

Not relevant



110 DPC07/032CS

Cabinet Implementation Unit: Role and Scope  
(Michael Rann and Jay Weatherill)  
**WITHDRAWN TO BE RELISTED IN JANUARY  
2008**

Not relevant



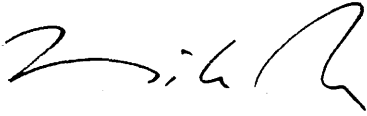
1. **TITLE:** **CABINET IMPLEMENTATION UNIT: ROLE AND SCOPE**
2. **MINISTER:** **Mike Rann MP  
PREMIER**  
  
**Hon. Jay Weatherill MP**  
**Minister assisting the Premier in Cabinet Business and  
Public Sector Management**
3. **PURPOSE** To seek Cabinet approval of the role and scope of the Cabinet Implementation Unit (CIU).
4. **IDENTIFY THE RELEVANT GOVERNMENT POLICY AND/OR SA'S STRATEGIC PLAN TARGET** This submission gives effect to the Cabinet-approved Government Reform Commission recommendation that Cabinet Office undertake a new implementation monitoring and reporting function. As part of the restructure of Cabinet Office, a new *Cabinet Implementation Unit* was established. This proposal puts forward 3 options for the monitoring and reporting role of the CIU.
5. **ICT COMPONENT** Does the submission have a material ICT Component? No
6. **RESOURCES REQUIRED FOR IMPLEMENTATION** No additional resources are required. All costs will be met within existing Cabinet Office and Agency budgets.  
  
Treasury and Finance agrees with the basis of the assessment of costs contained in this submission. Costing Comment attached.
7. **COMMUNITY AND ENVIRONMENTAL IMPACT** This proposal will have beneficial impacts upon the community generally through the monitored timely and effective delivery of Government's priorities.  
  
Does the submission have an impact on business? No
8. **RISKS** Insignificant.
9. **CONSULTATION** All agencies and Minister's Offices were invited to comment on this Cabinet submission during drafting stage. All agencies other than Attorney Generals broadly support this proposal.
10. **COMMUNICATION STRATEGY** The Communication Strategy will consist of inter-agency and Minister Office consultation, training sessions, a Good Practice Guide, and amendments to DPC Circular 19. All resources will be available on the DPC intranet, which will be accessible to all agencies as a result of the GRC intranet access across government project.
11. **URGENCY** 10 day rule

## 12. RECOMMENDATIONS

It is recommended that Cabinet approve:

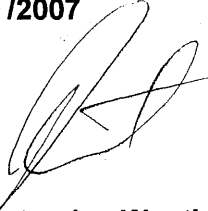
- 1.1. That the Cabinet Implementation Unit (CIU) functions are:
  - Advice and support to agencies on implementation planning
  - Monitoring of implementation progress
  - Reporting to Cabinet on implementation progress
- 1.2. That all Cabinet submissions include a 'Cabinet Implementation statement' that addresses: governance, risks, milestones and timeframes for delivery, success criteria, KPIs, and review mechanism.
- 1.3. *Option 3* as the monitoring and reporting scope:
  - 1.3.1. That the CIU analyse Cabinet submissions against the broad criteria below and recommend to Cabinet (for approval) those identified for targeted monitoring, excluding Major Proposals submissions.
    - Criticality (to State or Government)
    - High risk of failure
    - Significant economic implications
    - Impact across Government departments
    - Contentious in nature
    - Significant and complex projects
  - 1.3.2. That the lead agency of a Cabinet decision identified for targeted monitoring submit a detailed implementation plan to the CIU within 2 months of Cabinet's determination addressing: governance, project plan, stakeholder management, risks of implementation, success criteria, KPIs, and review mechanism.
  - 1.3.3. That the CIU contact agencies quarterly to gain feedback on the implementation progress of decisions generally.
  - 1.3.4. That the CIU prepare quarterly reports to Cabinet on targeted monitoring and provide an overview of implementation progress of all Cabinet decisions.
  - 1.3.5. That the CIU annually review and evaluate findings from the targeted monitoring and the overview of implementation progress, to identify major causes of delay or inability to complete implementation; report these to Cabinet and propose steps Government can take to improve implementation.

