

From the Chief Executive Officer

The Department of the Premier and Cabinet's reputation for acting with integrity plays a critical role in our success in providing high quality advice, services and support to enable the Premier and Government to serve the Western Australian community well.

Our reputation stems from valuing:

- People;
- Clarity;
- Leadership; and
- Openness

and provides the foundation for this Code of Conduct.

Referring to this Code of Conduct, and talking through ethical issues with others, will assist you in managing a variety of ethical situations throughout your employment with the Department of the Premier and Cabinet.

I urge you to read this Code of Conduct, familiarise yourself with supporting information, and consider how your behaviour can impact on your colleagues, the Government and members of the Western Australian community.



Darren Foster

CHIEF EXECUTIVE OFFICER

April 2018

Ethics & Accountability

This Code of Conduct provides information to support ethical and accountable behaviour and builds upon the requirements of section 9 of the Public Sector Management Act 1994 where all employees are required to comply with their agency's Code of Conduct and: a) act with integrity in the performance of official duties; b) be scrupulous in the use of official information, equipment and facilities; and c) to exercise proper courtesy, consideration and sensitivity in their dealings with members of the public and other employees. For any employee demonstrating behaviour that is not consistent with this Code of Conduct, Part 5 of the Public Sector Management Act 1994 may be applied.

The Commissioner's Instruction No.8 - Codes of conduct and integrity training requires public sector agencies to develop their own code of conduct that translates the following broad principles as outlined in Commissioner's Instruction No.7 - Code of Ethics.

- Personal Integrity
- Relationships with Others
- Accountability

This Code of Conduct does not attempt to cover all situations, rather it provides a set of broad principles to support a common-sense approach to decision making.

Detailed information for each of the seven (7) principles is available on the Department's intranet and includes:

- Examples of applying the principle;
- additional resources (e.g. policies, guidelines, acts, instructions, external web links);
- scenarios; and
- decision making frameworks.



Code of Conduct

How we can make a difference

dpc.wa.gov.au

*We're working for
Western Australia.*

Seven Principles

1

Personal Behaviour

The way in which you behave in the workplace must be respectful of your colleagues and members of the public. At all times you should act honestly and fairly and carefully consider the consequences of your behaviour.

2

Communication and Official Information

We recognise that information is a key factor in enabling the Department to deliver high quality advice to the Premier and Government. You are expected to manage confidential and official information discreetly and within the boundaries of your role. Unauthorised disclosure of information will place yourself and the Department at risk.

3

Fraudulent or Corrupt Behaviour

The Department is committed to the principle of open and accountable government. You must be accountable for your decisions and actions. You are also responsible for reporting the inappropriate behaviours of others, whether it be a fraudulent activity to the financial detriment of a person or a public sector agency, or a corrupt activity where an individual uses his/her position for personal gain.

4

Use of Public Resources

You are required to use Departmental resources responsibly and any personal use of resources must comply with the Department's policies and be kept to a minimum. The use of Departmental resources for illegal purposes and/or commercial gain will be addressed in accordance with the relevant criminal legislation and the Department's disciplinary procedures.

5

Recordkeeping and Use of Information

The integrity and accuracy of information generated by the Department is fundamental to the delivery of a highly trusted and reputable service to the Premier, Government and members of the Western Australian community. You should ensure, to the best of your ability, that all records generated as part of your role contain accurate information.

6

Conflicts of Interest and Gifts and Benefits

The Department respects your privacy and does not normally take an interest in your external activities. However, when your personal, social, financial or political activities interfere, or have the potential to interfere with your performance at work, a 'conflict of interest' may exist that must be resolved. A 'conflict of interest' is not necessarily a problem, but it must be declared and managed accordingly. The relationships you have with other individuals and groups should not affect your ability to make impartial and reasonable decisions that are transparent and capable of review.

7

Reporting Suspected Breaches of the Code

You are encouraged to report any suspected breaches of the Code of Conduct, in line with the Department's Grievance Resolution policy and procedures. You should ensure that, in the first instance, the issue is discussed with your line manager, Grievance Officer or a support person.

✧ Making a difference through ethical and accountable behaviour ✧

For further information:

Contact the Department's Governance and Reporting section or Ministerial Support Unit.



Government of **Western Australia**
Department of **the Premier and Cabinet**

Corporate Governance Framework

March 2019

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Corporate Governance

Establishing and implementing appropriate corporate governance arrangements for the functions and actions of the Department of the Premier and Cabinet (the Department) is critical to the delivery of high quality performance within the public sector.

Good Public Sector governance is defined as the “set of responsibilities and practices, policies and procedures used by an agency to provide strategic direction, ensure objectives are achieved, manage risks and use resources responsibly and in a transparent way”¹.

The Department’s Corporate Governance Framework (the Framework) draws together fundamental mechanisms for the management and operation of the Department in achieving organisational goals and objectives. It also provides a mechanism for the Department to understand and practice good governance in supporting its service delivery to the West Australian (WA) community.

Why is Good Governance Important?

Good governance in the public sector is the foundation for efficient and effective organisational performance and is underpinned by a number of accountability requirements. The systems and structures for governance in the Department are supported by effective leadership and a high achieving organisational culture.

The Department has adopted a comprehensive framework of Corporate Governance mechanisms to illustrate the measures that have been put in place to assist staff to meet their governance responsibilities. Adherence to this Framework continually improves the Department’s performance and demonstrates transparency and accountability, instilling confidence in the agency and the community as being a Department that is run viably and meeting its corporate obligations and legislative requirements.

