



# DEPARTMENT OF REGIONAL DEVELOPMENT

## New Divisional and Branch Structure

### Corpex Approved July 2016

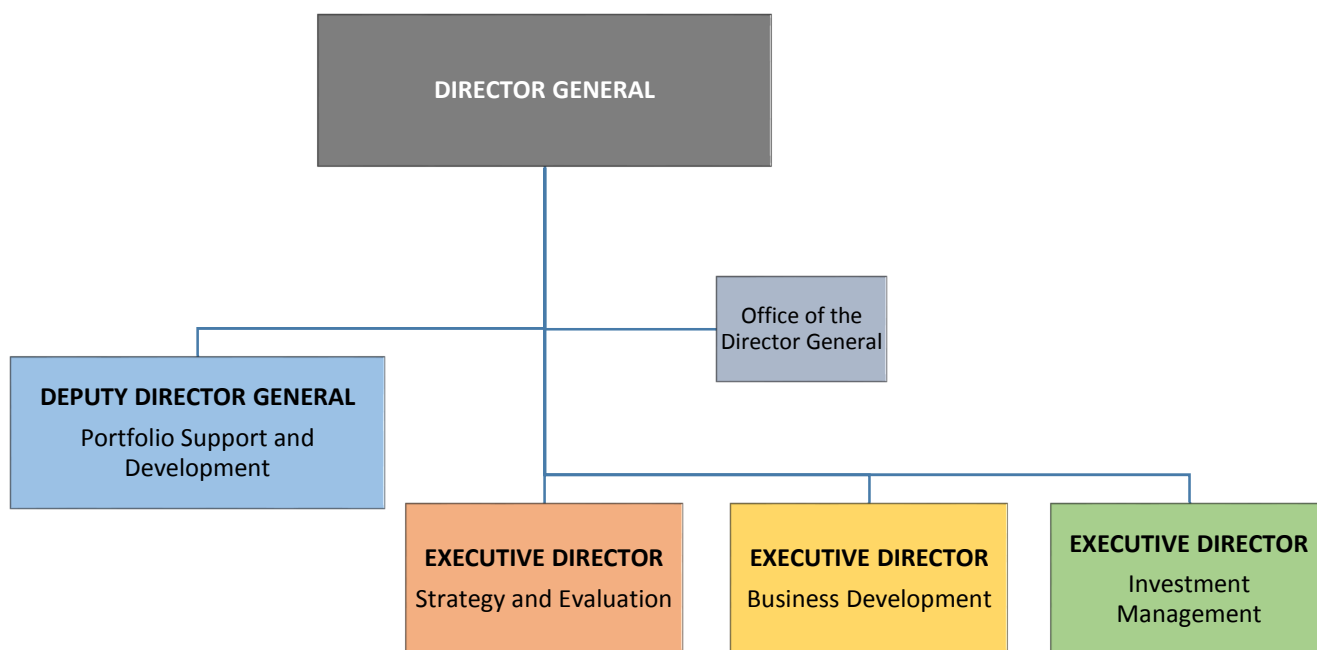
**Building vibrant regions with strong economies**

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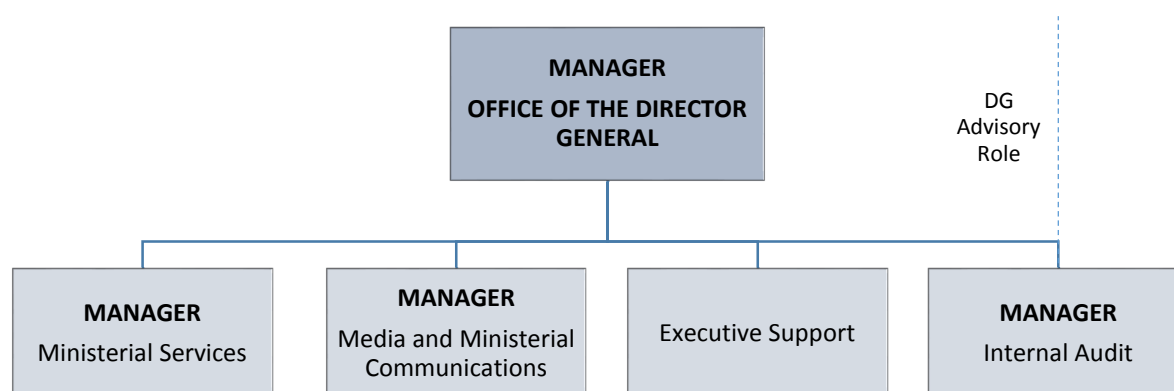
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## NEW ORGANISATIONAL STRUCTURE

