
Agency performance

This section reports on the department's performance during 2013–14 and includes a report against our Resource Agreement, a report on divisional activities and information about the people who make up the department's workforce.

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Resource Agreement

The Resource Agreement 2013–14 between the department’s Director General, responsible Minister and State Treasurer, drafted in accordance with section 41 of the [Financial Management Act 2006](#), articulates the services to be delivered by the department, its financial and non-financial performance targets, and the government’s desired outcomes in the delivery of those services. The 2013–14 Resource

Agreement was prepared using the Outcome Based Management framework as set out in the 2013–14 Budget Papers. A summary of the department’s financial and non-financial performance is provided below.

Further detailed information regarding the department’s non-financial performance for the 2013–14 financial year is provided in

the [Disclosures and Legal Compliance \(Key Performance Indicators\)](#) section of this report. A summary of the department’s performance against whole-of-government and cross-agency initiatives, as contained in the 2013–14 Resource Agreement, is presented in [Table 2: Shared responsibilities with other agencies in 2013–14 of the Overview \(Shared Responsibilities\)](#) section of this report.

Financial performance

The department’s performance against the financial targets set for the 2013–14 financial year is outlined in the table below. The targets were derived from the 2013–14 Budget Papers (No 2 volume 2, Part 4).

Table 3: Summary of financial performance for 2013–14

Indicator	Target \$'000	Actual \$'000	Variation \$'000	Explanation of variance
Total cost of services (expense limit)(details from <i>Statement of Comprehensive Income</i>)	164,086	174,169	10,083	Expenditure increased mainly due to payouts under the voluntary severance scheme, increased accommodation expenses and an asset impairment loss due to accommodation relocation.
Net cost of services (details from <i>Statement of Comprehensive Income</i>)	91,226	100,146	8,920	As above.
Total equity (details from <i>Statement of Financial Position</i>)	244,366	247,903	3,537	
Net increase/(decrease) in cash held (details from <i>Statement of Cash Flows</i>)	(3,697)	(642)	3,055	
Indicator	Target	Actual	Variation	Explanation of variance
Approved full-time equivalent (FTE) staff level	939	785	154	The decrease in the FTE staff level was mainly due to the employees of the department who took up redundancy offered through the voluntary severance scheme.

Non-financial performance

The department's non-financial performance against the key effectiveness and efficiency indicators, as detailed in the 2013–14 Resource Agreement, is summarised below. The targets were derived from the 2013–14 Budget Papers (No 2 volume 2, Part 4).

Key effectiveness indicators

Table 4: Results for the 2013–14 key effectiveness indicators

Indicator	Target	Actual	Variation	Explanation of variance
Outcome 1: A fair trading environment that protects consumers and traders in Western Australia.				
The extent to which traders comply with regulatory requirements	93%	97%	4%	
The extent of consumer confidence in Western Australia's trading environment	75%	74%	(1%)	
Outcome 2: A community with workplaces operated in a safe and fair manner and where buildings are safe and efficient.				
The extent of compliance with safety and employment protection regulatory requirements and construction standards	95%	95%	-	
Outcome 3: Western Australia industry is competitive in targeted priority and emerging sectors.				
The extent to which clients and key stakeholders consider that the (Industry and Innovation) division's services contribute to innovative industry development	75%	88%	13%	The result for this indicator was determined through the use of a survey sent to clients and stakeholders of the Industry and Innovation Division. This being the first year of the survey, the target was set based on predicted expectations of client/stakeholder satisfaction results and was in line with targets set in other surveys used by the department. A higher than expected proportion of respondents to the survey considered that the division's services contributed to innovative industry development. The 2013–14 result of 88 per cent will be considered when determining future years' targets for this indicator.

Key efficiency indicators

Table 5: Results for the 2013–14 key efficiency indicators

Indicator	Target	Actual	Variation	Explanation of variance
Service 1: Consumer Protection				
Average cost per client contact to provide information and advice	\$2.53	\$2.66	\$0.13	
Average cost per policy project	\$195,448	\$226,759	\$31,311	The variance is due to a several contributing factors including the number of complex long-term policy projects currently being undertaken, the mid-year cessation of Council of Australian Governments' reforms and the deferral of projects in line with operational requirements.
Average cost per inspection or investigation	\$497.61	\$549.39	\$51.78	The variance is due to an increase in the number of complex and longer duration inspections and investigations being undertaken.
Average cost per registration or licence	\$13.27	\$17.67	\$4.40	The variance is largely due to agency divisional overhead costs in relation to depreciation and accommodation expenditure being underestimated when determining the target for this indicator coupled with an increase in expenditure related to several demand-driven transaction activities, including tenancy bonds processing.
Service 2: Safety and Employment Protection and Construction Standards				
Average cost per client contact to provide information or advice	\$5.96	\$5.44	(\$0.52)	
Average cost per hour of policy advice	\$164.26	\$215.58	\$51.32	The variance is due to agency divisional overhead costs in relation to depreciation and accommodation expenditure being underestimated when determining the target for this indicator.
Average cost per inspection or investigation	\$1,091.38	\$1,153.67	\$62.29	
Average cost per registration or licence	\$83.43	\$96.54	\$13.11	The variance is due to divisional overhead costs in relation to depreciation and accommodation expenditure being underestimated when determining the target for this indicator coupled with an increase in expenditure related to the Building Commission Division continuing to deliver the government's building regulation reforms.
Service 3: Industry and Technology				
Average cost per industry and technology project managed	\$309,784	\$310,277	\$493.00	

Report on performance/operational highlights

Consumer Protection Service

Desired agency-level outcome: A fair trading environment that protects consumers and traders in Western Australia.