I declare that I have no actual or potential conflict of interest in relation to the proposals contained in this submission.



**Mike Rann  
PREMIER**

21/11/2007



**Minister Jay Weatherill  
Minister assisting the Premier in Cabinet Business and Public Sector Management**

21/11/2007

Contact Officer: Ainslie O'Connor 8226 3555

## FOR CABINET

### RE: CABINET IMPLEMENTATION UNIT: ROLE AND SCOPE

#### 1. PROPOSAL

- 1.1. To seek Cabinet approval of the role and scope of the Cabinet Implementation Unit.

#### 2. BACKGROUND

- 2.1. In November 2006, Cabinet approved the Government Reform Commission (GRC) recommendation to restructure Cabinet Office. As part of the restructure, a new *Cabinet Implementation Unit (CIU)* was established to undertake an implementation monitoring and reporting function. The first task of the CIU has been to consider its role and scope.
- 2.2. In making its recommendations, the GRC noted that there was no central monitoring or reporting on the implementation of Government's priorities as articulated in the decisions of Cabinet<sup>1</sup>. Thus when policy actions fail, Government cannot be certain whether it is because of inadequate implementation, untimely implementation, or lack of implementation altogether.
- 2.3. This proposal is about accountability to Government and accountability to the community. The Public Sector Management Act 1995<sup>2</sup> provides that Chief Executives are accountable to their respective Minister/s and the Premier for the achievement of whole-of-government priorities and to their Minister/s for the achievement of portfolio specific objectives. The principle of collective responsibility that applies to the decisions of Cabinet is also about accountability and makes it appropriate that Cabinet is informed of progress on the implementation of its decisions.
- 2.4. Experience in other jurisdictions demonstrates that monitoring of implementation from the centre not only keeps Cabinet informed of progress in delivering Cabinet priorities, but also operates as an 'early warning system' for Government so that timely action can be taken, or emerging risks managed, before projects or policies are seriously derailed.
- 2.5. This proposal recognises that tensions can often arise in the policy delivery chain where policy and delivery responsibilities are separate, particularly where traditional portfolio boundaries are traversed. Specialist advice on implementation planning can build capacity in

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<sup>1</sup> The South Australia Strategic Plan (SASP) directorate of Cabinet Office monitors and reports on progress against SASP targets.

<sup>2</sup> Public Sector Management Act 1995- Part 4

agencies to 'think through' the practicalities of implementation at the policy design stage and thus close the 'policy loop' between policy development and policy implementation.

- 2.6. South Australia is at the forefront of Australian states in terms of strategic planning and is maintaining that advantage by developing key performance indicators for each South Australian Strategic Plan (SASP) target. This proposal creates an opportunity to embrace this thinking, through the development of a framework that supports agencies to develop evidence-based success criteria for proposals put to Cabinet, that collectively build a benchmark of implementation performance across government.
- 2.7. If approved, this proposal would contribute to SASP targets of 1.7 *customer and client satisfaction with government services*, T 1.8 *timeliness of government decision-making*, and T1.9 *administrative efficiency*, and, more generally, to the effective and timely implementation of all Government's priorities as articulated by Cabinet.

### 3. DISCUSSION

#### 3.1 Functions of Implementation Units- Jurisdictional Comparison

3.1.1 Research reveals that implementation units in other jurisdictions undertake, to varying degrees, the following core functions (see table at [Appendix 1](#)).

##### 3.1.2 Advice and Support

Other jurisdictional units work with agencies to develop implementation plans for inclusion in Cabinet submissions. Jurisdictions advise that this improves the overall quality and the likelihood of effective and timely implementation.