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## OFFICE OF THE DIRECTOR GENERAL



### OFFICE OVERVIEW

The Office of the Director General will be the primary point of liaison between the Department and the Minister's Office. It will provide strategic advice and executive support to the Director General and ensure an effective interface between the Department and the Minister's Office. The Office will play an important role in coordination, quality control, timeliness and stakeholder management across the Department and Portfolio.

The Office will consist of the following business areas:

#### Ministerial Services

The Ministerial Services Branch will ensure the Department provides timely, accurate and quality advice to the Minister and Minister's Office. The Branch will be responsible for the coordination, review and transmission of ministerial, cabinet and parliamentary business, and maintenance of related recording and reporting activities.

#### Media and Ministerial Communications

The Media and Ministerial Communications Branch will be responsible for the preparation and coordination of responses to media and ministerial communication requests, including media enquiries, media statements and ministerial speeches. The Branch will work closely with the Strategic Communications Branch to ensure alignment with Portfolio strategy.

#### Internal Audit

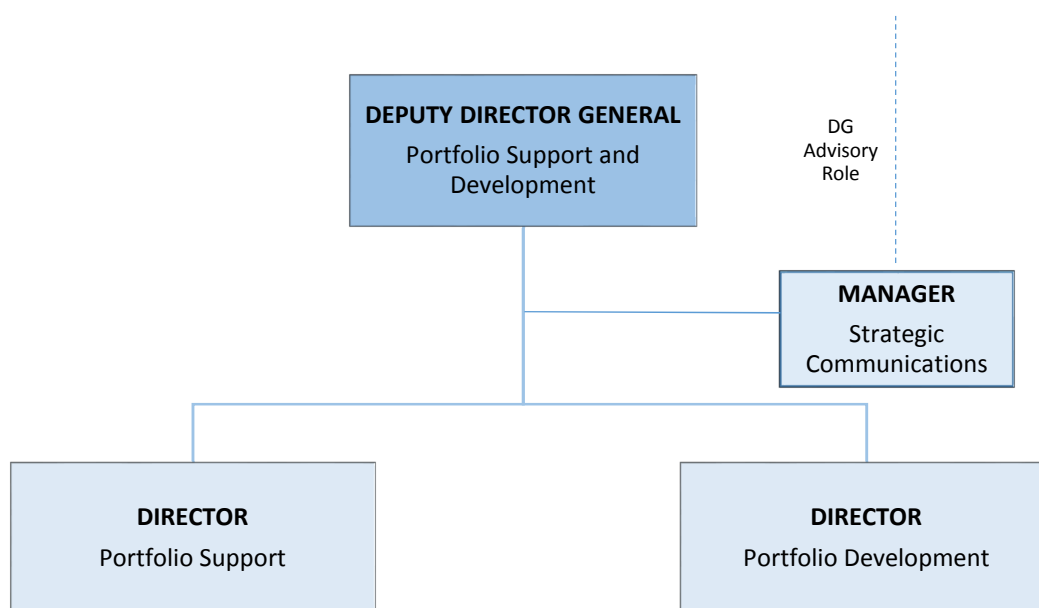
The Internal Audit function will provide assurance to the Director General and Corporate Executive that the Department's financial and operational controls are assisting to efficiently, effectively and ethically achieve corporate objectives. The function will also provide independent and objective advice to assist the Department manage risks and improve performance.

#### Executive Support

The Executive Support function will maximise the effectiveness of the Director General through strategic diary management, key meeting preparation, project and issue management.

