

NSW PREMIER'S AWARDS

FOR PUBLIC SERVICE

2014 FINALISTS



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FOREWORD

Welcome to the 2014 Premier's Awards for Public Service.

A key goal of the NSW government is to deliver high quality customer service. It is for this reason that 'customer service' was chosen as the theme for this year's awards. The essence of customer service is to enhance service delivery and outcomes and place customers at the heart of everything we do.

It is a pleasure to showcase the initiatives, projects and strategies that have been achieved by public sector employees who have used available capabilities and resources to deliver effective customer services across New South Wales.

This year has seen an increase in the quality of nominations which recognise the contributions of public sector employees, their peers and partners, working in the private and non-government sectors.

I congratulate the winners and the finalists for each award and extend thanks to all those who have delivered exceptional customer service for the people of NSW.



A handwritten signature of Mike Baird in blue ink.

Mike Baird MP

Premier

12 November 2014

ORDER OF EVENTS

5.30 pm Arrival

6.00 pm Commencement of ceremony in the Centennial Hall, Sydney Town Hall
Performance by the Campbelltown Performing Arts High School Vocal Ensemble
Welcome to Country by Uncle Ray Davison, Gadigal Elder
Welcome by Master of Ceremonies, Mr Adam Spencer
Address by The Hon. Mike Baird MP, Premier of New South Wales
Announcement of winners and presentation of awards

7.00 pm Reception in the Vestibule, including light refreshments and entertainment by the NSW Police Band Jazz Combo
Photographs and interviews of award winners
Certificate collection for winners and finalists

The nomination descriptions in this event program are provided by agencies with minimal editing from the Awards Team.

THE AWARDS

The NSW Premier's Awards for Public Service recognise the outstanding achievements and contributions of public sector employees and their peers and partners in the private and not-for-profit sectors.

The NSW Premier's Awards for Public Service comprise the following four awards:

Premier's Public Sector Awards

Awarded to public sector teams and individuals to recognise outstanding performance and achievement in the public sector.

Premier's Partnership Award

Awarded to public sector teams and their partners in business, non-government and academic organisations to recognise excellent partnerships that are delivering results against at least one of the goals set out in NSW 2021.

Premier's Award for Excellence in Public Service Delivery

Awarded to non-government employees and organisations to recognise excellence in public service delivery.

Premier's Award for Individual Excellence and Achievement

Awarded to public sector employees to recognise exceptional levels of customer service and innovation in delivering results for individuals and the NSW community.

FINALISTS

Premier's Public Sector Awards: Building the economy

UrbanGrowth NSW

Planning
& Environment

10,000 HOME SITES PROGRAM

The 10,000 Home Sites program aims to support housing supply by releasing 10,000 home sites in the Western Sydney market over a four year period from July 2011 to June 2015. UrbanGrowth NSW was given a mandate by the NSW government to deliver to this target, and are currently ahead of schedule by 721 home sites. To date, by delivering 7,527 homes they have created 19,657 jobs, and \$3.01 billion in direct economic activity (\$1.18bn civil construction, \$1.88bn in housing construction).

Office of Finance and Services

Treasury
& Finance

OFFICE OF STATE REVENUE BEHAVIOURAL INSIGHTS TRIAL

During the 2013/14 financial year approximately 3.3 million fines were processed by the Office of State Revenue (OSR). Through a partnership with the Behavioural Insights Unit at the Department of Premier and Cabinet, OSR implemented a project to redesign fines correspondence. Applying behavioural insights to these notices had a profound impact on client behaviour. Payments by the due date increased, bringing forward an estimated additional \$32 million in fines revenue and a decline in enforcement fees of around \$10 million. OSR also saved approximately \$100,000 in processing costs.

NSW Treasury

Treasury
& Finance

LONG-TERM LEASE OF THE PORT OF NEWCASTLE

Treasury negotiated an outstanding result with the Port of Newcastle lease – realising \$1.75 billion for investment into new infrastructure in Newcastle and NSW to deliver tangible and much needed services. Some of the projects to benefit include the revitalisation of Newcastle's CBD, Newcastle's light rail infrastructure, Sydney's WestConnex motorway, the North West Rail Link and the Northern Beaches Hospital.

Premier's Public Sector Awards: Revitalising regional NSW

State Library of New South Wales

Trade & Investment, Regional Infrastructure & Services

REVITALISING REGIONAL LIBRARIES

The NSW Government-funded Revitalising Regional Libraries initiative has delivered WiFi hotspots in public libraries throughout regional NSW, significantly enhancing online access to cultural and educational resources in those libraries and benefiting students, small businesses, researchers and the general community across regional and rural areas. Identified as an investment in Critical Infrastructure Priority in the NSW Economic Development Framework, this four year initiative commencing in 2011/12, has delivered robust WiFi hotspot services in 113 out of a possible 139 rural and regional public libraries. These WiFi hotspots have increased the number of points available for community online access to the range of digital services provided by public libraries and the State Government including eGovernment services.

Roads and Maritime Services

Transport

TENTERFIELD MAIN STREET RENEWAL

Major improvements for pedestrian road safety, public amenity and landscape design were achieved in a highly successful main street upgrade on the New England Highway (Rouse Street) at Tenterfield in the NSW Northern Tablelands. The local community of Tenterfield had been lobbying for beautification of the central business district for over a decade. This project focused on creating improved pedestrian amenity, building community spaces, softening the landscape, reducing the speed limit to 40kph and, most importantly, removing the walls. The plan described 5 stages over 5 years with a budget in the order of \$2.2M. The Local, State and Federal governments combined funding which resulted in the project being almost \$1M under budget and almost 4 years ahead of time.