Consumer Protection Division

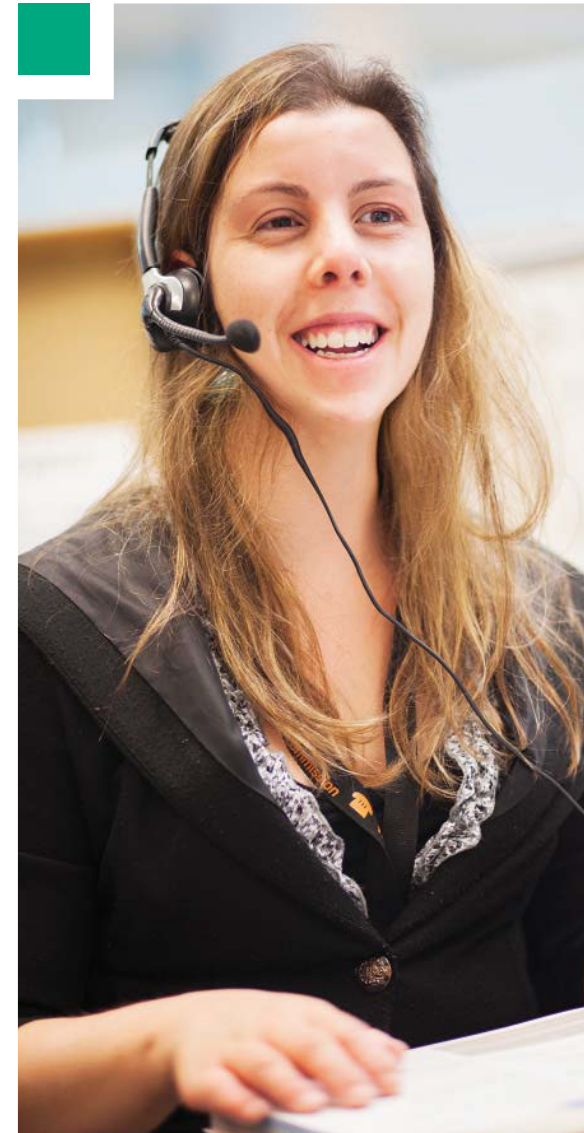
The Consumer Protection Division provides consumers and traders with access to a fair and competitive marketplace by providing advice and assistance to the community.

Major reviews of legislation

The Consumer Protection Legislation Amendment Bill 2013 was introduced to Parliament in October 2013, proposing changes to 14 Acts, in order to dispense with unnecessary requirements, ease regulatory burden on small business, facilitate more effective administration of various statutes and address technical anomalies. Reviews of laws which regulate co-operatives, residential parks and the motor vehicle dealer and repairer industries also made substantial progress throughout the year. The development of the Associations Incorporation Bill 2014 (Associations Bill) was completed during the year and is expected to be introduced to Parliament in the Spring 2014 session. The Associations Bill proposes improvements to financial reporting requirements and the strengthening of the intervention powers of the Commissioner for Consumer Protection.

Actions taken against rent-to-buy promoters

In February 2014, action was taken in the Supreme Court against two promoters of rent-to-buy property schemes in Western Australia. They were ordered to pay a total penalty of \$29,500 for misleading and deceptive conduct in their dealings with prospective buyers and sellers in the advertising of rent-to-buy arrangements, as well as costs of \$8,000. A three-year injunction was granted, preventing them from engaging in rent-to-buy transactions without a licence and from falsely representing that they are the owners of the properties they are selling. A prominent Sydney-based trainer of rent-to-buy operators was also issued a notice requiring substantiation of claims made at a Perth seminar and on his website. The trainer entered into an enforceable undertaking, whereby he agreed to forego promoting rent-to-buy schemes to Western Australian consumers or conduct seminars in Western Australia. He also agreed to refrain from distributing promotional material in Western Australia for a two-year period as well as publishing clarifying information on the company's website about how the arrangements operate.



Action against trader for unsolicited agreements

The department took action against Ausfront Pty Ltd, trading as Modern Solar and Modern Streamline Roller Shutters, for offences under the Australian Consumer Law (ACL), in relation to unsolicited agreements. The trader failed to provide accurate information regarding how to terminate contracts during the compulsory cooling-off period. After failing to pay an initial infringement, court proceedings were commenced. As a result, Ausfront Pty Ltd was fined \$7,500 by the Perth Magistrates Court after pleading guilty to nine charges of violating the ACL.

In similar matters, infringement notices have successfully been used to issue fines up to \$13,500 as an alternative to instigating court action.



Travel agent industry deregulation

Following a majority decision by participating jurisdictions, an agreement was made to disband the national scheme for the regulation of travel agents, and implement a transition plan involving the repeal of state licensing by 1 July 2014, abolition of the Travel Compensation Fund and the development of a voluntary industry accreditation scheme. During 2013–14 the department consulted stakeholders and, based on overall industry and community support for the proposal, a Bill to deregulate the industry was introduced on 7 May 2014. As the legislation did not proceed through Parliament before 1 July 2014, transitional arrangements to minimise licensing requirements for travel agents have been put in place until the primary legislation is repealed and the new legislation implemented. An information program was also introduced to inform travel agents and consumers about the changes.

Video shop fraud

The department identified a sharp spike in enquiries against a Girrawheen video shop regarding international money transfer services. The Western Australia Police Major Fraud Squad was provided with a range of collated information, which led to an investigation. It was found that a woman operating from the video shop had allegedly stolen \$110,000 from customers who had been sending money overseas – mostly to relatives, to repay student loans or to help family with urgent medical procedures. It was alleged that up to \$70,000 had not been sent on behalf of one client. The criminal behaviour was beyond the jurisdiction of the Consumer Protection Division but the handling of this matter demonstrated an effective collaboration between consumer and Western Australia Police agencies on issues of mutual interest about consumer detriment. A man was charged with 22 counts of stealing as an agent as a result.



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National property spruiker working party

In August 2013, the Consumer Protection Division began leading a national working party aimed at combating misleading behaviour in relation to property investment spruikers. The division sought legal advice that confirmed that, in certain cases, spruikers must adhere to cooling-off provisions under the ACL in relation to seminars advertised as free where parties are exposed to high-pressure sales tactics. This formed the basis for a coordinated national compliance program. As part of the program, the division developed standard documentation for national regulators to warn property spruikers that those who do not adhere to the ACL risk prosecution. Educational material was also developed and distributed to help the public understand their consumer rights.

