

Strategic Plan 2019 – 2024

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The Department of Planning, Lands and Heritage acknowledges the traditional owners and custodians of this land. We pay our respect to Elders past and present, their descendants who are with us today, and those who will follow in their footsteps.

Disclaimer

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This document is available in alternative formats on application to the Department of Planning, Lands and Heritage Communications Branch.

Who we are



Our Purpose

The Department plans and manages land and heritage for all Western Australians.

Land, including buildings and protected sites, is a vital asset which provides the basis for environmental, economic and cultural outcomes. The Department responds to, and balances, demands on the land as well as proactively planning to ensure our communities can continue to prosper in future generations.



Our Vision

To respect the past

Create opportunities today

Plan for the future

Our Values



What we do



The Department is responsible for state-level land use planning and management and has oversight of Aboriginal cultural heritage and historic heritage matters. The Department supports three Ministers and administers a wide range of legislation.

We plan how to make best use of the State's natural and built assets for the sustainable and responsible development of all Western Australian communities, through evidence-based research, integrated policy development and stakeholder engagement.

The Department is committed to contributing to the achievement of [Our Priorities](#) and associated targets, set out by the Premier. We will play a lead role in:

- A liveable environment – supporting METRONET and increasing housing opportunities close to public transport, and increasing conservation for future generations.
- A strong economy – supporting the creation of jobs.
- Regional prosperity – enabling the delivery of strong regional economies.

Our key focus areas are:

- Aboriginal heritage and lands management
- State land administration
- Cultural heritage conservation services
- Integrated land and infrastructure policy development
- Land use planning and policy development



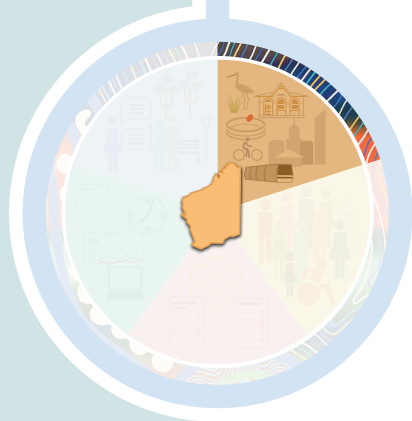
What we will do

We have shaped our goals and initiatives around five high level strategic outcomes – places, community, people, services and frameworks/reform.

Our goals are the outcomes we seek, and the initiatives are how we plan to achieve these. We have ensured the initiatives are measurable to allow us to monitor progress and know if we have delivered our goals.

Our goals and initiatives focus on both how we work as a Department and what we deliver for Western Australia.





Places

The Department will continue to create opportunities to enable the sustainable growth of our metropolitan areas and ensure our regional communities are best placed to thrive. We are people focused, and will promote communities where people want to live, work and recreate with a balance of historic and cultural heritage and the natural environment. We will do this while respecting our past, and learning from our stories, as we plan for growth and development.

Goals What we want to deliver

- By 2022, planning will be undertaken to identify opportunities for a minimum of 150,000 more homes within one kilometre of a train station or 500 metres of high frequency public transport.
- By 2023, facilitate the transfer of a minimum of one million hectares of land per annum to conservation estate.
- By 2024, 100 per cent of the Aboriginal Lands Trust Estate will be reviewed for divestment opportunities, with implementation or strategies in place to grant appropriate land tenure.

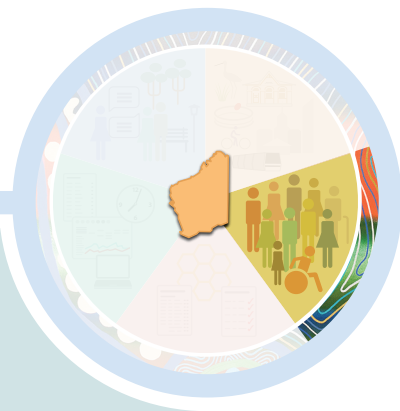
Initiatives How we are going to deliver our goals

- Deliver strategic planning and infrastructure projects in line with the Government's Priorities, such as METRONET and WESTPORT.
- Review policy and planning frameworks to support delivery.
- Build effective partnerships with Government, agencies, community service providers and citizens.
- Strategic management and use of land assets.
- Support economic opportunities through contemporary metropolitan and regional land use planning, preservation of heritage and fostering good outcomes for Aboriginal places.
- Promote regulatory compliance through administration of statutory functions, including land use planning, land use management, and protection of heritage and natural assets.
- Timely management of housing stock and land supply to support urban and regional development.