##### 3.1.3 Monitoring

All units perform the monitoring and reporting function on behalf of Cabinet, by seeking progress updates from departments on the implementation of identified Cabinet decisions. The scope of monitoring can vary, from the monitoring of all Government priorities, such as State Plan priorities and legislation<sup>3</sup>, to an assessment based on criteria such as:

- Criticality (to State or Government)
- High risk of failure
- Large economic consequences

<sup>3</sup> Discussion with the Commonwealth and Queensland Governments on the scope of their monitoring reveals that legislation is included.

- Impact across Government departments
- Contentious
- Large investments/Significant and complex projects

### 3.1.4 Reporting

Other jurisdictional units prepare reports on a quarterly basis, other than Victoria (6-monthly). The 'traffic light system' which ranks implementation progress by green, amber or red lights is commonly used. Jurisdictions report that where agencies have good internal monitoring and other good practice in place, this form of reporting is not onerous.

## 3.2 Recommended Approach for South Australia CIU

### Advice and Support

- 3.2.1 It is strongly recommended that the CIU perform an advice and support function, by assisting agencies in addressing implementation planning and in meeting the requirement for implementation statements (see 3.2.3) in Cabinet submissions.

With its current resource and staffing levels, the CIU would need to be strategic in its approach. Therefore the CIU proposes to work closely with agencies to not only provide advice but to build capacity in implementation planning. To further extend its reach, the CIU would work closely with the policy directorates of Cabinet Office to ensure that early intervention on implementation planning of policy proposals is common practice.

- 3.2.2 Department of Premier and Cabinet (DPC) Circular 19 requires that implementation should be addressed in all submissions to Cabinet<sup>4</sup>. Current research indicates that the implementation section of Cabinet submissions is often omitted and where it is included, can often be completed in a perfunctory way. This undermines the decision-making process as Cabinet cannot know whether this is indicative of poor planning, inadequate attention to the implementation aspect of proposals, or is undertaken by agencies but simply not adequately addressed in the submission. It could also indicate reluctance on the part of the proponent to address the implementation aspect until Cabinet's approval is given.

- 3.2.3 CIU proposes that all Cabinet submissions<sup>5</sup> include an 'implementation statement', an *outline* rather than a detailed plan, that would be sufficient for Cabinet to make an informed decision.

<sup>4</sup> DPC Circular 19, page 41

<sup>5</sup> Excluding Sub-Committee submissions

An implementation statement would address the following as a *minimum*:

- Governance of implementation (accountability of lead agency, key stakeholders, applicability to statutory authorities etc.).
- Risks hindering implementation (identification and management).
- Milestones and timeframes for delivery.
- Success criteria, key performance indicators (KPIs) and review mechanism.

3.2.4 The CIU would assess implementation statements in all lodged Cabinet submissions. Where appropriate, these assessments may inform briefings to the Premier.

3.2.5 The CIU would work to build capacity in agencies through support, advice, training and sharing of best practice.

### **Monitoring<sup>6</sup> and Reporting Scope**

3.2.6 Whilst the CIU acknowledges that agencies have project management and other frameworks in place to monitor implementation<sup>7</sup>; there is no central monitoring to provide a whole of Government picture. Where proposals involve more than one portfolio, there is potential for gaps to arise in implementation. Without any benchmark, it is difficult for Government to ensure effective and timely roll out of its decisions and its ability to identify systemic barriers to implementation is also limited.

3.2.7 The three options below<sup>8</sup> include a 'light touch' approach, a 'targeted approach' and an option that draws on the best practice of both. In determining these options, the CIU has been mindful of agency comments in relation to resource implications for both the agencies and the CIU.

3.2.8 **Option 1** proposes low level monitoring of all recommendations as articulated within Cabinet decisions, through a quarterly agency response. The CIU would provide agencies with a pre-populated template of Cabinet decisions specific to them (outstanding for previous quarters) and ask that they indicate green (on track), orange (at risk) or red (off track) against each recommendation. The CIU would collate this report and provide an overview to Cabinet and a breakdown by portfolio to each Minister.