FuelWatch increases reach to consumers

Popularity of the [FuelWatch website](#) grew by 10 per cent over the year, cementing it as Western Australia's most popular government website. It averaged 400,000 visits per month, with close to 40,000 email subscribers. Media exposure of FuelWatch hit a record high in July 2013 with 101 news items. In addition to regular segments in various media, Channel 9 has recently incorporated a 'Fuel Check' segment into its prime time 6.00pm news using FuelWatch reports.



CASE STUDY



IGEA Life Sciences Pty Ltd trading as Bodytrim

IGEA Life Sciences Pty Ltd, the promoter and supplier of Bodytrim, a purported weight loss and fat reduction system, signed a court-enforceable undertaking with the Consumer Protection Division in September 2013. Bodytrim was required to place a corrective advertisement to clarify claims in its advertising which the Consumer Protection Division believes may have misled Western Australian consumers. It also offered a refund to those consumers in Western Australia who believed they had been misled. The division was concerned that Bodytrim claimed the product did not require a person to diet or exercise to lose weight, provided permanent and/or sustained weight loss, and involved questionable scientific processes such as 're-setting fat hormones'. The claims were unable to be substantiated with reasonable evidence.



Safety and Employment Protection and Construction Standards Service

Desired agency level outcome: A community with workplaces operated in a safe and fair manner and where buildings are safe and efficient.

Building Commission Division

The Building Commission Division works to ensure Western Australia has fair and efficient building and plumbing industries by consolidating policy, standards and registration of practitioners and contractors.

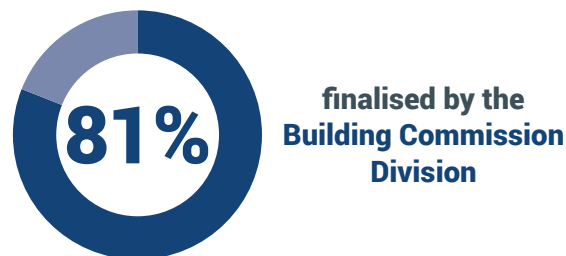
Building service complaint resolution

During 2013–14, the Building Commission Division's Complaints Branch focused on speeding up the resolution of building service complaints by using conciliation to increase the number of complaints resolved without the need for reference to SAT.

The Building Commission Division, which has a conciliation success rate of 80 per cent, reduced the number of complex or intractable disputes being referred to SAT from 308 in 2012–13 to 149 in 2013–14. This reduction from the previous year is a direct result of the division's commitment to process improvement. Out of the 868 complaints received in 2013–14, 81 per cent of complaints that were finalised were handled directly by the Building Commission Division - an increase of approximately 19 per cent from the previous year. The average time taken to resolve

disputes has been maintained at approximately six months.

The Building Commission Division will continue working with industry bodies and consumers to improve the complaints process during 2014–15.



Compliance

The Building Commission Division's Audit Branch began an auditing program of licensed service providers during 2013–14, resulting in the audit of 66 licensed plumbing contractors. Audit programs for registered building service providers, such as builders, painters and building surveyors are currently being developed. The Audit Branch continued to conduct general inspections of building work, targeting, in particular, high-risk situations in order to gauge current practices. As a result of these activities, the Building Commission Division identified problems with the supply of compliant building materials and worked with industry and suppliers to address the problem.

During 2013–14, the Building Commission Division's Enforcement Branch issued 87 warning letters, referred 16 matters to the Building Services Board, took seven matters to SAT for disciplinary action, commenced 19 proceedings before the courts and issued 18 infringements.

Enhanced scrutiny of builder, painter and building surveyor registration

During 2013–14, the Building Commission Division completed the renewal of all builder, painter and builder surveyor registrations, ensuring all registered people, firms and companies still met the requirements to be registered. Police clearances for individuals were checked and confirmation that contractors met basic organisational and financial requirements

was ascertained. This resulted in the Building Services Board and the community having greater confidence in the people who are registered and paved the way to reduce red tape by giving greater responsibility to practitioners and contractors. In addition, the Building Commission Division has started work on spreading out the renewal dates across the year to avoid delays in processing bulk renewals and enable effective scrutiny of renewal applications.

EnergySafety Division

The EnergySafety Division carries out the technical and safety regulation of electricity transmission, electricity distribution, electricity and gas utilisation (consumers' installations and appliances) and gas distribution. The division is industry-funded.

Gas Appliance Rectification Programme

On 15 April 2014, the Director of Energy Safety published a notice in [Government Gazette No. 56](#) that the Gas Appliance Rectification Programme (programme) the EnergySafety Division had been working on since 2009, was now complete.

The programme was completed successfully and well under the set budget of \$35 million. The programme, which was funded by gas producers and managed by the EnergySafety Division under section 23 of the [Gas Supply \(Gas Quality Specifications\) Act 2009](#) (GS Act), cost \$17,345,279.

The objective of the programme was to rectify and/or remove pre-1980 domestic natural gas appliances, in order to allow the supply of a broader gas specification into the market and facilitate more competition in the supply of natural gas. The programme involved:

- registration of 26,038 dwellings for inspection;
- identification and inspection of 24,304 appliances;
- replacement of 8,577 appliances; and
- service of 1,914 appliances.

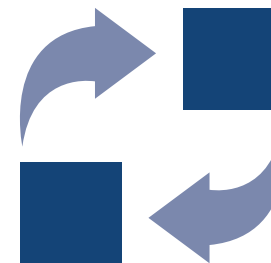
Under section 29 of the GS Act, the Minister for Energy placed a notice in [Government Gazette No. 87](#), advising that 18 June 2014 was the commencement date of the reimbursement period. This date defines the start of the 10-year period in which any future gas producers needed to reimburse those who funded this programme.

We are proud that this complex programme was completed under budget and to the satisfaction of all stakeholders. It will enable the safe expansion of the natural gas market, which will enhance competition and security of supplies for all Western Australians - Executive Director, Ken Bowron



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Direct current isolating switches

Roof-top photovoltaic solar installations require two direct current isolating switches to be installed – one on the roof near the solar panels and the second adjacent to the inverter which converts the solar direct current into normal mains alternating current. During 2013–14 certain brands of these switches, sold in Western Australia after 1 January 2012, were proved defective and had caused fires in homes and businesses in other states of Australia. The Director of Energy Safety issued 'stop sale notices' to prevent further sales of the switches in Western Australia and advised consumers who had a solar system installed after 1 January 2012 to check if any of the defective switches were fitted to the installation. The Director of Energy Safety is working with other jurisdictions and the Australian Competition and Consumer Commission to require the relevant suppliers to replace the defective switches.