Good governance is designed to balance performance and accountability.

Performance

The design and operation of governance arrangements and practices, including the measuring and monitoring of performance, facilitates more equitable and cost-effective learning outcomes for corporate sustainability. In recognition of the importance of good governance, the Department demonstrates strong leadership and responsible, accountable management to achieve its corporate objectives effectively and with efficiency and probity.

Accountability

There is a public expectation of openness, transparency and integrity in the way the Department operates. For the Department to demonstrate good governance, a clear understanding of responsibility and accountability is required. The Department’s prioritisation of expenditure and accountability for decisions must be consistent with the organisational objectives and good governance principles and practices.

This Framework provides a balance between performance and accountability to ensure that the Department:

- achieves results;
- uses resources in the most efficient ways;
- captures opportunities that add value to the Department’s public assets;
- acts with integrity and ethically in the best interest of the community; and
- supports transparency and openness in decision-making.

¹ The Australian National Audit Office

Principles

The following principles of public sector governance² provide the foundation for the Department's governance arrangements and underpins our work, the decisions we make, and ensures that all staff operate to expected public sector ethics and standards:

Principle 1: Government and public sector relationship – the agency's relationship with the government is clear.

Principle 2: Management and oversight – the agency's management and oversight are accountable and have clearly defined responsibilities.

Principle 3: Organisational structure – the agency's structure serves its operations.

Principle 4: Operations – the agency plans its operations to achieve its goals.

Principle 5: Ethics and integrity – ethics and integrity are embedded in the agency's values and operations.

Principle 6: People – the agency's leadership in people management contributes to individual and organisational achievements.

Principle 7: Finance – the agency safeguards financial integrity and accountability.

Principle 8: Communication – the agency communicates with all parties in a way that is accessible, open and responsive.

Principle 9: Risk management – the agency identifies and manages its risks.

Principle 1: Government and public sector relationship

The Department reports to the Hon Mark McGowan BA LLB MLA, in his capacity as Premier; Minister for Public Sector Management; State Development, Jobs and Trade; Federal-State Relations.

The Department also supports the Hon Ben Wyatt MLA as Minister for Aboriginal Affairs, and the Hon Dave Kelly MLA as the Minister for Innovation and ICT.

Mr Darren Foster is the Chief Executive Officer of the Department appointed under section 45 of the *Public Sector Management Act 1994* (PSM Act) and is also the Accountable Authority, as prescribed in section 52 of the *Financial Management Act 2006*. The Department was established in 2001 under the PSM Act.

The primary responsibility of the Department is to provide quality policy and administrative advice and support to enable the Premier and Government to serve the WA community well.

Communication between the Premier and relevant Ministers

Section 74(1) of the PSM Act requires a Minister to make arrangements in writing, in relation to each department or organisation for which the Minister is responsible, that set out 'the manner in which, and the circumstances in which, dealings are to be had, and communications are to be made, between ministerial officers assisting the Minister and the employees in that department or organisation.'

² Western Australian Public Sector Commission

The Department has established communication agreements under section 74 of the PSM Act with the following:

- [Premier](#)
- [Minister for Aboriginal Affairs](#)
- [Minister for Innovation and ICT](#)
- [Parliamentary Secretary to the Premier; Minister for Public Sector Management; State Development, Jobs and Trade; Federal-State Relations; Parliamentary Secretary of the Cabinet](#)
- [Parliamentary Secretary to the Premier; Minister for Public Sector Management; State Development, Jobs and Trade; Federal-State Relations, and Parliamentary Secretary to the Minister for Transport; Planning](#)

All correspondence between the Department and the Premier or relevant Ministers is coordinated through the Ministerial Liaison Unit (MLU). The MLU, within the Executive Services Directorate, is responsible for the coordination of incoming and outgoing correspondence, Briefing Note Requests (BNR's) and parliamentary business matters, including Parliamentary Questions (PQ's) and Contentious Issues Briefing Notes (CIBN's).

The MLU also hosts the Premier's Community Comment Line and WA-Government email service, providing responses and general advice to callers and correspondents.

Cabinet

The Cabinet of Western Australia consists of the Premier and all the Ministers meeting together under the chairmanship of the Premier. Also in attendance are the Parliamentary Secretary of the Cabinet and a Note Taker, who records the minutes of the formal Cabinet meetings, including a record of attendance, Cabinet decisions and any declarations of interest made by Ministers.

Communication on Cabinet matters occurs principally through the Cabinet Services Directorate, with the State Services Division of the Department. Cabinet records are classified as 'confidential' and contain highly sensitive information. The Director General is the official custodian of Cabinet records. The Cabinet Services Directorate is responsible for maintaining Cabinet records and retains original hard copies of all Cabinet agendas, submissions, attachments to submissions, comment sheets and decisions. Cabinet Services also creates an electronic record of all Cabinet documents and maintains a database of all Cabinet submissions and decisions.

Principle 2: Management and oversight

Administered Legislation

Administrative law regulates the internal operations of the Department in which its decision making can be scrutinised.