## PORTFOLIO SUPPORT AND DEVELOPMENT

*Supporting and transforming Portfolio operations*



### DIVISIONAL OVERVIEW

The Portfolio Support and Development Division will lead transformational change across the Regional Development Portfolio by developing and integrating people, systems, processes and culture.

Significant change is required to align work effort to the broader focus of the Regional Development Strategy and successfully implement the 'One Portfolio' operating model. The Division will lead Portfolio transformation through effective and integrated implementation of corporate strategies, plans, policy and services that serve to unite and strengthen the Portfolio and its value to regional development. With carriage of the transformational change process, this Division will be responsible for the creation of a shared culture across the Portfolio where the Portfolio works more effectively and efficiently to achieve desired regional development outcomes.

The Deputy Director General will take on the responsibilities of a Chief Operating Officer. This is a critical leadership role that will deputise for the Director General and be a key strategic advisor for the Department and Portfolio. This support will provide the Director General with more capacity to perform a significant Portfolio leadership role, with a focus on managing key external relationships. The Deputy Director General will take a lead role in the budget planning and management of the Royalties for Regions Fund with a particular focus on the State Government's annual and mid-year Budget process.

The Division will incorporate strategic communications. This function will work with executive management across the Portfolio to develop holistic communications plans that enhance clarity and cohesion around strategic business priorities. The Division will also be responsible for the oversight and coordination of the Department's fleet, office accommodation, building management matters, GROH properties, switchboard and mobile phones and tablets.

## PORTFOLIO SUPPORT AND DEVELOPMENT

*Supporting and transforming Portfolio operations*

### DIVISIONAL OVERVIEW (cont.)

#### **This Division will be responsible for:**

- Contributing to the Department's and Portfolio's strategic planning and setting of future business directions, identifying new areas where the Department can show leadership and improve performance through the provision of high-quality advice and services.
- Providing high-performance cross Portfolio support services to enable effective Portfolio operations including human resources, finance, strategic procurement and information technology.
- Supporting the transformation of the Portfolio by identifying and developing frameworks and approaches that promote a culture of innovation, improvement and high performance through the integration of people, systems and processes across the Portfolio.
- Improving efficiency and effectiveness in the public sector by identifying further opportunities for Portfolio members to leverage the benefits of whole of Portfolio knowledge and services such as digital strategy, information systems and human resources.
- Leading the Royalties for Regions budget management and reporting for the Department including establishing and maintaining productive relationships with internal and external stakeholders.
- Leading the integration of the Reform Program Management Office into the Department's structure and implementing a project methodology across the Portfolio. This will inform a more sophisticated approach to managing strategic programs required to roll out more ambitious State-wide regional policy agendas.
- Translating strategic business objectives into strategic communication plans and programs that employ the full spectrum of contemporary communication tactics including evaluation approaches using robust data and program management practices.
- Overseeing Service Level Agreements and their associated performance measures, standards and service level requirements including human resources, finance and information technology.

## PORTFOLIO SUPPORT AND DEVELOPMENT

*Supporting and transforming Portfolio operations*

### PORTFOLIO SUPPORT DIRECTORATE AND BRANCH OVERVIEW

The Portfolio Support Directorate will be responsible for providing the full range of corporate services activities working across the Portfolio entities.

A key objective of the Portfolio Support Directorate is optimising the productivity, value for money, efficiency and professionalism of like and overlapping products, services, expertise, systems and technologies. Portfolio Support's services will thereby enhance and support the Portfolio transformation program including the implementation of new corporate service delivery and operating models.

The Directorate will be organised into four key operational areas, as shown below.

#### Human Resources

The Human Resources Branch will be responsible for the provision of human resource management services, including the development and maintenance of a corporate human resources policy framework and the delivery of services in change support and employee placement, payroll management, industrial relations, classification management and recruitment and selection.

The Branch will facilitate effective workforce management aligned to Portfolio strategic objectives and will manage the development and implementation of strategies and systems to inform, educate and promote good organisational development practices. The organisational development area will work closely with Portfolio Development and Strategic Communications to ensure key workforce strategies align with Portfolio direction.