Labour Relations Division

The Labour Relations Division promotes and encourages flexible, fair and productive employment practices in Western Australian workplaces, that recognise the rights and obligations of both employees and employers.

Unpaid wages recovered

The Labour Relations Division recovered \$699,000 in unpaid employee entitlements through its first step, conciliation, investigation and prosecution functions, after investigating complaints from individual employees alleging their employer had failed to pay appropriate entitlements under state industrial laws, awards or agreements during 2013–14.



'Making the Change' pay equity workshop

The Pay Equity Unit of the Labour Relations Division hosted a successful half-day pay equity workshop for organisations seeking to make improvements in gender diversity and career progression for women in their workplaces. The workshop guided human resource and industrial relations practitioners through the process to implement evidence-based strategies to increase gender diversity and modify workplace culture. The workshop was co-hosted with The University of Western Australia Business School and included participants from 20 different organisations.

Government's Workforce Savings reform and Fiscal Action Plan

The Labour Relations Division assisted agencies with delivering objectives under the government's Workforce Savings reform agenda and Fiscal Action Plan with minimal industrial disputation. This included providing government agencies with advice and guidance regarding change management and reform initiatives underpinning effective and efficient service delivery to the community.

Public Sector Wages Policy 2009

The Labour Relations Division continued to coordinate the negotiation and replacement of public sector industrial agreements expiring before 1 November 2013 within the parameters of the Government's Wages Policy 2009. There were 13 industrial agreements finalised, with minimal disputation or disruption to government services.

CASE STUDY

McDonald's Australia Limited

The Labour Relations Division successfully prosecuted McDonald's Australia Limited for unlawfully employing a 14-year-old girl for five shifts of work performed at times later than those permissible under the [Children and Community Services Act 2004](#). During one shift, the child started work at 3.21pm on a Saturday afternoon and did not conclude her shift until after 6.00am the following day. The child also worked a shift that finished after midnight on a night preceding an ordinary school day. The Industrial Magistrates Court imposed a fine of \$15,000.

The children in employment laws seek to provide the opportunity for children to enjoy the benefits of experiencing employment, whilst ensuring their wellbeing and education is not jeopardised. The laws apply to all Western Australian workplaces and vary between industries. Employers can ensure they comply with these important laws by checking their obligations with Wageline on 1300 655 266 - Executive Director, Robert (Bob) Horstman

WorkSafe Division

The WorkSafe Division promotes safe and healthy workplaces in Western Australia by enforcing occupational safety and health laws, providing education and information about occupational safety and health matters to workers and employers, and improving workplace safety culture through industry and community awareness programs.

WorkSafe Division compliance activities

During 2013–14, the WorkSafe Division focused its occupational safety and health compliance and proactive educational programs on nationally-agreed priority industries and state priority areas. In implementing the priority approach, the division completed more than 8,700 investigations, issued 550 prohibition notices, and more than 12,500 improvement notices and signed 13 prosecution notices.



550
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more than
12,500
improvement notices
13
prosecution notices

Safe Work October

In 2013 during Safe Work October, 72 businesses registered with the WorkSafe Division to take part in safety-focused activities. In addition, 710 participants attended workshops held at Technology Park, Bentley, to gain useful tools, techniques and strategies to implement in their workplace. These workshops proved very popular and to meet demand, the number of half day workshops run in 2013 was increased to 17. The workshops provided a forum for networking, sharing ideas and updating safety and health knowledge.

Education and information sessions

As part of a continuing educational program approach, the WorkSafe Division presented 17 free lunchtime information sessions attended by 1,520 participants. These '4thought Lunchtime Sessions' were held at various locations and covered a range of occupational safety and health topics, giving participants information on workplace safety issues and providing an opportunity to discuss solutions. The division also conducted 37 information sessions on workplace risk management processes at individual workplaces, attended by 1,157 participants, and provided 173 information sessions to safety and health representative training courses, industry associations, schools, TAFEs and other customers, attended by 4,209 participants. In addition, there were five industry presentations concerning the proposed harmonised work health and safety laws. Overall 6,886 people attended 232 sessions.

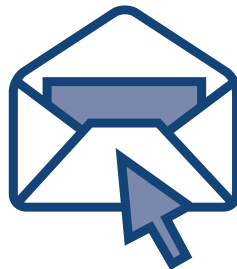
Customer help centre

During the year the WorkSafe Division responded to 110,893 requests for occupational safety and health information, received 1,897 notifications of injuries and disease, answered 15,110 emails sent to the Customer Help Centre and issued over 50,800 classes of high-risk work licences.



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Proactive campaigns

The WorkSafe Division completed a number of key proactive team projects targeting hazards in industry sectors of concern. The aim of these was to raise awareness and provide information on how to make workplaces safe. The industry sectors of concern that were targeted included those concerning wooden structural fitting and component manufacturing, motor vehicle body and trailer manufacturing, asbestos in government, takeaway food services, road freight transport, AUSTRANS national road blocks, electrical safety in the health, education and community services sector, hospitals (registered high risk plant), chemicals and plastics manufacturers (health hazards), residential aged care (manual tasks) and communicable diseases.

Awards

The WorkSafe Plan is an assessment process that rates safety management systems and directs attention to areas that can be improved. The WorkSafe Plan is promoted by the WorkSafe Division to help workplaces introduce occupational safety and health management systems that support the practices required to establish and maintain safe systems of work.