The following is a list of Acts of Parliament which are the responsibility of the Premier and administered by the Department:

Aboriginal Affairs Planning Authority Act 1972 (*responsibility of the Minister for Aboriginal Affairs)
Alteration of Statutory Designations Act 1974
Armorial Bearings Protection Act 1979
Constitution Act 1889
Constitution Acts Amendment Act 1899
Daylight Saving Act 2006
Deputy Governor's Powers Act 1911

- *Discharged Servicemen's Badges Act 1967*
- Election of Senators Act 1903*
- Indian Ocean Territories (Administration of Laws) Act 1992*
- Machinery of Government (Miscellaneous Amendments) Act 2006*
- Members of Parliament (Financial Interests) Act 1992*
- Ministers' Titles Act 1925*
- Mutual Recognition (Western Australia) Act 2010*
- Noongar (Koorah, Nitja, Boordahwan) (Past, Present, Future) Recognition Act 2016*
- Parliamentary and Electorate Staff (Employment) Act 1992*
- Parliamentary Papers Act 1891*
- Parliamentary Privileges Act 1891*
- Public Sector Management Act 1994* (Part 4 only; remainder of Act administered by the Premier principally assisted by the Public Sector Commission)
- Returned Servicemen's Badges Act 1953*
- Royal Commission (Custody of Records) Act 1992*
- Royal Commission into Commercial Activities of Government Act 1992*
- Royal Commissions Act 1968*
- Royal Powers Act 1953*
- Royal Style and Titles Act 1947*
- Standard Time Act 2005*
- State Flag Act 2006*
- Succession to the Crown Act 2015*
- Taxation (Staff Arrangements) Act 1969*
- Terrorism (Commonwealth Powers) Act 2002*
- Trans-Tasman Mutual Recognition (Western Australia) Act 2007*
- Western Australia Day (Renaming) Act 2012*

Enabling Legislation

The following is a list of other key legislation impacting on the Department's activities:

- Corruption, Crime and Misconduct Act 2003*
- Disability Services Act 1993*
- Equal Opportunity Act 1984*
- Electoral Act 1907*
- Financial Management Act 2006*
- Freedom of Information Act 1992*
- Industrial Relations Act 1979*
- Minimum Conditions of Employment Act 1993*
- Occupational Safety and Health Act 1984*
- Parliamentary Commissioner Act 1971*
- Public and Bank Holidays Act 1972*
- Public Interest Disclosure Act 2003*
- Public Sector Management Act 1994*
- Salaries and Allowances Act 1975*
- State Records Act 2000*
- State Supply Commission Act 1991*
- Workers Compensation and Injury Management Act 1981*

The Department annually reviews and updates legislation administered by, or relevant to, governance of the Department to ensure compliance with legislative obligations and standards. This is done as part of the Annual Reporting process and on an 'as needs' basis when required.

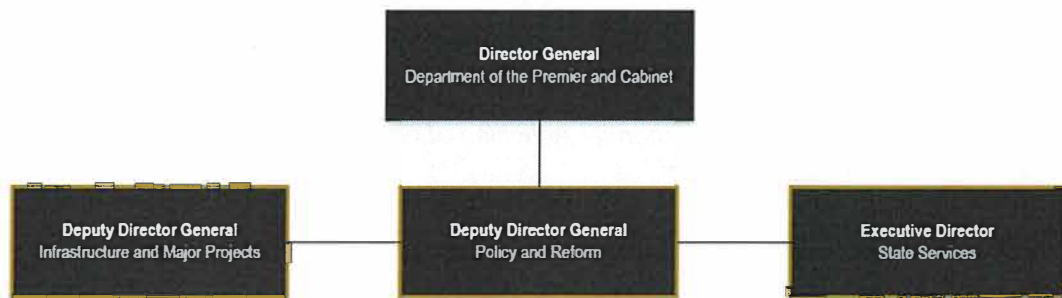
Published annual reports can be found on the Department's [website](#).

Corporate Executive

The Department's Corporate Executive team has a collective responsibility to provide leadership, communicating coherent governance principles throughout the agency and ensuring operation of its governance mechanisms are effective.

The governance leadership role of Corporate Executive is fundamental in leading and directing the Department to achieve its organisational objectives and legislative requirements.

The Corporate Executive structure consists of:

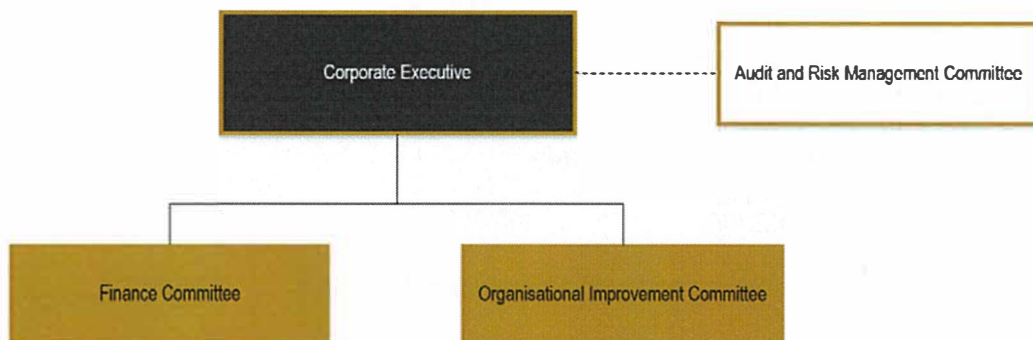


Governance Committees

Internal Committees

The Department has established internal committees to support decision making and governance arrangements within the Department. These committees are non-decision making bodies which advise and support the Director General in decision making and discharge of responsibilities. Some committees are legislated (i.e. the Audit and Risk Management Committee) while others have been established to consider key areas of strategic importance.

