study in the shorter timeframe should be provided; and
- (b) the specified timeframe, project's risks and potential mitigation measures, should be fully disclosed to Government together with the most appropriate approach to the project's delivery',

#### and I ask -

- (2) Has the milestone contained in recommendation 20 been achieved?
- (3) If no to (1), why not?

### 3931. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 21 which was to independently review the effectiveness of the

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Government's Works Reform Business Solution Plan at appropriate milestones (for example 18 and 36 months), and I ask-

- (1) Has the milestone, to complete the first review by December 2010, contained in recommendation 21 been achieved?
- (2) If yes to (1), will the Premier make the review public?
- (3) If no to (2), why not?

## 3932. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 22, which was to ensure Cabinet receives regular updates and advice from the Minister for Works, enabling it to oversee progress on all major capital works projects, in the process subjecting any cost overruns and delays to rigorous scrutiny, and robust, fully informed and transparent decision making, and I ask -

- (1) Has the milestone contained in recommendation 22 been achieved?
- (2) If no to (1), why not?

# 3933. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 23 which was, -

- 'Agencies be required to routinely review their activities with a view to evaluating their suitability for exposure to competition from the private and community sectors. This will be achieved by -
  - (a) establishing the evaluation framework for agencies, and providing training and support, including value for money audits; and
  - (b) requiring agencies to report on evaluations conducted to the Economic and Expenditure Reform Committee prior to the commencement of the annual budget process',

### and I ask -

- (2) Has the following milestone, draft Premier's Circular submitted to the Department of the Premier and Cabinet (December 2009), contained in recommendation 23 been achieved?
- (3) If the above milestone contained in recommendation 23 has not been achieved, why not?

### 3934. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 24 which was to, -

- 'Attract, develop and retain people with the skills and expertise involved in procurement and contract management for public service delivery by private sector partners, to enable them to -
  - (a) clearly articulate, for contracting purposes, the nature of their requirements;

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- (b) negotiate contractual outcomes successfully;
- (c) manage contractual outcomes effectively; and
- (d) deal with risk during the procurement process',

#### and I ask -

- (2) Has the following milestone, report back to Cabinet (July 2010), contained in recommendation 24 been achieved?
- (3) If the above milestone contained in recommendation 24 has not been achieved, why not?

## 3935. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 25 which was, -

'In addition to its policy (land-use planning) and regulatory (development approval) functions, the Government's role in land development be driven by the following principles -

- (a) it should be limited to circumstances of demonstrable market failure through market testing that proves that the private sector cannot deliver at an appropriate price;
- (b) in addressing market failure, contestability should be pursued, along with transparency of resourcing by Government; and
- (c) where appropriate, Government should maximise the benefit from the development and disposal of surplus public land assets',

#### and Lask -

- (2) Has the following milestone, policies relating to contestability in the release of vacant Crown land and the planning and development of major urban renewal projects to be developed and take effect (June 2010), contained in recommendation 25 been achieved?
- (3) If the above milestone contained in recommendation 25 has not been achieved, why not?

### 3936. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 26 which was to, -

'Optimise Government's impact on land development through -

- (a) the Department of Planning/Western Australian Planning Commission (WAPC) modelling future land demand throughout the State, taking account of economic and population forecasts;
- (b) the Department of Planning/WAPC closely monitoring, analysing and responding to the number of lots that are available for immediate release throughout the State;
- (c) the Infrastructure Coordinating Committee facilitating delivery of land through the identification of associated necessary infrastructure by relevant agencies;

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- (d) the Government considering the necessary amount of government land for release and the investment in infrastructure to enable its release, along with the component required for social housing/lower priced land; and
- (e) the Department of Regional Development and Lands overseeing the release of government land, based on the above planning and Government decisions, through competitive tendering processes',

#### and I ask -

- (2) Which of the following milestones contained in recommendation 26 have been achieved, -
  - (a) modelling of future land demand and monitoring of lot availability (already underway);
  - (b) ICC to establish a process for identifying necessary infrastructure associated with future land demand (September 2010); and
  - (c) submission to Cabinet by Minister for Lands on government land required and for release, and associated infrastructure (March 2011)?
- (3) If any of the above milestones contained in recommendation 26 have not been achieved, why not?
- (4) In relation to the following milestone, commence release of Government land for development under new arrangements (June 2011), will this be achieved by June 2011?
- (5) If no to (3), why not?

