

Agency Capability Review - DEMIRS Response Plan

Ref:	Line of Inquiry	PSC ACR Capability Theme					High Level Recommendations	Commentary	DEMIRS Initiative	Status	DEMIRS Enabling Strategies				
		People	Resources and risk	Leadership, culture & governance	Service excellence	Relationships					Decisive	Collaborative	Adaptive	Capable	Tech savvy
1	Establish DEMIRS as a best practice multi-industry regulator and embed generic regulatory skills						R.1.1. Review and clarify regulatory purpose and outcomes	While the strategic plan outlines elements of risk based regulation, proactive education, promotion of good practice and a focus on strong relationships with stakeholders, there is a disconnect between some of these high level strategies and the operations of the agency. The agency needs to review the regulatory approach, priorities and desired outcomes from activities and services to ensure this statement aligns with the agency's strategic plan and goals, and the understanding of staff.	Establish a statement of regulatory intent	In progress					
							R.1.2. Identify, develop and implement a set of common, generic regulatory competencies	While employees have regulation skills and knowledge specific to their work areas, embedding core or generic regulatory skills in the workforce will have a number of benefits such as improving regulatory efficiency, minimising regulatory burden on the community and industry, and enabling greater levels of flexibility and career progression of regulatory professionals.	Induction training for all DEMIRS employees covering an overview of the DEMIRS structure and functions, employee role in the Department, high level principles for a consistent approach and discretionary decision making and elements of best practice regulation.	Complete					
									Commitment to fund enrolment of at least one staff Manager from each relevant group per year into regulatory training programs	Ongoing					
									Australian Consumer Law Training Program	Complete					
									2022 Legal Services Training Program	Complete					
							R.1.3. Consistently provide for genuine, meaningful and proactive stakeholder engagement	The agency needs to consistently provide for genuine, meaningful and proactive stakeholder engagement, with consultation offered in the earlier stages of a project. This would support a more transparent and predictable policy environment and greater support and compliance from stakeholders.	Stakeholder Engagement Framework	Not yet commenced					
								Effective engagement with Aboriginal stakeholders is an increasingly pertinent skill in regulation, particularly in the resources area	Aboriginal Empowerment Initiative	Ongoing					
									Reconciliation Action Plan 2020-2022	Ongoing					
									Mandatory Cultural Awareness Training Roll-Out	Ongoing					
		2	Structural reform to ensure the agency is an integrated cohesive entity					R 2.1. Develop a vision as a multi-industry regulator	While the agency's purpose is well known across the agency, there is no clear vision that is framed in an aspirational, forward thinking manner that articulates where the agency wants to be in the longer term future	DEMIRS Strategic Plan - Towards 2026	Ongoing				