In 2013–14 there were 12 workplaces awarded with platinum certification: Chubb Australasia, Bunbury Water Board trading as AQWEST, Electrical Group Training, Bethesda Hospital, Western Australian Treasury Corporation, DTMT Construction, RAC WA, Uniting Church (trading as

Juniper), National Electrical Communications Association (WA), Charles Service Company, College of Electrical Training and Probuild Constructions (Australia) Pty Ltd. Gold certification was attained by six workplaces: Brierty Pty Ltd, Pilbara Infrastructure, Geographe Civil, Broad Construction Services (WA) Pty Ltd, Department of Agriculture and Food and Main Roads – Corporate and Support. Silver certification was awarded to 17 workplaces: City of Swan, Christou Design, Mission Impossible Cleaning, Zambezi Plumbing and Gas, IPC Industrial Maintenance, and Brookfield Rail (Kalgoorlie Signals, Kewdale Per Way, Narngulu Per Way, Picton Signalling, Merredin Signals, Communications, Picton Junction Per Way, Kalgoorlie Per Way, Signals Midland/Narngulu, Narrogin Per Way, Northam Per Way and the Corporate Office).



12
Platinum
6
Gold
17
Silver

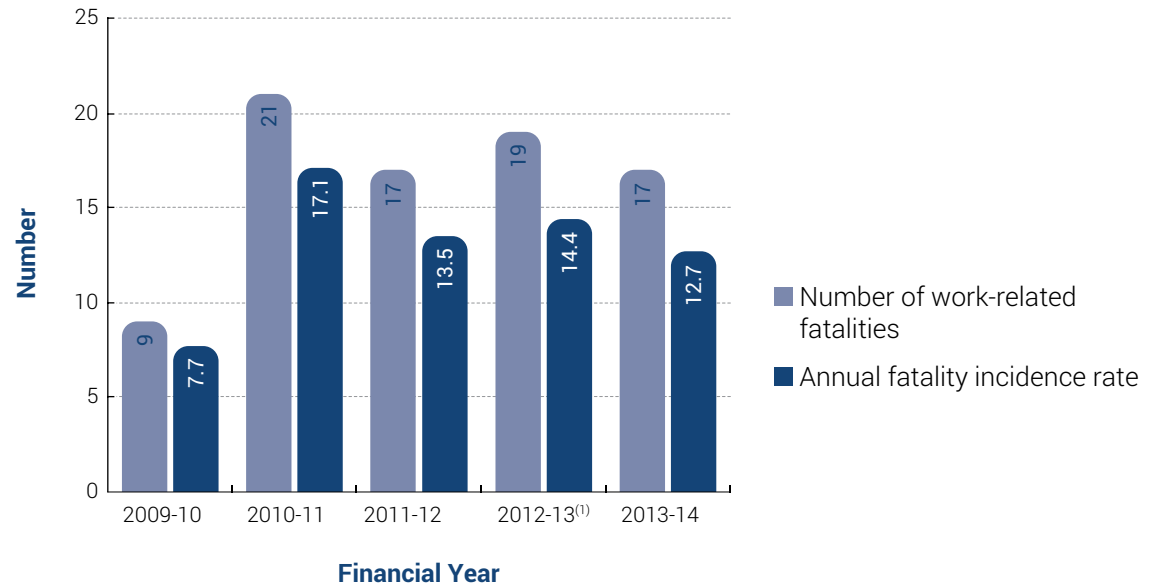
The Work Safety Awards Western Australia recognises outstanding occupational safety and health management, solutions and innovation in Western Australian workplaces that reduce the risk of work-related injury and disease. The 2013 winners were Technology Assisting Disability WA, Western Australia Police, Centurion, Joseph Dunbar and Michael Garstone.

Work-related injury and disease rates

According to the most recent preliminary workers' compensation claims data, work-related lost time injuries and diseases (LTI/Ds) in Western Australia dropped 3 per cent in frequency, from 8.95 LTI/Ds per one million hours worked in 2011–12 to 8.68 in 2012–13 (preliminary). The five-year trend (2008–09 to 2012–13) shows a 3.5 per cent reduction. The total rate of improvement for all work-related injuries and diseases since the [Occupational Safety and Health Act 1984](#) came into effect 25 years ago in 1988–89, is 75.4 per cent.

Due to the volatility of work-related fatalities, averages over five years are used to provide clear trend data. The most recent data shows the average traumatic work-related fatality incidence rate for the five-year period from 2009–10 to 2013–14 is 13.1 traumatic work-related fatalities per one million workers. This is a 7.1 per cent reduction from a fatality incidence rate of 14.1 for the five-year period of 2008–09 to 2012–13.

Figure 2: Work-related fatalities in Western Australia between 2009–10 and 2013–14



Note:

⁽¹⁾ The figures for 2012–13 vary to the figures reported in the department's *Annual Report 2012–13*. Since this time, an additional fatality was subsequently determined to be work-related. This has been reflected in Figure 2.

7.1%
reduction for five-year period of
2008–09 to 2012–13

Commercial vehicle fatigue management training package

During 2013–14 the WorkSafe Division revised and enhanced the successful online fatigue management training program. Both drivers and management have a role to play in making sure any risks associated with fatigue are minimised. The program is designed to assist commercial vehicle drivers and their managers and supervisors understand the impact of fatigue and provide them with strategies to prevent it. An online certificate is available following successful completion of the relevant quizzes.

CASE STUDY

WorkSafe Division's approach to delivering workplace safety compliance

The WorkSafe Division provides a full range of advice, education and enforcement using a collaborative approach with industry, employers and the workforce. A big part of this approach involves proactive enforcement, where sections of industry with a statistically poor safety performance are targeted.

This was demonstrated in the clothing and footwear industry project in which it was identified that lost time injuries in footwear retailing were increasing. Particular areas of concern were tasks associated with repetitious handling of stock below mid-thigh and above shoulder height and lifting, carrying or putting down objects.

The project involved the WorkSafe Division:

- consulting with industry associations and unions prior to commencing the campaign;
- providing written industry-specific advice and guidance material including a checklist;
- providing a media release advising of the campaign; and
- conducting 54 inspections from July to December 2013 which resulted in businesses receiving improvement notices and verbal directions.

Industry and Technology Service

Desired agency level outcome: Western Australia industry is competitive in targeted priority and emerging sectors.

Industry and Innovation Division

The Industry and Innovation Division enhances the state's prosperity by facilitating strategic investment to advance industry innovation and capacity.