### 3937. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 27 which was to, -

'Clarify the responsibilities of government agencies involved in land development by -

- transferring stocks of land held by LandCorp and the Department of Housing/Housing Authority to the Department of Regional Development and Lands (DRDL);
- (b) retaining LandCorp's existing responsibilities for developing industrial land, regional residential land and special developments allocated by Government (including the disposal of government property). LandCorp is to undertake land development activities only in those circumstances where DRDL's open market tender processes clearly demonstrate that either-
  - (i) the private sector cannot or will not undertake such activities at an appropriate price; or
  - (ii) LandCorp is the lowest bidder (on competitively neutral grounds with private developers);
- (c) retaining the Department of Housing's responsibilities for social housing throughout the State, with identified low-priced land release to be approved by the Government as

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part of its land release planning. The low-priced land release is to be funded by a subsidy from the Housing Authority to DRDL's approved land release program; and

(d) rationalising the requirement for and number of redevelopment authorities',

### and I ask -

- (2) Which of the following milestones contained in recommendation 27 have been achieved, -
  - (a) review of operations of four redevelopment authorities (ongoing);
  - (b) transfer of land holdings (that are not subject to development) to DRDL (June 2010); and
  - (c) DRDL establish open market tender process (December 2010)?
- (3) If any of the above milestones contained in recommendation 27 have not been achieved, why not?
- (4) In relation to the following milestone, commence release of Government land for development under new arrangements (June 2011), will this be achieved by June 2011?
- (5) If no to (3), why not?

#### 3938. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 28 which was to, -

'Introduce umbrella legislation to-

- (a) standardise, strengthen and clarify governance arrangements for all GTEs; and
- (b) establish a remuneration policy for GTE board members and their executives, administered by the Salaries and Allowances Tribunal',

#### and I ask -

- (2) Has the following milestone, drafting instructions to Cabinet for the umbrella legislation and any required changes to the *Salaries and Allowances Tribunal Act 1975* (December 2010), contained in recommendation 28 been achieved?
- (3) If no to (1), why not?

## 3939. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 29 which was to establish a GTE advisory and monitoring unit, and I ask -

- (1) Which of the following milestones contained in recommendation 29 have been achieved, -
  - (a) role, responsibility and accountability of unit identified by the DTF and agreed by Cabinet (June 2010);
- (b) resourcing requirements identified and considered by Cabinet (June 2010); and cqb381.150.18May2011 (A295163)

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- (c) roll-in of shareholder Minister servicing (January 2011 to June 2011)?
- (2) If any of the above milestones contained in recommendation 29 have not been achieved, why not?

### 3940. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 30 which was to, -

'Review GTEs to ensure that the governance and ownership of each business is appropriate for delivering Government's policy objectives. The review should address the following issues, -

- (a) does government need to be an active participant in the markets (due to market failure) or is it simply replicating something the private sector can do (with appropriate regulation);
- (b) can the GTE operate independently of Government? What policy outcomes is Government seeking from the GTE (for example, fully commercial provider of specific outputs, a source of revenue, industry and/or social policy);
- what is Government's broader policy for the market in which the GTE operates and does the policy have implications for the appropriate ownership and governance of a GTE participating in the market; and
- (d) the relative merits of outsourcing, rationalising or decorporatising the GTE and the impact of these options on its governance',

#### and I ask -

- (2) Which of the following milestones contained in recommendation 30 will be achieved, -
  - (a) draft umbrella governance legislation (May 2011);
  - (b) commencement of Government Trading Enterprises Advisory and Monitoring Unit (July 2011);
  - (c) template for review Terms of Reference agreed by Cabinet (November 2011); and
  - (d) first review commences (December 2012)?
- (3) If any of the above milestones contained in recommendation 30 will not be achieved, why not?

## 3941. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 31 which was to 'expand the role of the Economic Regulation Authority (ERA) to include a proactive role in gathering appropriate evidence, including through public consultation, in order to advise Government on potential economic reforms and ensure that the ERA is appropriately resourced to perform these additional functions', and I ask -

(1) Which of the following milestones contained in recommendation 31 have been achieved, -

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- (a) Joint Standing Committee of Parliament review of functions (October 2010);
- (b) drafting instructions to Cabinet (December 2010); and
- (c) additional appropriation (if required) provided in 2011-12 Budget?
- (2) If any of the above milestones contained in recommendation 31 have not been achieved, why not?