The Governance Committee Structure for the Department is designed to ensure clear lines of accountability.



Corporate Executive Committee

The Corporate Executive Committee (CorpEx) is the peak decision-making body for the Department and is responsible for achieving organisational performance and accountability in accordance with legislation and good governance practices. The role of the CorpEx is to

support the Director General in decision making, advising on matters of strategic importance and to provide leadership across the Department in the following areas of focus – strategy; culture; relations; performance; and compliance and accountability.

Audit and Risk Management Committee

The Audit and Risk Management Committee provides the Director General independent assurance and advice on the risk, control and compliance frameworks for the Department.

Finance Committee

The Finance Committee guides the annual budget process, monitors and reports on the Department's financial performance and formulates strategies for improving the Department's financial position.

Organisational Improvement Committee

The Organisational Improvement Committee provides ongoing oversight and review of organisational opportunities for improvement and reduction of red tape. This incorporates both Human Resource and Information Communication and Technology solutions.

The internal committees established by the Department ensure staff with the relevant skills and experience support decision making, and provide the views of interest groups and stakeholders for consideration.

Terms of Reference, guidelines and templates for these committees are available on the Department's [intranet].

[Under development].

External Committees

Government boards and committees rely on a diverse range of people willing to offer their time, experience, expertise and advice to help the community. These Boards provide leadership, direction and purpose and ensure good governance and effective systems are in place to shape, enable and oversee the management of a public sector body.

[OnBoardWA](#) is the Department's website and register to better connect potential candidates with Western Australian Government Boards and Committees.

Aboriginal Affairs Coordinating Committee

The Aboriginal Affairs Coordinating Committee (AACC) is established under section 19 of the [Aboriginal Affairs Planning Authority Act 1972](#) with the function to coordinate services for Aboriginal people.

The AACC is the main coordinating body for Aboriginal affairs, programs, services and policies.

Further information on AACC can be viewed on the Department's [website](#).

Western Australian Aboriginal Advisory Council

The Western Australian Aboriginal Advisory Council (WAAAC) is established under section 18 (1) of the [Aboriginal Affairs Planning Authority Act 1972](#) the purpose of advising Government on matters relating to the interests and wellbeing of persons of Aboriginal descent.

The WAAAC provides a unique opportunity to build genuine, respectful and reciprocal relationships between Aboriginal people and the Western Australian Government to achieve better life outcomes for Aboriginal and Torres Strait Islander men, women and children.

Further information on WAAAC can be viewed on the Department's [website](#).

Supporting Communities Forum

The Supporting Communities Forum is a joint public-community sector working group responsible for addressing issues of mutual concern, with a view to achieving beneficial outcomes for both sectors and for the Western Australian community. The Supporting Communities Forum is comprised of public and not-for-profit sector leaders and reports to the Premier on major issues.

Further information on the Supporting Communities Forum can be viewed on the Department's [website](#).

Strategic Plan

The Department's [Strategic Plan 2018-2019](#) sets out strategic direction and priorities, including key goals and deliverables set by Ministers and the State Government. The plan guides the Department's decision-making and is a tool for Corporate Executive to ensure work is focused on our core business and deliverables. The plan provides a holistic view of the Department's strategic priorities with a broader focus on themes rather than specific service outputs.

The current Strategic Plan is concluding at the end of 2019. The planning process for the new Strategic Plan 2019-2021 has commenced, with extensive consultation occurring with staff across the Department.

Corporate / Business Plans

Corporate Plans and Business Plans are established across the Department to ensure the timely delivery of the key goals and deliverables. The Department develops and reviews its corporate / business plans on an annual basis to identify accountabilities, relevant initiatives and performance measures that support its strategic direction in each unique operating environment.

Performance reviews are embedded into corporate / business planning processes and provide performance information for improving service delivery and promoting system improvement.

[Under development – templates for divisional, directorate and branch plans for use across the Department. Aligns with the Strategic Plan].

Delegations

The Department has developed a clear, easily referenced Delegations, Authorisation and Directions Schedule (the Schedule) to ensure the efficiency and effectiveness of its administrative processes, and to provide a high level of transparency in the execution of financial and human resource functions, transactions and contracts.

Appointments made within the Schedule are in line with the *Public Sector Management Act 1994*, *Financial Management Act 2006 Division 2 – Payments and Transfers Section 32*, the *State Supply Commission Act 1991*, *Treasurers Instructions*, *Premier's Circulars* and *Public Sector Commissioner Instructions*.

Delegations and authorisations are directed at positions/titles rather than at individuals, and cannot be amended without authorisation of the Director General. A person who holds a delegation must take care to comply with the limits of the delegation and any conditions placed on the delegation.

A copy of the Delegations, Authorisation and Directions Schedule can be found [\[here\]](#).

[Under development.]

Outcome Based Management

The Department operates under the guidance of its strategic vision, purpose and goals, which set the direction necessary to achieving the Government Goal of Sustainable Finances. Key Performance Indicators (KPIs) allow the Department to assess and monitor performance in areas identified as critical. These KPIs are used to measure the Department's performance both on a quarterly and annual basis, ensuring the delivery and achievement of services and outcomes relating to the relevant Government Goal.