Local industry participation

The department is the lead State Government agency for local industry participation issues and is responsible for implementing the Western Australian Government Local Industry Participation Framework (framework). Since the implementation of the framework in July 2011, around \$60 billion in publicly-announced contracts have been awarded to locally-based suppliers.

Industry Facilitation and Support Program

During 2013–14, additional funding of \$500,000 was provided to 31 regionally-based businesses under the Industry Facilitation and Support Program (IFSP). This funding allowed these businesses to increase their competitiveness and capacity to supply to resources projects. IFSP funding has been used by businesses to invest in capital equipment and equipment upgrades, improving business systems, software, training, accreditation and occupational health and safety improvements.

Additionally, through a co-funded round of IFSP in conjunction with Chevron Australia, the department committed a further \$200,000 to help 14 Onslow-based businesses raise their competitiveness and enable them to supply to both resource and government projects near the town and outlying areas.

\$500,000

was provided to **31**
regional-based businesses

400MHz replanning for government radio communications

The Industry and Innovation Division assisted more than 70 state agencies achieve the Council of Australian Governments' first milestone for 400MHz land mobile radio replanning. As the lead state agency for implementing the agreement, the department represented the state on the National Coordinating Committee for Government Radiocommunications and worked closely with the Australian Communications and Media Authority to ensure the milestone was achieved. To help agencies comply with replanning, the department provided ongoing assistance to Australian government agencies such as: Airservices Australia, Family Law Courts, and the Department of Immigration and Border Protection.

CASE STUDY

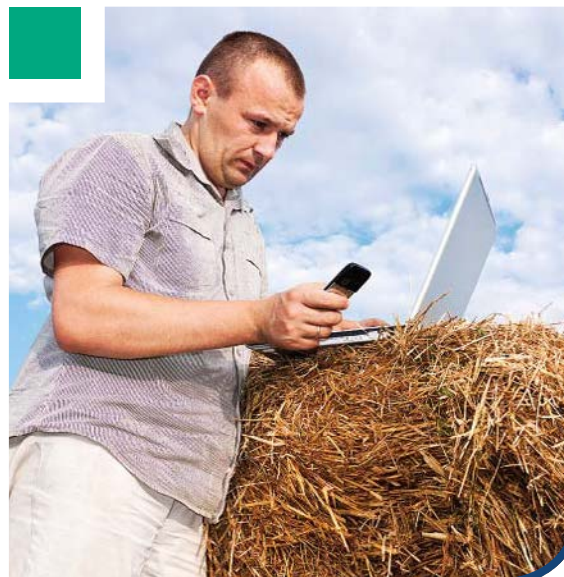
Regional Mobile Communications Project: mobile coverage transforms the way farming is done in regional Western Australia

The role of improved mobile technology is driving greater efficiency and sustainability in the food and agriculture value chain. This transformative development tool is simple, inexpensive and convenient to use compared to some other forms of technology. Access to mobile networks is now becoming so widely available that soon it will be possible for everyone to be connected.

The newly-built Gingin North Regional Mobile Communications Project (RMCP) tower provides mobile telecommunications that can connect farmers to markets, finance and education, making it possible to monitor resources and track products. This unlocks productivity potential while helping to manage the impacts of increased production.

Linley Valley Pork is the largest fresh pork supplier in Western Australia, servicing many domestic and export markets. The new mobile coverage is now improving productivity at the company's Mogumber Piggery site. Since the mobile tower was switched on in late 2013 the business has experienced increased internet access speed and now uses mobile devices to connect more quickly to the

internet from locations around the farm. The farm can now connect to technical support which can link to equipment in any shed. This allows upgrades or repairs to be done remotely using specialised computer software, desktop sharing, online meetings, web conferencing and file transfer between computers. Other benefits include: the ability to send SMS alerts if any alarms are triggered in the system, an Electronic Sow Feeding system that can be accessed remotely and online staff training with farm staff now able to access web-based industry seminars and other online educational tools.



CASE STUDY

South West Fire secures funding for new equipment

Established in 1994, Collie-based business South West Fire has grown into a major manufacturer of fire appliances in Western Australia, with clients including the Department of Parks and Wildlife and the Department of Fire and Emergency Services.

In December 2012, South West Fire successfully applied for financial assistance through the IFSP. As a result, the company was able to purchase a pipe cutter, bevelling machine, a swivel band-saw and a pipe and tube notching machine.

This equipment has significantly increased the fire appliance manufacturer's efficiencies and the quality of output. In particular, the pipe and tube notching machine has saved considerable time compared with previous manual methods of marking and grinding. Training courses were also undertaken by all workshop employees, who are now certified to operate the company's forklifts and five-tonne overhead cranes.

These improvements, developed through IFSP funding, will continue to help the company be competitive in its supply to government and to the resources sector.

Corporate Highlights

Corporate Services Division

The Corporate Services Division supports the department's outcomes by providing effective governance and policies and procedures for a range of activities.

Improved efficiency and cost savings through electronic bonds transactions

During 2013–14 the Corporate Services Division progressed towards implementing an electronic Bonds Management System (system) with roll-out of the new system expected to start in early 2015. This system will allow for all parties to a bond transaction, electronically submit, accept or reject the forms required to initiate the bond transaction process. After receipt of an application form accepted by all parties, the transaction will be electronically processed by the system with minimal intervention by department staff unless there are difficulties or exceptions. It is expected that the electronic transactions function will deal with at least 40 per cent of all bonds transactions and will result in an annual saving of around \$1.2 million after a 12 month take-up period.