#### Corporate Financial Management and Reporting

The Corporate Financial Management and Reporting Branch will be responsible for the provision of financial management services, including management and financial accounting, budget strategy and preparation, financial and taxation reporting and financial transaction processing obligations.

The Branch Manager will also perform the role of Chief Finance Officer, in accordance with the *Financial Management Act 2006*.

The Branch will also be responsible for strategic procurement and contract management support arrangements.

#### Royalties for Regions Budget Management and Financial Reporting

The Royalties for Regions Budget Management and Financial Reporting Branch will provide important oversight to the Department's Royalties for Regions budget and will make judgements in relation to the financial management and administration of the Royalties for Region budget, this includes critical cashflowing decisions to enable assessments to occur expeditiously to meet State Budgetary cycles.

The Branch will be the main Royalties for Regions fund management interface and will undertake significant high level liaison across the Portfolio and with executive management across other government agencies in relation to Royalties for Regions funding.

## Information Services

The Information Services Branch will lead the delivery of one-platform Information and Communication Technology (ICT) options across the Portfolio. It will identify and address complex ICT service delivery issues and provide alternate solutions based on well considered and balanced assessment of the organisational needs analysis, costs, benefits, consequences and risks.

## PORTFOLIO DEVELOPMENT DIRECTORATE AND BRANCH OVERVIEW

The Portfolio Development Directorate will drive the delivery of cross-Portfolio transformation programs to achieve optimal change and reform outcomes.

The Directorate will ensure the Portfolio's alignment with strategic direction and Government's broader agenda and will be responsible for the effective and integrated implementation of corporate policy, strategies, plans, performance measurement techniques, governance frameworks and risk management structures that unite and strengthen the Portfolio and its value to regional development.

The Directorate will also be responsible for the provision of secretariat and executive support functions as well as a program management office to provide effective project and program oversight and procedures, and prioritise project activities to reflect strategic priorities.

Portfolio Development encompasses:

- Portfolio Planning and Integration
- Portfolio Leadership and Development
- Portfolio Innovation Program
- Governance, Accountability and Performance
- Secretariat and Executive Support (e.g. Western Australian Regional Development Trust, Regional Development Council)
- Program Management Office

## STRATEGIC COMMUNICATIONS

The Strategic Communications Branch will have responsibility for the strategic design, implementation and management of innovative internal and external communication strategies and services for the Portfolio to convey and promote the position and profile of regional development priorities including major change initiatives. The Branch will deliver the full spectrum of contemporary communication services including communications strategy and advice, branding, advertising and visual identity, stakeholder relations, digital and social media, publishing, design, editing and production. The Branch will work closely with the Media and Ministerial Communications Branch to ensure alignment.



## STRATEGY AND EVALUATION

*Thought leadership, direction setting and impact assessment*



### DIVISIONAL OVERVIEW

The Strategy and Evaluation Division will provide quality, evidence-based analysis that drives the development of “best in class” regional and economic development strategic plans and policies, supporting quality options and improved solutions. The Division will play a critical role in providing a high quality policy advisory service, including forecasting, modelling, impact assessments and policy analysis to drive the State’s economic and regional development policy, planning and investment aligned with Government’s priorities and goals. Working closely with the Business Development Division, the Division will play a key role in the coordination of strategic program identification and informing, at a conceptual level, investable idea generation.

The Division will also play a leadership role in providing a strategic focus, policy development resources, and economic data and research insights to Policy Networks. These networks will feature collaborative policy development, regional leadership, centralised specialist skills and increased regionally located policy expertise to create consistent Portfolio wide policy positions.

The Division will be responsible for implementing an evaluation framework with both quantitative and qualitative criteria that will be relied upon by Portfolio leaders for essential decision support. The Division will use meaningful metrics to set criteria that will drive the selection of strategic programs, ascertain the overall impact of regional development effort including Royalties for Regions investment.