Key effectiveness indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes, and Key Efficiency Indicators monitor the relationship between the services delivered and the resources used to produce the service. Collectively, the achievement of the outcomes and services demonstrate how the Department contributes to achieving the Government's Goal of Sustainable Finances.

The Department's Outcome Based Management structure consists of two agency-level outcomes, and five agency-level services, which are:

Outcome 1: Executive Government and Members of Parliament receive appropriate support

Service 1: Administration of Executive Government Services

Service 2: Administration of Parliamentary Support

Outcome 2: The Premier and Ministers receive high quality, rigorous and timely policy advice

Service 3: Government Policy Management – Whole of Government

Service 4: Government Policy Management – Aboriginal Affairs

Service 5: Government Policy Management – Information and Communications Technology

Annual Reporting

As required under the [Financial Management Act 2006](#), the Department must prepare and submit annual reports to Parliament.

Annual reports are an important tool in assisting the public's understanding of the operations of the Department, as well as ensuring financial and performance accountability to Parliament.

Published annual reports can be located on the Department's [website](#).

Principle 3: Organisational structure

The Department's Corporate Executive team leads the department across three divisions:

Infrastructure and Major Projects

The Infrastructure and Major Projects Division provides key services to public sector agencies and the wider Department including:

- coordinating the planning and prioritisation of the State's key infrastructure to underpin economic growth, support job creation and deliver on social and environmental goals;
- leadership for digital reform within the public sector to improve service delivery; and
- secretariat support for the independent review on the Strategic Assessment of the Perth and Peel regions.

Policy and Reform

The Policy and Reform Division provides key services to meet the needs of executive government, including:

- facilitating a whole-of-government approach to transform the relationship between Aboriginal people and government in Western Australia to deliver mutual and enduring benefits;
- providing whole-of-government policy advice and support on a broad range of economic and environmental issues;
- leadership in Western Australia's engagement with the Commonwealth and other States and Territories;
- coordinating and supporting wide-ranging reform of the Western Australian public sector; and
- providing advice and coordination for specific social policy issues and projects with a cross-government focus and building strong relationships with the community services sector.