Measures and targets How we will monitor progress and verify achievement

- 10 per cent of open space in new developments.
- 45 per cent of new dwellings built in proximity to a public transport node, being within one kilometre of a train station or 500 metres of high frequency public transport, by 2031.
- Develop implementation strategies to enable 100 per cent divestment of the Aboriginal Lands Trust Estate to Aboriginal organisations by 2025.





People

The Department's leadership, workforce planning and development will position us as an employer of choice to attract people who align with our values and reflect the community we serve. We will be identified for our inclusive and supportive culture, where staff have opportunities to recognise and grow their capabilities.

Goals What we want to deliver

- By 2023, the Department's staff will reflect the community it serves through achievement of diversity targets.
- By 2024, the Department aspires to be an Employer of Choice across the Public Sector, confirmed through achievement of our human resources performance indicators.

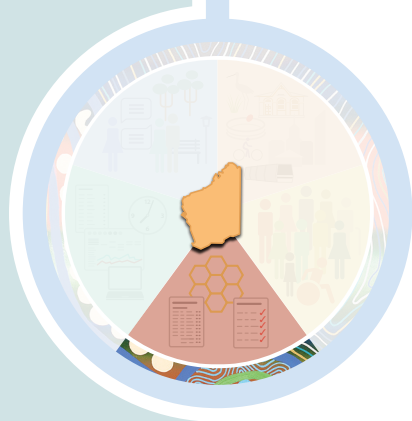
Initiatives How we are going to deliver our goals

- Proactively create an inclusive and safe working environment that attracts, retains and builds talent to ensure the future pipeline of leaders and directors with an emphasis on diversity groups.
- Become an Employer of Choice for diversity target groups through the implementation of [Disability and Access Inclusion Plan](#) and [Reconciliation Action Plan](#) initiatives and actions.
- Uplift capability and knowledge through the development of a Workforce Plan and Succession Plan.
- Proactively build a workforce that reflects our community that exceeds diversity targets.
- Culture aligned to new capabilities, assessed through Culture Inventory Surveys.
- Establish and embed flexible working practices and conditions that deliver on our objectives.

Measures and targets How we will monitor progress and verify achievement

- No breaches of recruitment processes are upheld or validated.
- Less than five per cent turnover rates of employees with less than two years of continuous service.
- 100 per cent of staff to have MyPlans in place by the end of September each year.
- 60 per cent acting opportunities provided to members of target diversity groups or those identified in succession plans.
- Meet or exceed diversity targets set by the Public Sector Commissioner.
- Recruit a minimum of six youth placements per year through graduate, traineeship and/or internship programs.





Frameworks/ Reform

The Department is committed to continuously review how we work to ensure we have a contemporary and effective system for planning communities, administering lands and conserving cultural heritage in Western Australia. We will embrace change and lead reform activities to deliver Department and State Government priorities.

Goals What we want to deliver

- The Department's legislative and governance framework will continue to reflect government expectations.
- To support the strengthening of leadership across the sector, we will initiate cross government collaboration for identified priority areas.

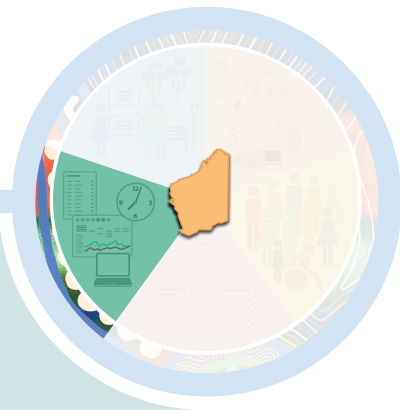
Initiatives How we are going to deliver our goals

- Prepare and advise on legislation and regulatory frameworks which are contemporary and fit for purpose.
- Effective governance of the Department's internal decision-making by its governing bodies.
- Uplift of governing capability through the divestment of decision-making to the appropriate levels, while adequately managing risk.
- Identify opportunities for reform of legislative and policy frameworks.
- Actively support initiatives from the Roadmap for Reform for the Public Sector.