## STRATEGY AND EVALUATION

*Thought leadership, direction setting and impact assessment*

### DIVISIONAL OVERVIEW (cont.)

#### **This Division will be responsible for:**

- Leading the ongoing development of strategy, policy and planning capabilities that support economic and regional development outcomes across Western Australia.
- Providing strategic and thought leadership in the Portfolio's collaborative efforts to bring together the best regional development thinking, research, influencing and impact assessment.
- Leading the Portfolio's engagement, cross-sectoral collaboration, partnerships and intergovernmental affairs to ensure an integrated approach, providing leadership in the development of State-wide responses to National and State policy and strategic directions, and managing policy and legislative change through Cabinet and parliamentary processes.
- Leading the research, review, evaluation and development of strategic policy and planning for the Department and Portfolio, providing policy advice to the Director General, Commission Chief Executive Officers, relevant Boards and Committees and the Minister.
- Building effectiveness in articulating the value proposition of regional development, and overseeing an evaluation framework that ensures learning from our experience, and providing a clear and credible account of the impact of regional development including Royalties for Regions investment.
- Development of future strategic programs for investment and the management of policy networks.
- Working with the Investment Management Division to ensure appropriate accountability requirements and measures are incorporated within contracts and agreements.

### PORTFOLIO POLICY NETWORKS

Policy Networks are proposed to be established to play a key advisory role in identification of strategic program and concept generation. The Networks, supported by the Strategy and Evaluation Division, will consist of a number of stakeholders, both within, across and outside of government. Many of these stakeholders will also be involved in the implementation of the strategic program as part of the Business Development Networks. They will support concept generation by ensuring appropriate intelligence, networks and relationships have been integrated to enable strategic program generation.

## STRATEGY AND EVALUATION

*Thought leadership, direction setting and impact assessment*

### BRANCH OVERVIEW

#### Research and Direction Setting

The Research and Direction Setting Branch will provide an economic and advisory service for the Department and Portfolio, providing expert leadership across data collection, research and analysis, which includes forecasting, economic modelling, policy analysis and primary research. Supporting direction setting the Branch will provide a leading contribution on strategic program concept generation to optimise the use of data and intelligence.

#### Policy and Strategy

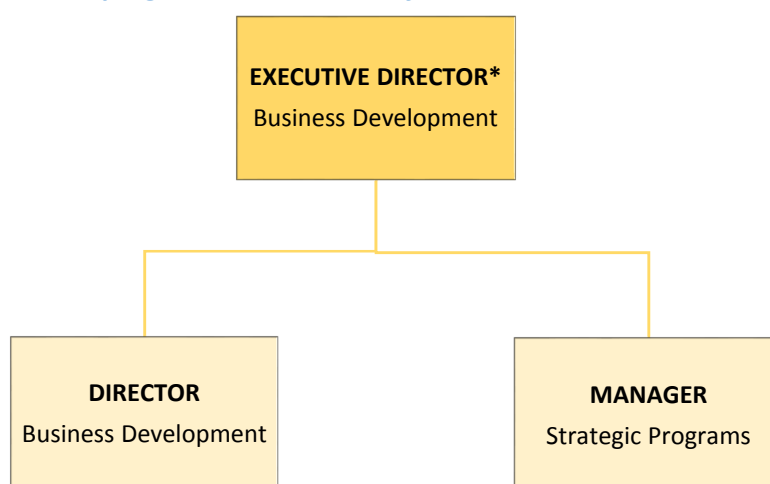
The Policy and Strategy Branch will design, develop, and coordinate high level policy and strategy for the Department and Portfolio. Leading on the delivery of state wide policies and strategies the Branch will provide advice to shape, influence and support regional and economic development, particularly across strategic program areas identified for investment and associated investment partnering. Delivery will be through extensive partnership development and relationship management, including establishing and maintaining Portfolio Policy Networks.

#### Evaluation

The Evaluation Branch will design, develop and implement a strategic evaluation agenda for the Department and Portfolio that aligns with and informs the Department's and Portfolio's strategic, operational and investment directions in strategic programs. This will occur through initiatives that inform and improve the ability to assess and understand the impact and value achieved through activities and investments. The Branch will provide authoritative advice in translating the evidence to a range of audiences. The area will be responsible for development and implementation of high quality evaluations and comparative benchmarking against other jurisdictions.