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			R.2.2. Configure organisation structure and operations to meet strategic objectives and drive collaboration	The agency should reconfigure existing operations to promote integration and a whole of agency perspective to address the siloed nature of the agency. Both structural and cultural elements should be considered in this reform.	2023 DEMIRS Agency Structural Review	Complete	
			R.2.3. Adopt a 'one agency' approach to the development and implementation of the agency's operations and projects	Building a more cohesive and integrated agency could be achieved through cultivating an all-embracing 'one agency' approach to the development and implementation of the agency's operations and projects. One mechanism for achieving this could be to set up a whole of agency consultative committee	While a 'whole of agency consultative committee' is not supported, DEMIRS is undertaking a number of initiatives to embrace a 'one agency' approach where possible.	In progress	
			R.2.4. Implement a mechanism to integrate and prioritise its many different enforcement activities	The agency should develop a set of annual regulatory priorities to assist with focusing its efforts and prioritise these efforts (and staff) to where they are most needed.	Develop a set of annual regulatory priorities and communicate this to our internal and external staff and stakeholders	Complete	
			R.2.5. Create greater awareness of its broader roles as a regulator	Building on its strong national reputation in some areas of its regulatory work, the agency should also create greater awareness of its broader roles as a regulator, including why regulations exist and the desired outcomes for industry and the community	See Establish a statement of regulatory intent Regulation Induction training for employees Participate in communities of practice Develop a set of annual regulatory priorities and communicate this to our internal and external staff and stakeholders	In progress	
			R.2.6. Ensure consistent high level service delivery	A customer service charter is one way the agency can ensure consistent high level service delivery. This would also enable the agency to explore organisational cultural factors impacting service consistency, efficiency and effectiveness, while outlining the customer service standards that all citizens, customers and stakeholders should be able to expect in all aspects of the agency's work.	Development and implementation of a customer service charter	Complete	
			R.2.7. Improve oversight of the agency's entire program of works and a catalogue of high value projects.	Oversight of the agency's entire program of works and a catalogue of high value projects is needed and setting up a Strategic Project Management Office would help develop effective agency wide collaboration and decision making. This approach would support a shift among leaders to work in a more cohesive way, ensuring alignment between the agency's proposed and approved projects, and its vision, purpose and strategy	Develop strategic plan reporting framework and process to track and monitor strategic plan deliverables including adequate sponsor oversight, change management and new initiative tracking with regular oversight from Executive Leadership Group Consideration to be given to an agreed project management methodology and training/awareness (for non-ICT projects)	Ongoing	
3	A highly skilled and agile workforce to meet future challenges		R.3.1. Prioritise workforce planning, balancing future objectives as well as immediate needs	The agency should continue to prioritise and invest in workforce planning to: <ul style="list-style-type: none"> attract new staff with current, practical industry experience retain and share accrued knowledge and skills identify the capabilities required to effectively respond to future challenges 	Workforce Planning Strategy	Complete	
					Leadership Development Framework	Ongoing	
					Graduate Program	Ongoing	
					Aboriginal Employment Program 2023	Ongoing	

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									Succession Planning Pilot Program	Complete						
									Thrive At Work (Employee Wellbeing Strategy 2021-2023)	Ongoing						
									Disability Access and Inclusion Plan 2019-2023	Ongoing						
									Consideration could be given to attraction and retention initiatives.	Ongoing					♦	
		♦				R.3.2. Consider the development of a comprehensive mobility strategy	The agency should explore the exchange and movement of staff both in the agency and externally across industry to improve staff capability, encourage greater collaboration and a one-agency mindset, and engender a collective focus on agency goals. For example, external mobility and short term staff exchange with peak industry bodies and associations, tertiary institutions and consumer groups would increase individual and agency capability.	Development and implementation of mobility program	Complete		♦		♦			
4	Update ICT systems to deliver efficient and streamlined regulatory services for consumers and businesses.					R.4.1. Continue to prioritise the transition of digital assets to a cloud environment	The plan to shift the agency's technology to a cloud based environment involves a complicated set of digital assets. It is acknowledged that the level of customisation required and the interconnectedness of multiple applications in making the transition to cloud technology is significant but not beyond the challenge that other agencies have faced.	Cloud Transition Strategy	In progress							
		♦						Strategic ICT Roadmap	Complete		♦		♦		♦	
			♦			R.4.2. The agency should review its approach to strategic digital asset planning to ensure a high functioning and future fit ICT asset base.	The agency may wish to examine the way in which it plans for and manages its current asset and technology portfolios from procurement through to decommissioning.	Portfolio Planning Prioritisation Process (4P) and review to more adequately deal with funding approach	Ongoing		♦				♦	
				♦		R.4.3. The agency should review and modernise its online presence to create a unified, customer centric experience.	From the end user perspective, some of the agency's online experience is confusing and not connected. Information is not easily accessible, and many elements do not appear to be linked to the agency's broader online strategy	DEMIRS Strategic Priority #9 - Services online	In progress			♦		♦		♦
					♦	R.4.4. The agency should ensure its cyber security arrangements are appropriate for its future digital operations.	With the agency offering increasing levels of licensing functions online, there must be increased assurance that the agency's ICT systems are safe and secure. The agency must ensure its cybersecurity defences remain robust at all times and should consider an ongoing process of cybersecurity checking and verification to accompany the provision of more online services.	Cyber and Information Security Management framework	Ongoing					♦		♦