Measures and targets How we will monitor progress and verify achievement

- 95 per cent of State Administrative Tribunal determinations in our favour.
- Meet or exceed timeframes for the delivery of Departmental Reform Programs as per Government responses.
- Achieve 100 per cent budget targets for salaries, operational expenses and leave liability caps.
- 100 per cent of actions complete in accordance with endorsed Office of Auditor General and Internal Audit Findings and associated Management Action Plans.
- Achieve 100 per cent CEO Performance Agreement objectives and Election Commitments.





Services

The Department's work will be supported by systems and processes that enhance the way we work to ensure outstanding practices that deliver results for Western Australia and exceed the expectations of our stakeholders. We will demonstrate strong leadership and have a forward focus where we anticipate change and embrace new technologies.

Goals What we want to deliver

- By 2022, 80 per cent of services will be offered through multiple channels, but all services will be available digitally allowing customers more flexibility in how they interact with us.
- To support employment generating activities across the State, processing of applications will be completed within statutory or agreed timeframes.

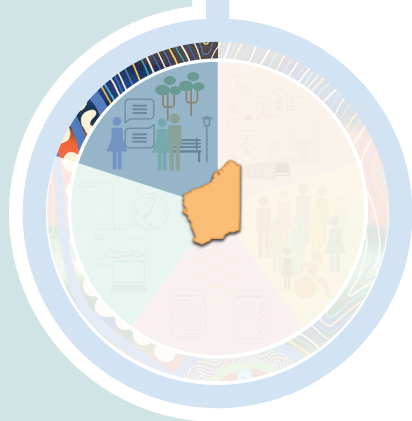
Initiatives How we are going to deliver our goals

- Systems and process innovation and improvement by exploring better ways of working through streamlined processes and integrated contemporary systems.
- Informed decision-making processes based on effective use of data and understanding of risk.
- Strategic Asset Management to ensure that our extensive assets are managed effectively with a collaborative approach to land use and data sharing.
- Provision of contemporary, responsive and fit for purpose services in line with the Digital Strategy and the Transformation Strategy.
- Provision of online tracking for statutory applications to provide transparency of process to our customers.

Measures and targets How we will monitor progress and verify achievement

- 100 per cent on time achievement of deliverables as per Asset Management Strategy.
- 100 per cent on time achievement of the deliverables outlined in the Digital Strategy.
- 85 per cent of projects completed on time, on budget and on scope.
- 80 per cent statutory applications completed within statutory timeframes.
- Average cost of services are within agreed measures outlined in the Outcome Based Management Framework.
- 50 per cent annual increase in customers transacting online.





Community

We are committed to building strong relationships with our stakeholders through meaningful engagement. We will communicate early and often to bring our stakeholders on the journey with us. Our dealings will be professional and respectful with a strong focus on openness and transparency that provides positive outcomes and experiences.

Goals What we want to deliver

- By 2022, the average satisfaction rating from stakeholder surveys will be 80 per cent following engagement on strategic projects, planning initiatives, and policy changes.
- Active engagement to achieve targeted benchmarks for engagement and perceptions for agreed stakeholders.
- Increased transparency through open provision of data and information to the community.

Initiatives How we are going to deliver our goals

- Active engagement of the community in consultation on Departmental activities achieved through the development of Stakeholder Relationship Management Strategy and Engagement Framework.
- Review of our boards and committees, including support mechanisms, to achieve effective governance.
- Promotion of departmental services and functions and increased awareness of initiatives, roles and responsibilities of the agency.
- Adoption of open data policies and provision of data and information to the community through the website, Shared Location Information Platform (SLIP) or other appropriate mechanism.

Measures and targets How we will monitor progress and verify achievement

- 80 per cent average rating of satisfaction from targeted stakeholder feedback following consultation processes.
- 95 per cent Ministerial and Director General correspondence responded to within designated timeframes.
- 100 per cent Freedom of Information enquiries responded to within 45 days or agreed timeframes.
- 100 per cent on time achievement of deliverables in the Communication Strategy.
- Annual performance review of governing bodies to measure their effectiveness.