## BUSINESS DEVELOPMENT

*Build strategic investment programs and drive benefits realisation.*



*\* The reporting and governance arrangements for the Strategic Programs may vary however the Executive Director Business Development will be a key stakeholder that links and aligns the program with the Portfolio.*

### DIVISIONAL OVERVIEW

The Business Development Division will be pivotal to ensuring the high impact regional development concepts are being directed into the Portfolio's investment pipeline. This Division will be the bridge between policy development and investment management. With a strong stakeholder engagement focus, this Division will be responsible for identifying and delivering investment opportunities that deliver on our strategic programs and priorities to maximise value for money and regional development outcomes across Western Australia. Working collaboratively across the Portfolio, the Division will undertake concept generation, business case development, assessment, prioritisation and coordination of major cross sectoral strategic programs and projects.

Developing unified business development processes across the Portfolio, the Division will also manage Business Development Networks. The Division facilitates strategic investment programs, particularly those of a complex nature requiring extensive cross-government coordination and negotiation. The Division will play a key role in attracting and acquiring investment and facilitating investment to achieve financial, economic and social returns recognising that investment opportunity is broader than just Royalties for Regions funding including state, commonwealth and private funding arrangements.

In fulfilling these roles the Division will work closely with other parts of the Department, the Portfolio, other government agencies, regional communities and diverse industry sectors. Drawing on the collective knowledge across key stakeholders, the Division will identify and maximise business and economic development opportunities, including strategies to leverage opportunities across the Portfolio, other government agencies (local, state and commonwealth) and industry.

## BUSINESS DEVELOPMENT

*Build strategic investment programs and drive benefits realisation.*

### DIVISIONAL OVERVIEW (cont.)

#### **This Division will be responsible for:**

- Providing strategic leadership across Portfolio business development to deliver the greatest outcomes from regional development effort and investment.
- Developing the talent, methods, partnerships and discipline required to build a strong pipeline of high-impact, high-quality initiatives that drive a long-term, value-investing approach to the Royalties for Regions program.
- Supporting a disciplined and adaptive approach to the delivery of strategic programs to ensure maximum impact is achieved with acceptable risk.
- Managing the development and delivery of major regional business development projects and strategic investment programs, often of a complex nature, to meet planned scope, time and budget parameters and ensure best practice assurance frameworks are implemented.
- Reviewing regional and economic development projects and related strategic investment programs to identify gaps or areas for future opportunities and/or improvements. Providing strategic input into policy and strategy directions to support increased regional business development and investment to grow and attract business for the economic and social benefits of regional communities and the State.

### BUSINESS DEVELOPMENT NETWORKS

Business Development Networks are proposed to be established to play a key advisory role in the progression and development of strategic program areas and specific projects. The Networks, supported by the Division, will be structured by strategic program areas and will consist of a number of stakeholders, both within, across and outside of government. Many of these stakeholders will have also been involved in the formation of the strategic program as part of the Policy Networks. They will support the development of key projects by ensuring appropriate intelligence, networks and relationships have been integrated to enable program delivery.

## BUSINESS DEVELOPMENT

*Build strategic investment programs and drive benefits realisation.*

### DIRECTORATE AND BRANCH OVERVIEW

#### Business Development Directorate

Working closely with the Strategy and Evaluation Division and its established Policy Networks, and supported by the Business Development Networks, this Directorate will focus on maximising return on investment through the development of major projects which will align with key strategic program areas. This will be a flexible and responsive Directorate, with both specialist and generalist resources allocated on a business needs basis to support the dynamic nature of strategic program areas. The Directorate will work with the Strategy and Evaluation Division in the early strategic program development phase and will then take the lead role in attracting and acquiring investment opportunities, which have been identified and are aligned to the outcomes being sought by the strategic program.