# 3942. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to Recommendation 32 which was to 'establish a Utilities Policy Office with responsibility for providing advice and overseeing the implementation of Government policy, particularly with respect to the State's water and energy markets', and I ask -

- (1) Which of the following milestones contained in recommendation 32 have been achieved, -
  - (a) roles and resourcing of Utilities Policy Office agreed by Cabinet (June 2010);
  - (b) drafting instructions for funding levy to Cabinet (October 2010);
  - (c) appropriation provided in 2011-12 Budget (March 2011); and
  - (d) start-up of Office and transitional arrangements (May 2011)?
- (2) If any of the above milestones contained in recommendation 32 have not been achieved, why not?

### 3943. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 33 which was to, -

'Better equip the public sector to meet workforce challenges by actively supporting the implementation of Strategic Directions for the Public Sector Workforce (SDPSW) 2009-2014 at both a sector and agency level. Implementation priority should be given to -

- (a) improving the quality and effectiveness of agency workforce planning in addressing projected skill and labour requirements, including the application of labour supply and demand side management strategies, service redesign and productivity improvement initiatives; and
- (b) implementing new and innovative approaches to attracting, developing and retaining a skilled regional workforce',

### and I ask -

- (2) Which of the following milestones contained in recommendation 33 have been achieved, -
  - (a) prepare Outcome Area level implementation plans for the SDPSW in conjunction with Agencies (December 2010);
  - (b) consult and work with key service delivery Agencies (with a regional presence) to identify three collaborative initiatives that can improve regional capacity and provide

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coordination support to the implementation of those initiatives (April 2011); and conduct mid and end of strategy reviews of the effectiveness of implementation of SDPSW across the sector (2011 and 2014)?

(3) If any of the above milestones contained in recommendation 33 have not been achieved, why not?

## 3944. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 34 which was to, -

'Enhance public sector skills and capacity by -

- (a) supporting agencies to develop capability gap analyses that enable the targeting of training and development investment;
- (b) developing programs designed to give senior officers skills and experience in different strategic and operational environments; and
- (c) implementing sector wide programs designed to address identified gaps',

#### and I ask -

- (2) Which of the following milestones contained in recommendation 34 have been achieved -
  - (a) develop and implement a shorter term (interim) program for supporting capacity building in high priority areas for Government (July 2010); and
  - (b) develop an ongoing sector level program for building capability in the public sector workforce that applies good practice models, methods and curricula (April 2011)?
- (3) If any of the above milestones contained in recommendation 34 have not been achieved, why not?

### 3945. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 35 which was to 'mitigate the negative impacts of competition for utility policy capacity between the general Government sector and GTEs by benchmarking and linking the remuneration of Utilities Policy Office employees to those in the GTEs', and I ask -

- (1) Has the following milestone, drafting instructions for funding levy to Cabinet (October 2010), contained in recommendation 35 been achieved?
- (2) If no to (1), why not?

### 3946. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 36 which was to 'lift the freeze on Attraction and Retention Benefits

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(ARBs) while maintaining and enhancing the current controls and the high level of scrutiny being applied to decisions concerning ARBs', and I ask -

- (1) Has the following milestone, revise Approved Procedure seven to give effect to this recommendation and identified opportunities for improvement (July 2010), contained in recommendation 36 been achieved?
- (2) If no to (1), why not?

### 3947. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 37 which was to, -

'Pursue the following reform proposals separately in the context of the outcomes of the Amendola review of the industrial relations system -

- (a) accelerate the standardisation, simplification and rationalisation of industrial awards currently being pursued by the Department of Treasury and Finance and the Department of Commerce, without disadvantage to existing employees; and
- (b) a decentralised service model for industrial relations services, with ongoing advice on the identification and realisation of efficiency and productivity opportunities provided by out-posting Department of Commerce officers within agencies with large occupational groups',

#### and I ask -

- (2) Has the following milestone, prepare a Cabinet Submission proposing options for reform (June 2010), contained in recommendation 37 been achieved?
- (3) If no to (1), why not?

### 3948. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 38 which was to, -

'Strengthen and simplify the public sector management framework by streamlining public sector oversight structures and removing unnecessary prescription, including through -

- (a) merging the role of the Public Sector Standards Commissioner and the Public Sector Commissioner;
- (b) streamlining discipline provisions and arrangements for the regulation of conduct; and
- (c) removing unnecessary prescription from those instruments that regulate the recruitment, management, performance management and discipline of public sector employees',

## and I ask -

(2) Which of the following milestones contained in recommendation 38 have been achieved, -

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- (a) draft and introduce changes to the *Public Sector Management Act 1994* in accordance with Government's legislative priorities and reform agenda;
- (b) following passage of amended legislation, implement required structural changes to achieve integration of Office of the Public Sector Standards Commissioner/PSC functions and processes (within three months of proclamation); and
- (c) develop and commence a program to revise subsidiary compliance instruments (March 2010)?
- (3) If any of the above milestones contained in recommendation 38 have not been achieved, why not?