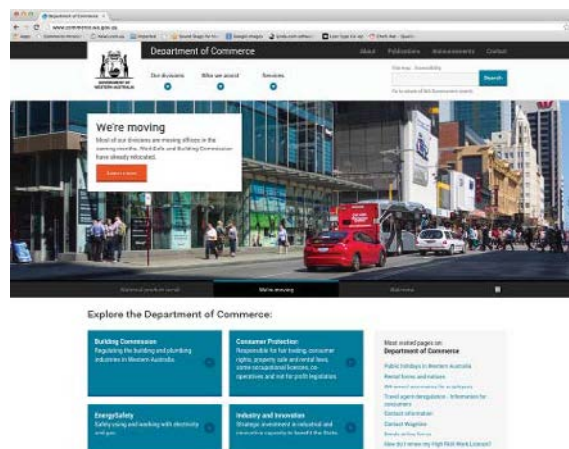
projected annual saving of
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million after a 12 month take-up period

Customer Focused Service Delivery

The Customer Focused Service Delivery (CFSD) program provides a coordinated and consistent set of online business services across the department, regardless of the method that customers use to access them. The CFSD program comprises three projects: online platform and [website](#) refresh, online licence renewals and change of contact details and online complaints lodgement. Progress made in these projects during 2013–14 was:

1. Online platform and website refresh

In 2013–14 this project was completed with the new [website](#) going live in June 2014. Feedback from customers about the look, feel and ease of access to information of the new website has been positive. The technology underlying this platform will enable the department to develop a range of online systems and processes.



2. Online processes

WorkSafe Division's High Risk Work Licence renewals was the first system to go online. Since going live at the beginning of April 2014, the system has been very successful, with more than 6,500 renewals processed online. The online processes for the EnergySafety Division have passed user acceptance testing and are scheduled to go into production shortly.

3. Online complaints lodgement

This project has started and the user requirements and form design have now been defined.

Oracle application rationalisation

During 2013–14 a number of the department's business applications were upgraded to the latest version of Oracle. These included the Call Centre, Retail Trade Hours, Cashier Receipting and the Complaints and Licensing System. These upgrades improved overall performance and enabled the application environments to use the same version of software, making it much simpler to support and maintain. In the process a number of old servers that previously hosted these applications were decommissioned.

Office of the Director General

The Office of the Director General (ODG) provides strategic and executive support to the Director General and the Corporate Executive.

Improved Ministerial system and processes

During 2013–14 the ODG finalised a review of the department's ministerial system and processes. A number of outcomes resulted from the review including the development and implementation of a new ministerial tracking and reporting system, improvements to the quality and accessibility of ministerial reference information, the introduction of ministerial training for departmental officers, and a shift towards an almost fully electronic process for the movement of ministerial documents throughout the department. The new ministerial system and updated ministerial processes will assist the department, and its Ministerial Liaison Unit in particular, to meet the increasing demands of supporting the Minister in his busy Commerce portfolio, and to achieve a more coordinated, streamlined and responsive service to the Premier, Minister, Director General and departmental divisions.

Licence renewal for high risk work campaign

In September 2013, the ODG developed and managed the second phase of the WorkSafe Division's High Risk Work Licence renewal project. This four-week radio and digital campaign alerted employers and people with

high-risk licences that they were due for renewal and that it is illegal to perform high-risk work without a current licence.

Events and publications

During the year the division delivered a range of events, including the Safety and Health Workshops and Work Safety Awards breakfast for Safe Work October 2013, the Industry and Export Awards 2013, the Western Australian Consumer Protection Awards 2014 and participated in the Better Living Home Show 2013.

The ODG also distributed more than 212,000 hard copy publications for the public and industry explaining relevant legislation, promoting safe practice at the home and workplace and providing information to both consumers and traders on their rights and obligations.

Our people

The department employs a diverse range of talented people who work together to deliver a broad range of services to the Western Australian public. As at 30 June 2014 the department employed 861 people, which equated to 788 full time equivalent positions.

Table 6: The department's comparative employment profile (FTEs) for 2012–13 (figures as at 30 June 2013) and 2013–14 (figures as at 30 June 2014)

Year	2012–13		
	Female	Male	Total
Category			
Permanent full time	380	383	763
Permanent part time	69	7	76
Fixed term full time	61	24	85
Fixed term part time	8	1	9
Total FTEs	518	415	933
Year	2013–14		
	Female	Male	Total
Category			
Permanent full time	340	345	685
Permanent part time	53	3	56
Fixed term full time	33	11	44
Fixed term part time	2	1	3
Total FTEs	428	360	788



360
male employees



428
female employees



Workforce planning

Key workforce planning activities during the year included a review of workforce demographic reports and the development of focus demographic reports.

The monthly CEO Dashboard, quarterly Corporate Executive Dashboard and the departmental and divisional quarterly workforce profiles were all revised during 2013–14.

The following focus demographic reports were developed:

- the equal employment opportunity (EEO) and diversity workforce profile analysed the employment of people from the EEO groups since 2001–02, including a comparison with the sector;
- the cultural diversity workforce profile considered the department's employment of people from culturally diverse backgrounds from 2001–02, as well as examining the cultural diversity of Western Australia;
- the age retirement and age profile reviewed age retirements and the demographics of retirees since 2005–06 and included age projections;
- the maternity leave profile examined the return to work and retention of staff using maternity leave since 2010–11; and
- there were 99 employees who accepted a voluntary severance through the Enhanced Voluntary Separation Program

(EVSP) in 2013–14. The EVSP workforce profile examined the demographics of these employees.

The findings from these profiles will be used to drive future human resources initiatives.

A workforce planning toolkit was commenced, with additional tools and resources to be added during 2014–15.

Attraction and retention

The department aims to recruit, develop and retain high calibre, skilled and motivated people. Improved employment options have been developed to ensure that the needs of our talented employees are met whilst fulfilling our business needs. To attract and retain the best possible people, the department offers a range of employee benefits which include flexible working arrangements, work-life balance initiatives, a comprehensive health and wellness program, learning and development opportunities and study assistance.

As part of its attraction and retention initiatives, the existing Exit Survey Form was revised and an Entry Survey was developed. Both will be implemented in early 2014–15.

Valuing equity and diversity

The department acknowledges differences in the workforce and adapts work practices to create an inclusive environment in which diverse skills, perspectives and backgrounds are valued. The department aims to achieve an equitable and

diverse workforce that is representative of the community at all levels of employment, and which enables employees to combine work and other responsibilities.

Key equity and diversity activities undertaken during the year included hosting a number of migrant work placements, the development and launches of the [Reconciliation Action Plan](#) and the [Aboriginal Employment Strategy](#), and the development of a significant days and events calendar and flyer.