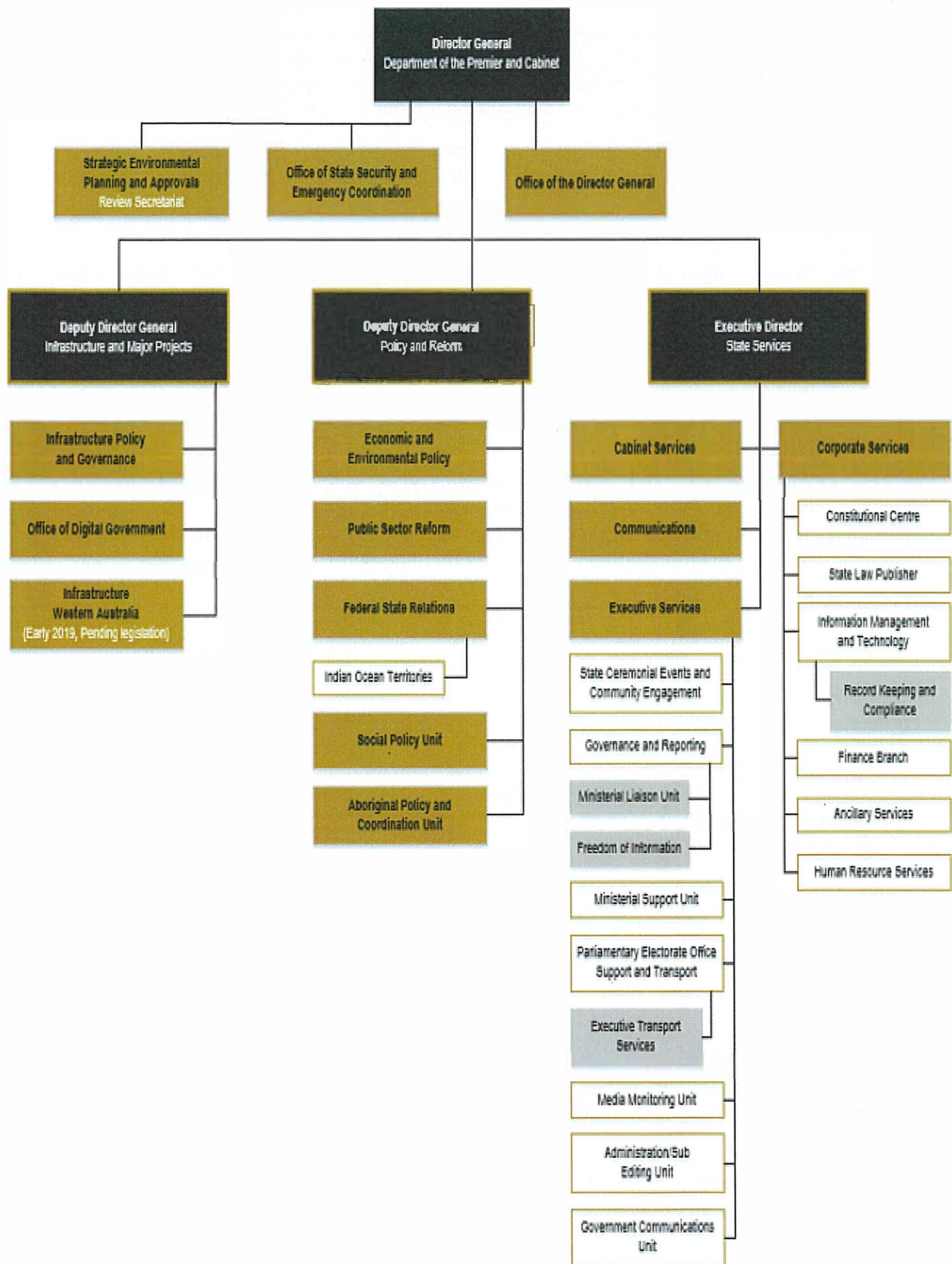
State Services

The State Services Division provides key services to the Office of the Premier, Ministerial Offices and the wider Department including:

- advice and support about Cabinet and parliamentary processes;
- corporate support including human resource, financial and ancillary services, information management and technology and record keeping and compliance matters;
- Executive Services including:
 - management and operation of the Ministerial Air Charter;
 - Ministerial Human Resources and other advice to ministerial offices;
 - ministerial media monitoring;
 - governance and reporting functions;
 - coordination of state ceremonial events;
 - management of electorate office support and transport requirements; and
- Communications advice and support.

The Department's organisational structure ensures effective alignment of functions and operations with service delivery across the Department. It provides clear lines of reporting and accountability to support appropriate, open and transparent decision-making processes.

Organisational structure as at February 2019.



Principle 4: Operations

Administrative Framework

The Department's Administrative Framework serves as a central directory to provide staff and the community (where appropriate) access to Departmental administrative policies and procedures. The Administrative Framework would commonly include Commonwealth and WA legislation, Departmental Administrative policy, industrial agreements and directives, standards, procedures, authorities and delegations, guidelines and forms.

[Under development – development of an overarching administrative policy framework outlining document relationship and hierarchy, including register, authorisations and review schedule.]

Project Management Framework

The Department's Project Management Framework outlines the agreed project management methodology and processes for managing projects within the Department. The Project Management Framework includes templates and integration of reporting mechanisms from the development of project concepts through to implementation.

[Under development – development and implementation of a consistent overarching framework and tools for ongoing monitoring and reporting on strategic projects.]

Information Management

The Department ensures all information is managed in accordance with requirements of the *State Records Act 2000*. Further, the Department leads and adheres to whole-of-government information policies and standards for public records, including the use of electronic documents and records management systems to manage corporate records.

The Recordkeeping Compliance Team within the Corporate Services branch provides an archives and recordkeeping service to the Department of the Premier and Cabinet, Public Sector Commission and Ministerial Offices.

Record Keeping Plan

To meet record keeping requirements under Section 28 of the [State Records Act 2000](#), the Department has a [Record Keeping Plan](#) that sets out the matters about which records are to be created by the Department and how it is to keep its records. The Record Keeping Plan provides an accurate reflection of the recordkeeping program within the Department, including information regarding the organisation's recordkeeping system(s), disposal arrangements, policies, practices and processes.

Principle 5: Ethics and integrity

Organisational Values

The Department adheres to the Public Sector Code of Ethics and is guided by its Code of Conduct. We value:



People

- Respect and recognise the contribution of all colleagues.
- Work collaboratively and professionally.
- Open to and draw on a diversity of ideas and views.



Clarity

- Provide clear advice and support, even where there is ambiguity.
- Communicate effectively with others and consider their feedback.
- Bring a consistent approach to our work.



Leadership

- Empower and enable others to do their best.
- Commit to personal development and on-going learning.
- Take ownership of our tasks and decisions.



Openness

- Act in a transparent and ethical manner.
- Make objective decisions and be fully accountable for our actions.
- Make ourselves accessible.

Code of conduct

In accordance with the PSM Act, [Public Sector Commissioner's Instruction No. 8](#) and the [Western Australian Public Sector Code of Ethics](#), the Department is required to develop a Code of Conduct that is consistent with the Code of Ethics, and sets out minimum standards of conduct and integrity for all employees of the Department and staff within Ministerial Offices.

The Department's Code of Conduct establishes the ethical standards of conduct and behaviour expected of public service staff when working with each other, with other agencies and when serving members of the community.

The Department promotes integrity in the Public Service and compliance with the Public Sector Standards, the Western Australian Code of Ethics and the Department's Code of Conduct. To support the application of the Public Sector Standards, the Western Australian Code of Ethics and the Commissioner's Instructions, the Department has a number of formal policies, procedures and guidelines which are reviewed on a regular basis.

Conflict of Interest Disclosure

As stated in the Department's Code of Conduct, Principle 4: Conflicts of Interest, the Department respects employee privacy and does not normally take an interest in personal conduct outside of work. However, when an employee's personal, social, financial or political activities interfere, or have the potential of interfering with an employee's capacity to be impartial, a 'conflict of interest' may exist that must be resolved.

To maintain the public's confidence in the integrity of Departmental officers, all actual, potential or perceived conflicts of interest are to be identified, declared, managed and reviewed appropriately and in accordance with the principles set out in section 9 of the PSM Act.

The Department has developed a clear, well-informed [Conflict of Interest Policy](#) and [Conflict of Interest Procedures](#) which are available to all staff on its intranet.