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<sup>6</sup> The Department of Treasury and Finance (DTF) undertakes a number of monitoring processes to track the financial performance of agencies. Regular monitoring reports are provided to the Expenditure Review and Budget Cabinet Committee (ERBCC). DTF monitors all existing capital investment projects, all budget savings strategies and all budget expenditure initiatives.

<sup>7</sup> Initial consultation reveals variance, further consultation will be undertaken to determine internal monitoring systems and processes in existence.

<sup>8</sup> Appendix 2

Whilst a high level of coverage would be achieved, this approach to implementation monitoring may be superficial and resource implications make it unlikely to lead to improved implementation planning and delivery. The logistics of administratively managing this option may be complex for agencies and the CIU. ***This option is not recommended.***

3.2.9 **Option 2** proposes that the CIU analyse Cabinet submissions against the following broad criteria and recommend to Cabinet (for approval) submissions identified for targeted monitoring, excluding Major Proposal submissions as they are already subject to monitoring by other bodies.<sup>9</sup>

- Criticality (to State or Government)
- High risk of failure
- Significant economic implications
- Impact across Government departments
- Contentious in nature
- Significant and complex projects.<sup>10</sup>

Where Cabinet approves the CIU's recommendation for monitoring, the lead agency is expected to provide the CIU with a detailed implementation plan (see 3.2.11) within 2 months of Cabinet's determination. The CIU would report quarterly to Cabinet on the implementation of these submissions and would discuss the content of the reports with agencies and relevant Ministers' Offices during drafting.

This option would better inform Cabinet on the progress of specific proposals, but would not provide Cabinet with any real overview of implementation progress generally across Government. Other jurisdictions state that often proposals without high status can be at the greatest risk of failing implementation. ***This option is not recommended.***

3.2.10 **Option 3** proposes that as with option 2, the CIU analyse Cabinet submissions against the above-mentioned criteria and recommend to Cabinet (for approval) those submissions identified for targeted monitoring, excluding Major Proposals submissions.<sup>11</sup> Where Cabinet approves the CIU's recommendation for monitoring, the lead agency is expected to provide the CIU with a detailed implementation plan (see 3.2.11) within 2 months of Cabinet's

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<sup>9</sup> The Major Proposals Review Cabinet Committee's (MPRCC) current terms of reference provide for agencies to bring before it outlined business cases for initiatives greater than \$11m. These proposals are above Ministers and Chief Executives' financial delegations and are subject to governance from the State Procurement Board, DTP, Crown Solicitors and the Major Proposal Review Committee itself. It is not recommended that MPRCC submissions be subject to further review of their implementation plans or to targeted monitoring by the CIU. DTP monitoring and internal agency processes monitor implementation progress, although low level monitoring could be undertaken by the CIU.

<sup>10</sup> Other than Major Proposals

<sup>11</sup> Already monitored

determination. By prescribing this timeframe, Cabinet can be assured that there are no time slippages in the early stages of implementation.<sup>12</sup>

In addition, the CIU would make quarterly contact with agencies to gain feedback on the implementation progress of all decisions generally (not each recommendation), this may be as simple as a phone call. Through this mechanism the CIU would build a picture of implementation generally across Government and be able to identify areas for improvement and support.

The CIU would report quarterly to Cabinet on the implementation of submissions approved for targeted monitoring and provide an overview of implementation progress across Government from agency feedback. The CIU would discuss the content of the reports with agencies and relevant Ministers' Offices during drafting. ***This is the recommended option.***

#### **Additional requirements of an 'implementation plan'**

3.2.11 The detailed implementation plan discussed in options 2 and 3 differs from an implementation statement in that it provides a level of information that is not required by Cabinet to make an informed decision, but would enable the CIU to effectively monitor implementation. The CIU would discuss requirements with agencies prior to the plan being developed, to discuss the level of detail required. In addition to components covered in the implementation statement, the plan would address:

- Project Plan: objectives, activities/actions, milestones, timeframes, resources required (human, financial/budgetary (e.g. funds required each year by the proposal and how approval of the project will affect the forward estimates), ICT, contract).
- Stakeholder management (identification of key stakeholders and mechanisms for consultation/communication).