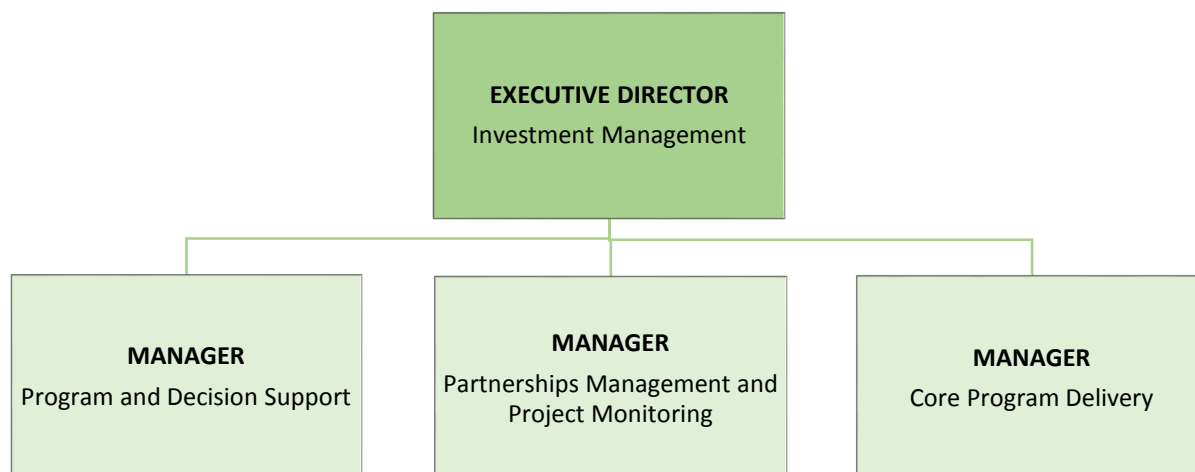
Using the Business Development Networks the Directorate will progress investment project opportunities through ideas to concept development to business case and approval management stages using a Business Development Stage Gate methodology process. The Directorate will be required to liaise at senior levels to ensure effective business partnerships and networks are established to support the Portfolio in effective development and delivery of strategic programs. The Directorate will be responsible for developing detailed funding and business case proposals for progression through to the Decision Support Branch of the Investment Management Division and a new Business Development Panel. The Directorate will also have a key role in maintaining linkages to existing and potential future strategic programs to ensure new opportunities are identified and developed as part of the strategic program area.

#### Strategic Programs Branch

This will be a flexible and responsive Branch, with resource allocation based on business needs due to the dynamic nature of strategic program areas. The Branch will be responsible for progressing strategic programs from approved business cases through to implementation and delivery. It will play a significant role in the realisation of strategic programs by implementing business case proposals. As a key part of the Business Development Division, the Branch will be a coordination point for the Portfolio and strategic program teams. It will ensure alignment with corporate and Royalties for Regions objectives and associated governance frameworks. It will work closely with the Investment Management Division to enable development of Memorandums of Understanding, contracts and agreements and ensure consistency of program delivery compared to project proposal objectives. It will also work closely with the Strategy and Evaluation Division in providing details for evaluating the outcomes achieved through the implementation and delivery of strategic program initiatives.

## INVESTMENT MANAGEMENT

*Maximising efficiency and value for money*



### DIVISIONAL OVERVIEW

The Investment Management Division will provide the Portfolio with a centralised, consistent and disciplined approach to investment management, decision support and reporting. Utilising technology platforms and systems, the Division will ensure investment decisions are subject to a complete end-to-end investment management approach providing visibility across the Portfolio.

The Investment Management Division will work with the Business Development Division to ensure a methodical approach to business case approval processes. The Division will perform a critical role in supporting due diligence assessment of projects through their lifecycle using the Business Development Stage Gate process and ensure governance arrangements are aligned with the Portfolio's objectives.

The Division will ensure governance and accountability requirements are in place through the negotiation, establishment and monitoring of contracts and agreements. This will require key stakeholder relationships to be established and maintained to grow effective business partnerships.