Gift Declaration

Any employee who in the course of their duties receives an offer of a gift (other than a very modest gift, such as a commemorative photo, in connection with their official duties) either within or outside of the hours of duty must declare its receipt and seek approval if they wish to retain the gift by completing a [Gift Declaration form](#).

Regardless of the value of a gift, Departmental staff are required to exercise balanced judgement and common sense when considering whether it is appropriate to accept a gift or benefit, taking into account the expectations of stakeholders and whether or not accepting the gift could be perceived as a conflict of interest.

Invitations to events offered to Departmental staff by a public authority to support and facilitate the business of the authority of government or by an external party as part of conducting the business of the authority or government must also be declared.

As guided by the Conflict of Interest Procedures, invitations can be declined (and should be declined), if the employee believes that accepting such an offer may be perceived by others that the acceptance would influence their behaviour and impartial decision making abilities in their official role within the Department.

Employees are required to seek permission to attend the event by completing the [Request to Attend Event form](#). Events are typically cultural, sporting, concerts and other events, and also includes the provision of food, beverage and entertainment supplied at these events. The estimated value of the event is to be included on the form.

Details and decisions relating to gifts and event invitations received by Departmental staff are recorded in the Department's Gift Database (not publically available). Ministerial Offices maintain their own registers detailing such records individually.

Financial Interest Declaration

Departmental employees are entitled to have external interests; for example, shares or other business interests, including family business interests or trusts. However, as soon as employees become aware of a potential conflict of interest (perceived or otherwise), they must declare it, by completing the [Financial Interests declaration form](#), and comply with any instruction received from the Governance & Reporting branch and the Ministerial Support Unit.

Dealing with Lobbyists Disclosure

As part of employee obligations of transparency, integrity and honesty under the Code of Conduct, employees must comply with the requirements relating to contact with lobbyists, which prohibit lobbying by individuals or firms who are not listed on the [Register of Lobbyists](#). Any dealings with lobbyists are recorded by the employee on the [Dealings with Lobbyist form](#), which is retained by the Department.

Activities Outside of the Department

Whilst it is not the intent of the Department to discourage employees from involving themselves in outside employment, these activities are carefully managed to reduce conflicts of interest, misuse of resources and employee performance risks. The Department's [Conflict of Interest Policy](#) (subsection 'Activities Outside of the Department') outlines the recognition and management of such risks.

In accordance with section 102 of the PSM Act, employees wishing to be employed outside the Department must seek permission by completing the [Activities Outside of the Department form](#).

Approval for employees who wish to engage in outside employment while working for the Department is at the discretion of the Director General, having regard to the effect of the quality or quantity of their work at the Department, any actual or perceived conflicts of interest, and any associated risks to the Department.

Complaints Management Process

The Department values the public's right to voice concerns regarding our services, decisions, actions and officers. The Department treats complaints seriously and deals with them promptly in an equitable, objective and unbiased manner.

The Department's Complaints Management Policy sets out our approach to managing complaints we receive, including options for review through external bodies such as the Public Sector Commission, the Office of the Information Commissioner, the Ombudsman Western Australia and the Corruptions and Crime Commission.

[Under development – internal guideline for the management, documentation and reporting of complaints (not HR related) within the Department.]

Principle 6: People

The Department's leadership in people management contributes to individual and organisational achievements. In order to ensure effectiveness and efficiency of our operations, it is important to have effective systems for managing our workforce and individual employees. This encompasses fair, transparent and equal treatment of employees, as well as comprehensive strategies to motivate and lead people and promote personal development.

Human Resource Management

The Department's Human Resource Services branch provides a comprehensive range of advice and assistance to managers and employees on all employee related matters, and is dedicated to supporting the Department achieve its long term objectives and adheres to our corporate values of People, Clarity, Leadership and Openness.

Equal opportunity

The Department's [Equal Opportunity Policy](#) establishes a framework under which the Department provides a fair, safe and harassment free work environment, which values diversity and ensures equality of opportunity and access for all employees.

Occupational health and safety

The Department is committed to providing a healthy, safe and accident free workplace for all employees, contractors and visitors by complying with the *Occupational Safety and Health Act 1984* and the *Worker's Compensation and Injury Management Act 1981*. To achieve a high standard of occupational safety and health involves shared responsibilities and teamwork and the Department has an embedded a consultative approach in which all employees are responsible for their own and other people's safety and health in the workplace.

Further information in regard to Occupational Safety and Health is available by clicking on the links below.

- [!\[\]\(e40bb48ad1470e3a14017c64c5673877_img.jpg\) OSH Management Plan](#)
- [!\[\]\(de28875f44a359ca6d30bbb1d9f6cdbd_img.jpg\) Occupational Safety and Health Policy](#)
- [!\[\]\(2d84cfc19096ca16fe323c530253896b_img.jpg\) First Response Checklist](#)
- [!\[\]\(6b933a0050dc38b6c79d63f70c853f8d_img.jpg\) First Aid Guidelines](#)
- [!\[\]\(54cb7c61ff385eb40d6f6ccc42e89c3b_img.jpg\) Managing Alcohol and Drugs in the Workplace Guidelines](#)
- [!\[\]\(79e077332ddce0f8ffe117bdcd7a7140_img.jpg\) Managing Work Related Illness and Injury Guidelines](#)
- [!\[\]\(03441cacddac692482c661c224262807_img.jpg\) Accident Incident Report Form](#)

Performance Development Plans

Effective performance, learning and development planning, and review allows employees to create and sustain crucial links between the Department's strategic and operational plans and the key tasks and projects being carried out at an individual level. It also provides valuable opportunities for two-way feedback on performance for employees and managers.