Migrant work placements

During 2012–13 the department partnered with the Central Institute of Technology and provided three work placements to highly-skilled recently-arrived migrants who were participating in the Settlement Language Pathways to Employment and Training (SLPET) program. SLPET is an employment-focused course designed to help students with their transition to work in Australia by providing the opportunity to undertake a work placement.

Due to the high calibre of the students and the success of the placements, three more placements were offered during 2013–14, with the students placed in the Finance, Human Resources and the Publications and Campaigns Branches within the department. The department's support of the SLPET program has been acknowledged by the Central Institute of Technology.

Significant days and events calendar and flyer

During 2013–14, a calendar of significant diversity days and events was developed. Some of the events that have been included are sanctioned by the United Nations and are celebrated throughout the world. Other events are specific to Australia and many of these relate to the history and culture of our Indigenous people. The calendar and flyer was developed to raise awareness and understanding of diversity issues and to support the implementation of the department's [Aboriginal Employment Strategy](#).

Learning and development

Employee learning and development

A variety of workshops were conducted through the internal learning and development calendar throughout 2013–14. Workshop topics included computer skills, written and interpersonal communication skills and selection panel training. A total of 24 workshops were conducted with 313 employees attending.

My Money Matters financial capability strategy

The My Money Matters intranet site was developed during 2012–13 to help staff improve their financial literacy and this initiative continued during 2013–14. The department partnered with the Government Employees Superannuation Board (GESB), the Federal Government Department of Human Services Financial Information Service and the Public

Trustee, to conduct 16 information sessions which were attended by 268 employees. In addition, 28 staff attended an individual appointment with the department's GESB account manager or a Financial Information Service officer.

As the department has an established and successful financial capability strategy, a number of other departments were approached to invite their staff to participate in some of the events. As a result, 94 employees from the Department of Water, the Department of Fisheries and the Insurance Commission of Western Australia attended the information sessions. A total of 390 public sector employees participated in this initiative during the year.

My Retirement Readiness initiative

The department has an ageing workforce with the percentage of employees aged 45 years and older gradually increasing. The My Retirement Readiness initiative addresses the non-financial aspects of retirement and was developed to support staff to commence their retirement planning early. It complements the My Money Matters strategy.

The My Retirement Readiness initiative includes a comprehensive intranet site containing a range of tools, resources and links. In addition, books on retirement planning were purchased for the library, and a guide and a number of templates were developed. The department partnered with the Council on the Ageing to conduct the

two-part Retirement – More Than Just Money program. The program included a number of guest speakers and a panel of retirees. The pilot program was so successful a second program was offered, with 26 employees attending in total. Due to the popularity and success of the program it will be offered again during 2014–15.

Accountable and ethical decision making

Following the successful completion of the online Accountable and Ethical Decision Making (AEDM) training during 2011–12 by 98 per cent of employees, this training now forms a key part of the induction process for all new employees. As at 30 June 2014, 99 per cent of all employees had completed the AEDM training and assessment, while an additional 0.3 per cent of employees had commenced their training.

As the public sector workplace continues to grow in complexity and the roles and tasks being carried out within it become increasingly more diverse and challenging, the AEDM training supports employees in fulfilling their responsibilities as public sector employees

Communicating with our employees

Employee committees

Effective workplace consultation relies on information sharing, access to facilities and training for all participants, and a commitment from both management and employee representatives to achieve workable and acceptable solutions to workplace issues.

A joint consultative forum exists between workplace union delegates and the Director General, which meets every six weeks. During 2013–14 the department also had an Occupational Safety and Health Committee, Disability Access and Inclusion Committee, Reconciliation Action Plan Committee, Reconciliation Action Plan Sub-Committee and Substantive Equality Committee. Details of their activities are provided in the [Disclosures and Legal Compliance \(Government Policy Requirements\)](#) section of this report.

Support for charities and community groups

The department continued to provide ongoing support to local charities and community groups through a range of fundraising activities, including casual dress days. During the past year \$9,951.35 was raised and donated to 11 charities: The Centre for Cerebral Palsy through the Ocean Reef Lions Club, Ride to Conquer Cancer, Cystic Fibrosis Western Australia, Heart Foundation in Ray Gibson's memory (a departmental employee who sadly passed away in 2013), Care Australia to help victims of typhoon Haiyan in the Philippines, Movember, St Vincent de Paul Society Annual Christmas Appeal, The Lord Mayor's Distress Relief Fund, RSPCA (Western Australia), Indigenous Literacy Foundation and Breast Cancer Care WA. Individual employees also supported various community groups and charities such as St Vincent De Paul by donating goods and food for their Annual Christmas Appeal.

Employee services

Employee assistance

The department's employee assistance program provides a range of personal and professional support services for all employees and their immediate families. This includes programs for the whole organisation, as well as for specific situations such as traumatic workplace incidents.

In addition to providing personal, solution-focused professional assistance, which can include short term counselling, the employee assistance providers are also a resource for managers and team leaders, helping them effectively address challenging workplace issues.

Workplace wellbeing

The department is committed to maintaining its employees' health, mental and social wellbeing, as well as their physical safety. To support this commitment the department has a comprehensive Wellbeing Program 'Work Safe, Work Well'. The program offers a variety of healthy lifestyle initiatives and supports work-life balance to assist employees deal effectively with the stresses of everyday work and life problems.

Key initiatives conducted through the Wellbeing Program in 2013–14 included:

- exercise classes;
- healthy lifestyle programs;
- lunchtime educational talks;

- preventative health assessments (healthy heart checks and flu vaccinations); and
- community events.

To ensure the program captures the needs and interests of all staff and maintains continual improvement, it is evaluated each year through a survey.

The evaluation survey for the 2013–14 Wellbeing Program was conducted in June 2014 and a summary of the responses received have been tabled below:

- 82 per cent of participants agreed that the Wellbeing Program had provided them with the information and tools to positively influence their general health and wellbeing;
- 79 per cent of participants agreed that the department's commitment to supporting healthy lifestyle initiatives in the workplace contributed to their sense of value and importance as an employee;
- 84 per cent of participants agreed that work-life balance is a core value that the department actively supports and promotes through the Wellbeing Program; and
- 79 per cent of participants agreed that initiatives such as flu vaccinations and healthy heart checks promoted the importance of preventative health measures.