#### **Review and Evaluation**

3.2.12 For all three options the CIU would annually review and evaluate findings on implementation progress to identify major causes of delay or inability to complete implementation. This review would provide Cabinet with a summary of issues identified in relation to implementation and propose steps Government could take to improve implementation (E.g. resources, training, support).

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<sup>12</sup> This also aligns with the required lodgement time for implementation plans in the Commonwealth.

### **3.3 Impacts and Implications**

#### **3.3.1 Economic, financial and budgetary implications**

No additional resources are required. This proposal would highlight existing areas of good practice in the monitoring of implementation by agencies, and complement those processes with whole-of-government reporting against implementation. The CIU within Cabinet Office would undertake this function. Treasury and Finance agrees that there are no additional costs associated with this proposal, costing comment is attached.

#### **3.3.2 Information and Communication Technology Requirements**

An objective of the proposed Electronic Cabinet Online system is to improve the tracking of the implementation of Cabinet decisions. All ICT requirements will be met within that project and therefore are not addressed here.

#### **3.3.3 Staffing**

This proposal would draw on existing monitoring and reporting processes within all agencies, and should have minimal impact on workload. The purpose of the consultation phase (post Cabinet approval) will be to minimise duplication with existing agency monitoring processes. The CIU aims to draw on best practice and eliminate or at least minimise duplication of reporting where feasible. Treasury and Finance agrees with this assessment of resources, refer to costing comment.

#### **3.3.4 Impact on the community and the environment**

##### **3.3.4.1 Regulatory impact**

There is no regulatory impact.

##### **3.3.4.2 Impact on the environment, families and society, regions and small business.**

This proposal would ensure Government can achieve the best possible outcomes through effective and timely delivery of priorities.

#### **3.3.5 Consultation**

The CIU has undertaken preliminary consultation with agencies on this proposal. All agencies were invited to comment on their

existing internal Cabinet decision implementation monitoring systems and project management frameworks.

Meetings were held with 6 agencies (DEH, DECS, DFEEST, DEC, PIRSA and DTP) and written responses were provided by a further 5 agencies. (DTEI, AGD, Justice, Health and DPC).

All agencies and Ministers' Offices that responded to the draft of this submission (other than the Attorney General's Department) were broadly supportive, although some concerns about resource constraints of the CIU and impact on agencies were expressed in relation to option 1. The CIU has been mindful of this in considering the scope of its monitoring.

The Attorney General's Department also felt that the 2-month lodgement timeframe for a detailed implementation plan following the decision of Cabinet was too short to prepare the plan and gain sign off. It asserted that the quarterly progress reports would be resource intensive due to the high volume of Cabinet submissions prepared for new legislation, although it is practice in other jurisdictions to monitor progress of new legislation.

### **3.3.6 Implementation Statement**

#### **3.3.6.1 Governance**

The CIU would be responsible for implementing the approved option and engaging with key stakeholders, including all agencies and Ministers' Offices. The scope of this proposal is applicable to all Cabinet submissions, excluding sub-committee.

#### **3.3.6.2 Risks Hindering Implementation**

**Risk 1:** The number of Cabinet decisions identified for monitoring exceeds the capacity of the CIU. (Identified in option 1) This risk would be mitigated through ongoing management of caseload and quarterly process review to identify efficiencies. A review of the operational functions of the CIU will be conducted 12 months after operation has commenced.

**Risk 2:** Cabinet would not have an overview of implementation progress across Government generally under option 2. (Identified option 2) This risk could be mitigated slightly through the building of effective relationships with agencies and informal information sharing.

