



Culture Change: Building a future ready public sector

**Institute of Public Administration Australia WA
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Change Without The Crisis

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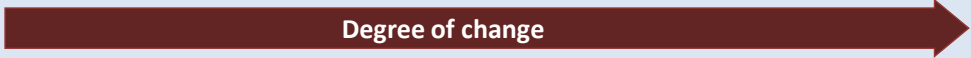
History

- **Largest Policing Jurisdiction in the World**
- **Growth linked to political environment**
- **Organic growth**
- **Increased or improved service at the core of change**
- **A focus on offending**

The Case for Change

- **The State finances under significant pressure as a result of declining revenue streams associated with GST funding, rising Australian dollar and falling royalties.**
- **This resulted in significant budget reductions over the forward estimates with WA Police facing reductions of \$28.2 million in 2012/13 and increasing to \$80+ million in 2016/17.**
- **The WA Police budget has limited flexibility with 75% of the budget being allocated to employee related costs, 19% allocated to contractual obligations and accounting adjustments with the remaining 6% relating to variable policing activity costs.**
- **This coupled with the recommendations of the 2011 Value for Money review.**

What Degree of Change?

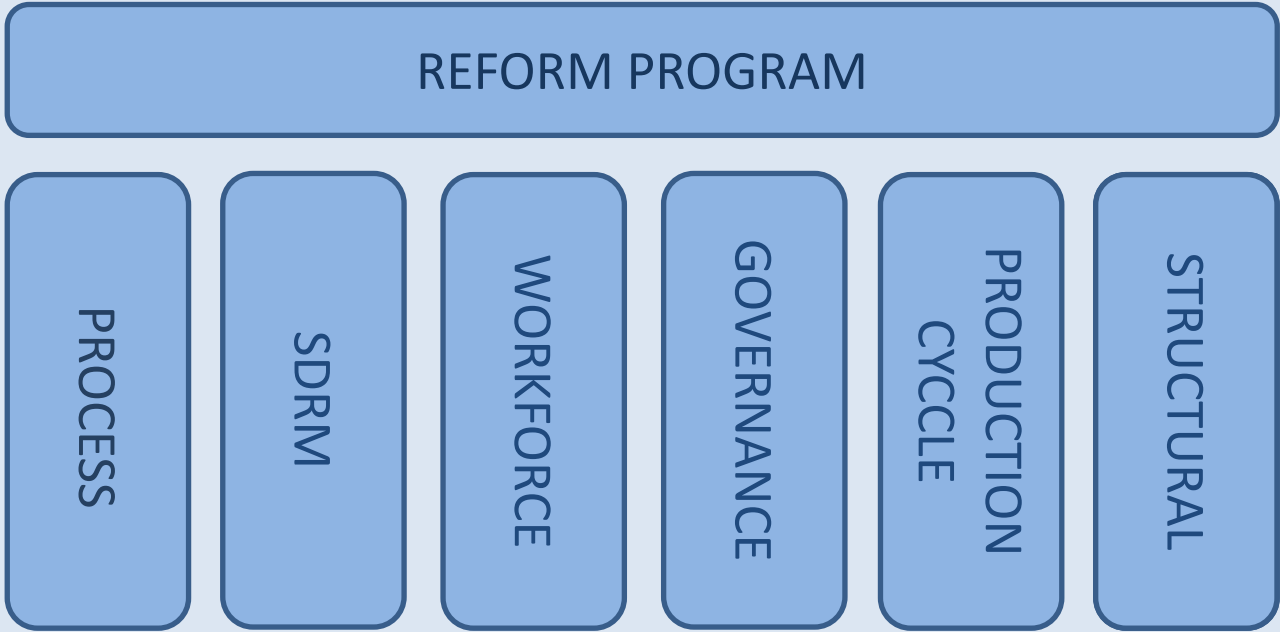


Degree of Change	Marginal non-core change	Widespread but marginal	Organisation-wide reform	Fundamental transformation
Key Aspects	<ul style="list-style-type: none"> • Low complexity • Marginal change in non-core operations only • Change is quick to implement • Change will last in the short-term only • Low operational risk • Limited stakeholder engagement needed • Low media profile • 1-2% savings 	<ul style="list-style-type: none"> • Low-medium complexity • Marginal changes across the whole organisation • Requires longer time scale than 'quick