The Division will also deliver other core programs developed by the Portfolio as part of its ongoing regional development effort. The Division will oversee a number of the Portfolio's core programs such as the Community Resource Centre Network, Westlink and the Rural, Remote and Regional Women's Network of Western Australia.

## INVESTMENT MANAGEMENT

*Maximising efficiency and value for money*

### DIVISIONAL OVERVIEW (cont.)

#### **This Division will be responsible for:**

- Leading innovative systems, processes and policies to support the delivery of Royalties for Regions investment decisions.
- Providing a best-practice decision support service to enable robust and objective investment decisions including identifying and developing approaches that evaluate the quality of business case rationales.
- Leading the development, negotiation and management of complex and high-value partnerships, agreements and contracts.
- Providing capabilities and key relationships across the Portfolio and with our key partners, and providing leadership in aligning investment initiatives with strategic objectives and priorities.
- Leading the development and implementation of a Royalties for Regions investment management system.
- Working across the Department and Portfolio to ensure appropriate management of the whole of fund requirements, which includes alignment with Royalties for Regions financial management, accountability and reporting functions.
- Providing secretariat support to the Business Development Panel.
- Working with the Strategy and Evaluation Division to ensure appropriate accountability requirements and measures are incorporated within contracts and agreements.

### BUSINESS DEVELOPMENT PANEL

A Business Development Panel will be established as the decision making body that considers strategic programs and projects and determines if business cases are progressed in accordance with regional development objectives and established business rules.



## INVESTMENT MANAGEMENT

*Maximising efficiency and value for money*

### BRANCH OVERVIEW

#### Program and Decision Support

The Program and Decision Support Branch will work across the Department and Portfolio to lead the strategic and operational planning, management and performance of the Royalties for Regions Program including program structure, governance and reporting. In close liaison with the Royalties for Regions Budget Management and Financial Reporting Branch in the Portfolio Support and Development Division, the Branch will assist with budget planning and management of the Royalties for Regions Fund with a particular focus on the State Government's annual and mid-year Budget processes.

The Branch will be responsible for business systems used to support planning and management of the Royalties for Regions Program. These include process guidelines, templates and checklists for project proposals through the Business Development Stage Gates process and already approved projects. The Branch will lead the development of and be responsible for the operation of business systems requiring a technology platform.

The Branch will fully support the Business Development Stage Gate process. Utilising the Investment Management Division's expertise in reviewing project proposals, the Branch will conduct draft assessments of project proposals for the Business Development Panel to consider as part of the Stage Gate process. Additionally the Branch will conduct due diligence of business cases prior to their progress to Cabinet.

The Branch will also perform the secretariat function for the Business Development Panel including meeting management, agenda preparation and decision recording.

#### Partnerships Management and Project Monitoring

The Partnerships Management and Project Monitoring Branch will be responsible for giving effect to decisions to allocate Royalties for Regions funding to proposals made by a decision-making body such as the State Government's Cabinet. The Branch will ensure that project funding provided to a partner in the form of a contractual agreement contains the necessary accountability mechanisms for performance, budget management, reporting, acquittal, etc. The Branch will be responsible for negotiating details associated with the establishment of such agreements.

The Branch will also undertake the complete business development function for proposals not associated with strategic program areas.

The Branch's role will extend to the lifelong management and monitoring of all Royalties for Regions contractual agreements. This will involve partnership relationship management with a focus on partners with multiple projects, high value projects and/or high risk projects.

### Core Program Delivery

The Core Program Delivery Branch will be responsible for administering programs delivered by the Department directly to end users. Currently there are three such programs although this may expand or contract in response to service demand.

**Community Resource Centres (CRCs):** the major function of the Branch will be to manage Service Agreements with around 100 CRCs and Financial Assistance Agreements with a number of CRCs located in remote Aboriginal communities.

**Westlink:** the Branch will run the State Government's only satellite television station to deliver government information and a range of broadcasting services to regional communities.

**Remote, Rural and Regional (RRR) Women's Network:** the Branch will fund and support the RRR Network which aims to recognise, promote and expand the contribution women make to their communities in rural, remote and regional Western Australia.