**Risk 3:** The compliance level and quality is not consistent across all agencies. This risk would be mitigated through the engagement of agencies in consultation, the provision of training, the development of a Good Practice Guide, a Communication Strategy and ongoing advice and support from the CIU.

### 3.3.6.3 Milestones and Timeframes

Subject to Cabinet approval, the following implementation time frame is proposed:

Objective	Activity	Date
<b>Milestone 1: Gain Cabinet approval</b>		10/12/07
To efficiently deliver the role and scope of the CIU as approved by Cabinet (systems, structure and processes.)	Development of CIU operational policies and procedures (DRAFT)	14/12/07
To engage internal and external stakeholders during the development of the CIU in order to incorporate their views. <sup>13</sup>	Consultation with identified stakeholders commences (14/12/07 to 30/01/08). Opportunity to respond to written consultation and consultation workshops. (10 <sup>th</sup> and 15 <sup>th</sup> of January)	30/01/08
	CIU Operational policies and procedures finalised in line with consultation findings.	30/01/08
<b>Milestone 2: Systems, structure and processes developed.</b>		30/01/08
To develop CIU supporting tools, including revisions to DPC Circular 19 to mandate Cabinet implementation statements in all submissions	DPC Circular 19 amended	30/01/08
	<del>Good Practice Guide published</del>	<del>30/01/08</del>
	Training package developed	30/01/08
	Online resources 'live'	30/01/08
<b>Milestone 3: Advice, support and training resources developed.</b>		30/01/08
To effectively communicate the role of the CIU to the Premier, Cabinet and agencies, and minimise any associated risks.	Communication Plan rolled out	08/02/08
	Operational Risk Management Plan developed	18/01/08
<b>Milestone 4: Soft launch of CIU complete</b>		08/02/08
To ensure effective implementation of Cabinet decisions.	All staff, frameworks, resources in place	14/02/08
<b>Milestone 5: CIU Operational</b>		14/02/08
To continuously improve the operation and effectiveness of the CIU.	Agreed success/evaluation criteria/KPIs	18/01/08
	Review and Evaluation Complete	16/03/09
<b>Milestone 6: Review of year one of CIU complete</b>		16/03/09

<sup>13</sup> Beginning of an ongoing consultative process as the CIU develops over the first 12 months.

#### **3.3.6.4 Success Criteria, KPIs and Review Mechanism**

The measure of success for this proposal will be to have the CIU operational by mid February 2008. The KPI for this proposal is:

- For 100% of Cabinet submissions to include an implementation statement within 6 months of the CIU becoming operational.<sup>14</sup>

Collation of data on Cabinet submissions by the CIU will inform the review on whether the KPI above has been met.

#### **3.3.7 Communication Strategy**

In order to support agencies and ensure high quality implementation statements and plans, the CIU will, following Cabinet's decision:

- Advise all Chief Executives and Ministers' Offices on the role and scope of the CIU.
- Hold two consultation workshops to inform and liaise with all agencies and Ministers' Offices on the development of the CIU and monitoring framework.
- Training modules: develop and deliver stand-alone training modules (short term) and integrate implementation training into the more comprehensive Cabinet Secretariat training program on Cabinet processes provided throughout the year.
- Develop a Good Practice Guide.
- Amend and release updated DPC Circular 19: Cabinet Handbook.
- Ensure all resources are available on the DPC intranet and accessible to all agencies.

#### **3.3.8 Executive Council**

This proposal does not require the approval of His Excellency the Governor in Executive Council.

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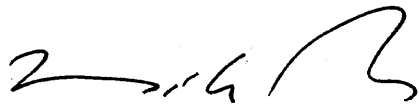
<sup>14</sup> On approval, further KPIs will be developed to measure the 'operational' success of the CIU, these will inform the CIU monthly on progress and inform the 12-month review.