wins' • Relatively low operational risk • Need to manage internal stakeholders • 2 – 5% savings 	<ul style="list-style-type: none"> • Medium-high complexity • Significant change improvement across the whole organisation • Change will be sustainable • Need to engage with external stakeholders e.g. unions • Need to manage operational risk • 5% - 8% savings 	<ul style="list-style-type: none"> • High complexity • Fundamental transformation of service delivery and operating model • Long time scale of implementation • Complex stakeholder management e.g. with Agencies • High media profile • 12% - 20% savings to reinvest
Select...	A	B	C	D

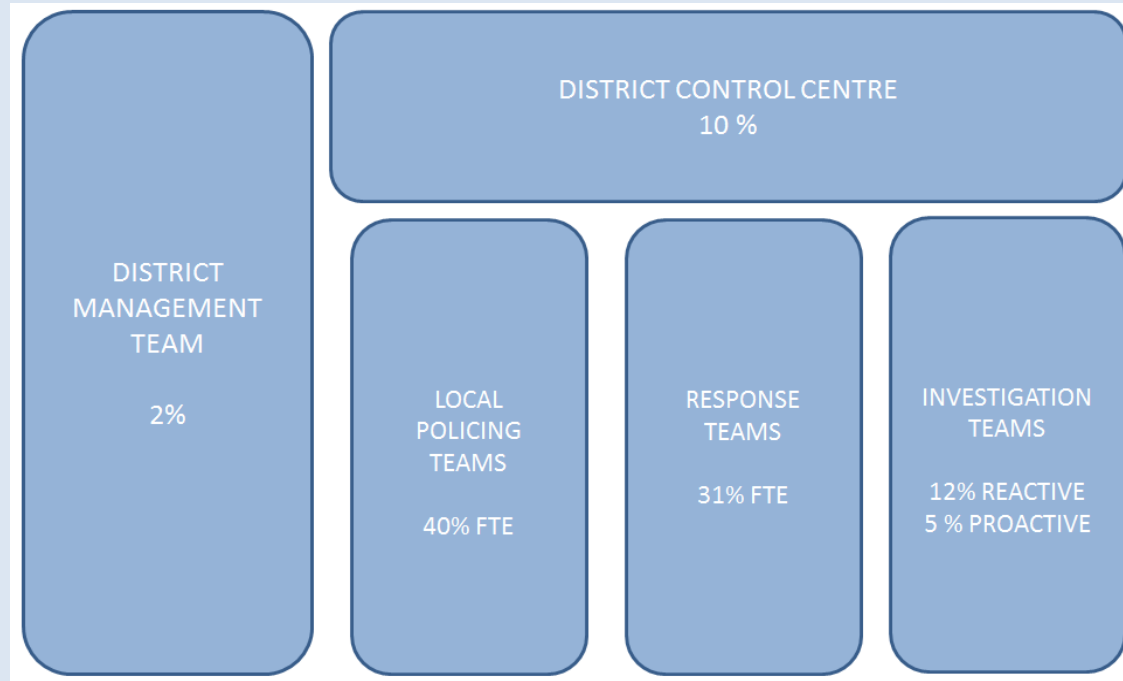
Reform Principles

- **Leaner**
 - **Greater Control**
 - **Locally Focussed Policing**
 - **Demand Reduction**
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Reform Streams



New Operating Model



New Operating Model: Objectives


Responding to the Case for Change, the Reform Program comprised a number of key shifts that will transform almost every aspect of WAPOL, with a primary focus on demand reduction and crime prevention



Reduction
in Demand
for Services



Improved
response



Increased
Community
access to
frontline
policing



Increased
quality in
investigatio
ns



Improved
services to
Victims



Improved
community
engagement
and
confidence



Increased
job
satisfaction
for metro
district
employees



Improved
business
mgmt.
practices



Public
order
problems
reduced

What is next ?

- Build on the change
 - Embed change into culture
-
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Lessons

- Use research to support your case
- Don't be tempted to change direction at every obstacle
- Communicate, communicate communicate!!!
- Then communicate some more!



Final message

No one likes to
be reformed!!!