### 3949. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to Recommendation 39 which was to 'provide for involuntary separation in the public sector as an option of last resort by further amendments to the *Public Sector Management Act 1994* and relevant subsidiary instruments', and I ask -

- (1) Has the following milestone, draft legislative amendments and revised subsidiary instruments to enable involuntary separation (December 2010), contained in recommendation 39 been achieved?
- (2) If no to (1), why not?

### 3950. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 40 which was to 'expand the range of powers devolved to accountable authorities by giving agencies greater control over administrative processes that are currently managed centrally, based on a mechanism that recognises administrative capability and performance', and I ask -

- (1) Which of the following milestones contained in recommendation 40 have been achieved -
  - (a) where appropriate, Agencies granted increased delegations. (December 2010); and
  - (b) provide Agency support and capacity building initiatives in relevant compliance areas (ongoing)?
- (2) If any of the above milestones contained in recommendation 40 have not been achieved, why not?

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# 3951. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 41 which was to, -

'Increase the mobility of Senior Executive Service (SES) officers to foster a whole of government rather than an individual agency perspective by -

- (a) adopting employment arrangements that encourage mobility of SES officers between agencies;
- (b) introducing alternative arrangements for senior executive remuneration setting by amending relevant legislation to allow the responsible employer to set individual remuneration for senior executive employees within established bands; and
- (c) reviewing the recruitment criteria of SES positions to ensure broad exposure to a range of strategic and operational environments',

#### and I ask -

- (2) Has the following milestone, develop a framework for SES development, succession planning and remuneration (March 2010), contained in recommendation 41 been achieved?
- (3) If no to (1), why not?

### 3952. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to recommendation 42 which was to, -

'Establish a Chief Information Officer role to -

- (a) identify opportunities for harnessing information and communication technology (ICT), including social media, to promote collaboration and more citizen focused service design and delivery; and
- (b) sponsor innovative and collaborative ICT initiatives through the provision of seed capital',

#### and I ask -

- (2) Which of the following milestones contained in recommendation 42 have been achieved, -
  - (a) resource a Chief Information Officer capability within Treasury (February 2010); and
  - (b) build on existing strategies and protocols to develop a framework for identifying, assessing, supporting and reporting on across government ICT coordination and investment (June 2010)?
- (3) If any of the above milestones contained in recommendation 42 have not been achieved, why not?

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3953. Hon Linda Savage to the Leader of the House representing the Premier

I refer to the 'Putting the Public First' Economic Audit Committee report of October 2009, and in particular to Recommendation 43 which was to, -

'Establish a Chief Technology Officer role to -

- (a) promote strategic and coordinated investment in ICT across the public sector; and
- (b) implement procurement processes that enforce common standards, interoperability and system consolidation',

#### and I ask -

- (2) Which of the following milestones contained in recommendation 43 have been achieved, -
  - (a) resource a Chief Technology Officer capability within the Office of Government Procurement (February 2010); and
  - (b) build on existing policies and standards to develop a framework to guide more strategic and coordinated investment in ICT across the public sector. (June 2010)?
- (3) If any of the above milestones contained in recommendation 43 have not been achieved, why not?
- 3954. Hon Alison Xamon to the Minister for Finance representing the Minister for Corrective Services

I refer to psychologists and mental health nurses employed by, or contracted to, the Department of Corrective services, and ask -

- (1) Please provide details of the number of FTE psychologists at each individual adult prison and juvenile detention facility for, -
  - (a) 2006-07;
  - (b) 2007-08;
  - (c) 2008-09;
  - (d) 2009-10; and
  - (e) the current financial year?
- (2) Please provide details of the number of FTE mental health nurses at each individual adult prison and juvenile detention facility during, -
  - (a) 2006-07;
  - (b) 2007-08;
  - (c) 2008-09;
  - (d) 2009-10; and
  - (e) the current financial year?

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- (3) Will funding be provided in the 2010-2011 Budget for an increase in FTE psychologist positions within corrective services?
- (4) If yes to (3), how many more FTE will be funded?
- (5) At which facility or facilities will any additional psychologists be located?
- (6) Will funding be provided in the 2010-2011 Budget for an increase in FTE mental health nurse positions within corrective services?
- (7) If yes to (6), how many more FTEs will be funded?
- (8) At which facility or facilities will any additional mental health nurses be located?

## MALCOLM PEACOCK

Clerk of the Legislative Council