

The road to reform

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Comparing Public with Private

SA Public Sector ~ 104,000 FTEs	BHP Billiton ~ 120,000 FTEs
Senior Management Council CE DPC + 14 Departmental CEs	General Management Committee CEO + 13 Business Presidents
CE DPC Reports to Premier & Cabinet	CEO reports to Chair and Board
Revenue - approximately \$17b p.a.	Revenue - approximately \$67b p.a.



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In January 2015 the Premier asked me the following...

1. Is DPC operating at its highest level of efficiency and effectiveness?
2. Will a process of reform improve DPC's operations?
3. Can we lift the bar on performance and productivity?



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Reform is based on an effective operating model

- ❑ Focus on simplicity, effectiveness and accountability
- ❑ Optimising systems and operational capabilities
- ❑ Well defined values and a clearly articulated mission
- ❑ A strategy - a plan - an effective delivery system
- ❑ Underpinned by comprehensive data and analytics
- ❑ All actions are measured, verified and benchmarked



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2015 reform agenda

Strategy: One DPC – Our People – Our Values

Plan: Transform the look, feel and operations of DPC
Create a leaner, better functioning agency

Delivery: Tighter alignment to government priorities
Consolidated structure
Improved budget position
Focus on single point accountability
A culture where performance is recognised
Colocation of 'like' staff
Contemporary workspaces
The right tools



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A work in progress

- A new team has been charged with running the reform process
- New management structures have been created
- More than 150 operational changes have been initiated
- Broader communication is being rolled out – forums and site visits
- \$7m projected Budget over-run reigned in
- On track to meet a further \$20m budgeted savings targets
- Restructuring resulted in a number of executive positions identified as excess
- Some business units relocated to other agencies via Machinery-of-Government



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Reform in stages (3 year plan)

Stage 1: In 2015 reshape DPC as a high performance organisation

Stage 2: In 2016 pursue reform in other agencies

Stage 3: In 2017 optimise, review, adjust

- Focus on simplicity, accountability and effectiveness
- Maintain down-ward pressure on budgets
- Eliminate duplication and complexity