## 4 RECOMMENDATIONS

It is recommended that Cabinet approve:

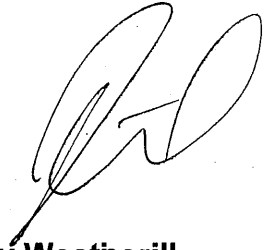
- 4.1 That the Cabinet Implementation Unit (CIU) functions are:
  - Advice and support to agencies on implementation planning
  - Monitoring of implementation progress
  - Reporting to Cabinet on implementation progress
- 4.2 That all Cabinet submissions include a 'Cabinet Implementation statement' that addresses: governance, risks, milestones and timeframes for delivery, success criteria, KPIs, and review mechanism.
- 4.3 *Option 3* as the monitoring and reporting scope of the CIU:
  - 4.3.1 That the CIU analyse Cabinet submissions against the broad criteria below and recommend to Cabinet (for approval) those identified for targeted monitoring, excluding Major Proposals submissions.
    - Criticality (to State or Government)
    - High risk of failure
    - Significant economic implications
    - Impact across Government departments
    - Contentious in nature
    - Significant and complex projects
  - 4.3.2 That the lead agency of a Cabinet decision identified for targeted monitoring submit a detailed implementation plan to the CIU within 2 months of Cabinet's determination addressing: governance, project plan, stakeholder management, risks of implementation, success criteria, KPIs, and review mechanism.
  - 4.3.3 That the CIU contact agencies quarterly to gain feedback on the implementation progress of decisions generally.
  - 4.3.4 That the CIU prepare quarterly reports to Cabinet on targeted monitoring and provide an overview of implementation progress of all Cabinet decisions.
  - 4.3.5 That the CIU annually review and evaluate findings from the targeted monitoring and the overview of implementation progress, to identify major causes of delay or inability to complete implementation; report these to Cabinet and propose steps Government can take to improve implementation.

I declare that I have no actual or potential conflict of interest in relation to the proposals contained in this submission.



**Mike Rann  
PREMIER**

29/11/2007



**Jay Weatherill  
Minister assisting the Premier in Cabinet Business and Public Sector  
Management**

28/11/2007

Contact Officer: Ainslie O'Connor (8226 3555)

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## Summary of Implementation Units – other jurisdictions

Advice/Support	Monitoring	Reporting to Cabinet
<b>Commonwealth</b>		
<p>Active role in continuous improvement and capacity building within line agencies.</p> <p>Best Practice Guide, online resources and forums through which best practice and issues are discussed.</p>	<p>Cabinet approved criteria (including legislation) that are assessed against a matrix of risks, recommendation for monitoring is made to Cabinet.</p> <p>Agencies provide quarterly monitoring responses to the CIU.</p>	<p>Quarterly reporting to Cabinet through a 'traffic light' framework.</p>
<b>New South Wales</b>		
<p>Targeted support through the Premier's Delivery Unit</p>	<p>Monitoring aligns with election commitments and not Cabinet decisions.</p> <p>They are considering monitoring implementation of delivery plans relating to NSW Plan priorities whereas currently they only receive quarterly progress updates on achievement of NSW Plan priorities.</p>	<p>The Unit reports to the State Plan Cabinet Committee quarterly.</p>
<b>Victoria</b>		
<p>Active role in continuous improvement</p>	<p>Monitoring is only against priorities within the 6 Policy Statements of "Growing Victoria Together".</p> <p>Agencies provide an update on a 6 monthly basis.</p>	<p>The Unit report to Cabinet every 6 months.</p>
<b>Queensland</b>		
<p>Provides advice where agencies request.</p>	<p>Cabinet submissions are analysed against Cabinet approved criteria (including legislation) and agencies provide updates on those identified quarterly.</p>	<p>The Unit report to Cabinet quarterly through a 'traffic light' framework.</p>
<b>Northern Territory</b>		
<p>Encourages agencies to incorporate risk management and project management frameworks.</p>	<p>Case by case basis</p>	<p>The Unit report to Cabinet quarterly through a 'traffic light' framework.</p>
<b>Tasmania</b>		
<p>Case by case (only 1.0 FTE)</p>	<p>Criteria based assessment</p>	<p>The Unit report to Cabinet quarterly through a 'traffic light' framework.</p>
<b>Western Australia (currently developing an Implementation Unit)</b>		