Every employee must participate in a performance and development process on an annual basis at a minimum.

The Department has developed comprehensive [MyPlan Guidelines, Templates and Resources](#) which are available to all staff on its intranet.

Principle 7: Finance

Financial Accountability

The Department ensures efficient and effective financial management through its Financial Management Manual (FMM). This ensures a consistent approach to ensure:

- proper recording of financial transactions;
- financial operations contribute towards the organisation's key strategic goals and outcomes;
- processes are in place to monitor and audit financial performance at an executive level as well as by an independent audit committee.

As per Treasurer's Instruction TI 701 under the [Financial Management Act 2006](#) the Department's FMM is maintained in an up to date form for the agency through the Chief Financial Officer and Financial Services Branch.

The scope of the [FMM](#) covers all financial policies, procedures, systems and activities within the Department and applies to all officers performing duties in relation to the financial administration of the Department.

It is the duty of every officer of the Department engaged in duties connected with financial administration to comply with the FMM.

Principle 8: Communication

Communication practices ensure the Department's internal and external communication is open, accessible and responsive. All correspondence with the Department is coordinated through the Corporate Information Branch, with allocation, responses and monitoring aligned with the Organisational Structure.

Freedom of Information

The *Freedom of Information Act 1992 (WA)* (FOI Act) is designed to increase openness and transparency in Government by providing a general right of access to documents held by most State Public Sector agencies, including the Department.

The Department takes its obligations under the FOI Act seriously and aims to make documents available promptly, at the least possible cost and wherever possible documents will be provided outside the freedom of information (FOI) process.

By recommendation of the Western Australian Information Commissioner's review on the administration of the FOI Act, the Department created an FOI Unit to provide support, coordination and processing of access applications in Ministerial Offices, as well as continuing the administration and processing of FOI applications within the Department.

The [FOI Policy and Procedures] have been developed to assist and guide employees who may be involved in FOI applications to ensure compliance with the Department's obligations under the FOI Act and promote a consistent approach to the handling of applications in accordance with this legislation.

[Under development/review]

Public Interest Disclosure

The *Public Interest Disclosure Act 2003* (PID Act) encourages and facilitates the disclosure of public interest information by providing protection for those who make disclosures, and those who are the subject of disclosures. The PID Act provides a system for the matters disclosed to be investigated and for appropriate action to be taken.

The Department adheres to the aims and objectives of the Act and recognises the value and importance of staff contributions to administrative and management practices. The Department's [internal procedures guide](#) provides further information on the public interest disclosure process.

Principle 9: Risk management

Risk Management Framework

Risk management is a critical component of governance arrangements in the Department and is integrated into the Department's governance, planning and reporting framework.

The Department has a Risk Management Framework which provides a structured and transparent approach to managing risk across the Department. The Risk Management Framework was developed upon the principles and risk management standards of *Aust/NZ and International Standard for Risk Management* (AS/NZS ISO 31000:2009), which has become an accepted and proven best practice approach to risk management. It provides a detailed methodology for systematic and consistent identification, assessment and management of risk across the Department. It also defines reporting processes to ensure exposures are managed at an appropriate level across the organisation.

[Under development/review.]

Business Continuity Plans

Business continuity planning; how an entity prepares, responds to and recovers from a disruption, is crucial to assist the Department in managing business disruption, as well as build agency resilience.

Based on the *Australian / New Zealand Standard for Business Continuity*, the Department has created Business Continuity Plans to ensure that, as far as possible, the likelihood of the disruption event happening is reduced, and if it does occur critical functions can be maintained or restored in a timely fashion; thus minimising the operational, financial, legal, reputational and other consequences potentially arising from the disruption.

[Under development.]

Internal Controls and Assurance

The Department has established the Audit and Risk Management Committee (ARMC) in compliance with the *Financial Management Act 1994* and the associated *Standing Directions of the Minister for Finance under the Financial Management Act 1994*.

The ARMC provides independent advice on the effectiveness of risk management, control and governance within the agency that applies to both financial and non-financial operations.

The ARMC supports the Department by:

- Reviewing the effectiveness of risk management, control and governance.
- Promoting improved economy, efficiency, effectiveness and ethical culture.
- Improving the reliability and reporting of management information, including financial information.
- Monitoring and evaluating the performance of Internal Audit.
- Reviewing the effectiveness of fraud control measures.
- Assisting compliance with laws, regulations, standards and good practice guidelines.

The ARMC Charter outlines the role, responsibilities, authority, composition, structure and membership requirements of the committee.

Fraud and Corruption Control

The Department holds the highest possible standards of openness, probity and accountability in all its affairs and has zero tolerance for fraud, corruption or misconduct. Suspected fraud or corruption will be reported, investigated and resolved in accordance with the *Corruption, Crime and Misconduct Act 2003* and its internal policies and procedures.

All employees share in the collective responsibility to assess the risk of fraud and corruption in the activities undertaken in their business area, identify and report suspected fraud or corruption, and behave ethically and promote a culture of integrity in the workplace.

The Fraud and Corruption Control Framework details the Department's approach to implementing and monitoring fraud and corruption prevention, detection and response initiatives.

[Under development/review.]