Monitoring and Reporting Scope		
Option	Benefit	Risk
<p><b>1. Low level monitoring of Cabinet decisions (all recommendations)</b></p> <p>To monitor all recommendations within Cabinet decisions by means of agency survey.</p> <p>The survey would incorporate a traffic-light type rating to be completed by agencies quarterly against each Cabinet submission recommendation. The CIU would collate the survey and report to Cabinet quarterly.</p> <p><b>Not recommended</b></p>	<p>High level of coverage is achieved.</p>	<p>The approach to implementation monitoring is superficial and unlikely to lead to improved implementation planning and delivery.</p> <p>The logistics of administratively managing this option would be complex for agencies and the CIU.</p> <p>Does not contribute to the continuous improvement of implementation in South Australia.</p>
<p><b>2. Targeted monitoring of Cabinet decisions</b></p> <p>CIU analyse all Cabinet submissions against broad criteria and recommend to Cabinet (for approval) those that should be targeted for monitoring. <i>(MPRCC submissions excluded from scope.)</i></p> <ul style="list-style-type: none"> <li>• Criticality (to State or Government)</li> <li>• High risk of failure</li> <li>• Significant economic implications</li> <li>• Impact across Government departments</li> <li>• Contentious in nature</li> <li>• Significant and complex projects</li> </ul> <p>Agencies must then provide detailed implementation plans to CIU within 2 months of being selected for targeted monitoring.</p> <p>The CIU will report to Cabinet quarterly on these submissions.</p> <p><b>Not recommended</b></p>	<p>The CIU can focus its limited resources on extensively monitoring a selected number of decisions and provide detailed analysis to Cabinet.</p>	<p>Does not provide the Government with an accurate picture of the implementation of all Cabinet decisions and restricts the CIU's ability to continuously improve implementation.</p>

Monitoring and Reporting Scope			
Option		Benefit	Risk
<p><b>3. Targeted monitoring of Cabinet decisions + overview of implementation progress across Government.</b></p> <p><b>Targeted Monitoring</b></p> <p>CIU analyse all Cabinet submissions against broad criteria (see above) and recommend to Cabinet (for approval) those that should be targeted for monitoring. <i>(MPRCC submissions excluded from scope.)</i></p> <ul style="list-style-type: none"> <li>• Criticality (to State or Government)</li> <li>• High risk of failure</li> <li>• Significant economic implications</li> <li>• Impact across Government departments</li> <li>• Contentious in nature</li> <li>• Significant and complex projects</li> </ul> <p>Agencies must then provide detailed implementation plans to CIU within 2 months of being selected for targeted monitoring.</p> <p><b>Overview Monitoring</b></p> <p>In addition, the CIU would make quarterly contact with agencies to gain feedback on the implementation progress of submissions as a whole (not each recommendation).</p> <p>CIU would report to Cabinet quarterly on progress of those submissions targeted for monitoring and provide an overview of implementation progress across Government from feedback received from agencies.</p> <p><b>Recommended - preferred option</b></p>		<p>Allows the CIU to analyse and recommend to Cabinet which particular submissions should be targeted for monitoring.</p> <p>Provides the Government with a picture of the implementation of all Cabinet decisions and allows for a more detailed analysis of selected Cabinet decisions.</p> <p>Fosters the promotion of early and effective planning for policy delivery as well as provides a monitoring function for Government.</p>	<p>The role and scope of the CIU will be new to agencies and Ministers' Officers and may create a period of uncertainty. This will be addressed through consultation, training and the ongoing advice and support function of the CIU.</p>