Premier's Public Sector Awards: Delivering quality customer services

HealthShare NSW

Health

PACKAGING ACCESSIBILITY PROJECT: ENABLING BETTER NUTRITION

This successful evidence-based project, spearheaded in partnership by HealthShare NSW and Arthritis Australia, has dramatically increased the ease of opening of packaged food, ensuring hospital patients and people at home can access food more easily and increase the amount they eat, improving nutrition and supporting good health outcomes. A world first, the project changed packaging design, placed the patient at the heart of the process, developed an innovative accessibility assessment tool and design guidelines. It drove major changes to industry attitudes in Australia and internationally, made accessibility a procurement condition and transformed products for hospital and home use, rewarding manufacturers for innovating on consumer need. Ease of opening and the project's systems are recognised and adopted internationally for innovation and effectiveness.

Service NSW

Treasury & Finance

SERVICE NSW

Service NSW aims to deliver on the NSW2021 goal of restoring trust in government as a service provider. It provides citizens of NSW with expanded and simplified access to 850 government transactions via a single one-stop digital shop (service.nsw.gov.au), multi-agency call centre (open 24/7), and 18 service centres (open 7am-7pm weekdays and 9am-3pm Saturdays). Their goal is to meet the transaction and information needs of customers and deliver quality service. Customers are offered the opportunity to provide feedback; to date 98 per cent of customers surveyed in service centres rate their experience as better than the previous service and 99 per cent of customers surveyed in the call centre are satisfied with the service.

Department of Justice

Justice

VICTIMS SUPPORT SCHEME – PROVIDING HOLISTIC SUPPORT AND SERVICES TO VICTIMS OF CRIME IN NSW

The new Victims Support Scheme was introduced on 3 June 2013 to provide counselling and financial assistance to victims of crime in NSW. Service delivery is now focused on providing information and support to victims at the time they need it most: immediately following the act of violence. A support coordinator conducts an assessment of the victim's situation and needs then develops a tailored package of practical and financial support. This package can include free counselling to address the emotional trauma, contacting other services to put into place strategies to resolve safety issues, and immediate payments for things like medical and dental bills, and increasing security.

Premier's Public Sector Awards: Building infrastructure

Roads and Maritime Services Transport

HUNTER EXPRESSWAY

The \$1.7Bn Hunter Expressway comprises a new four-lane freeway link between the M1 Motorway and the New England Highway, west of Branxton. Roads and Maritime Services formed the Hunter Expressway Alliance with Thiess Contractors, Parsons Brinkerhoff and Hyder Consulting to build the eastern 13km through the Sugarloaf Range connecting the M1 Motorway to Kurri Kurri. Abigroup was awarded a separate contract to design and build the western 27km connecting the New England Highway at Branxton to Kurri Kurri. Major work started on 10 August 2010 with the Hunter Expressway opened to traffic on 22 March 2014. The project has improved safety, travel efficiency and established new technology to deliver low-maintenance, low-noise road surfaces and minimised its impact on the environment.

Transport for NSW Transport

OPAL ELECTRONIC TICKETING SYSTEM

This project builds and operates an electronic ticketing system across a large geographic footprint involving the installation of more than 40,000 pieces of equipment including equipment at 40 ferry wharves, 308 train stations and more than 5,000 buses and light rail vehicles. Customers use the Opal card to access the system which is easier, more convenient and faster than the decades old paper based system. There are 1.1 million customers now using Opal to catch suburban and intercity trains, Sydney Ferries and more than 4,300 buses. The fare structure rewards frequent travellers and offers unique benefits and convenient ways to manage online card accounts. This project will transform the way millions of customers access the transport network and how Transport for NSW manages fare collection. It has been designed to be future proofed to keep pace with customers' needs and wants.

Transport for NSW Transport

SOUTH WEST RAIL LINK PROJECT TEAM

The South West Rail Link (SWRL) is a NSW Government initiative, being delivered by Transport for NSW, to respond to issues of reliability and passenger growth on the metropolitan rail network and population growth in South-West Sydney. The SWRL includes a major upgrade of Glenfield Station and its bus/rail interchange, a new 11km twin track passenger rail line from Glenfield to Leppington via Edmondson Park, two new stations at Edmondson Park and Leppington and a train stabling facility at Rossmore. SWRL works are currently 12 months ahead of schedule and \$300m under the \$2.1b budget.

Premier's Public Sector Awards: Building infrastructure

UrbanGrowth NSW

Planning & Environment

THORNTON

At Thornton, UrbanGrowth NSW is transforming 40 hectares of land immediately adjacent to Penrith Station and CBD. Thornton will ultimately deliver over 1,000 new dwellings, 15,000 sqm of commercial and retail floor space, and a range of new, high quality public spaces. Thornton points to the future of compact, highly liveable housing in western Sydney that provides access to existing infrastructure and services, and offers real choice for the community to address the challenge of affordability. It is a master-planned community that is creating a liveable centre for NSW.

Premier's Public Sector Awards: Strengthening the environment and communities

NSW Rural Fire Service

Justice

BLUE MOUNTAINS BUSH FIRE REBUILDING

The 2013 Blue Mountains bush fires has enabled affected home owners the opportunity to rebuild, more in line with legislation and construction standards that address bush fire risk. Faced with the prospect of such a significant number of displaced residents, the NSW Rural Fire Service collaborated with Blue Mountains City Council to take a proactive role in the rebuilding process. A designated recovery centre provided a free pre-lodgement advisory service where individual property owners were given advice for rebuilding. By providing this service, and waiving a number of fees and processes normally required as part of the development approval, the project minimised post-fire economic and social impacts on affected communities.

Office of Environment and Heritage

Planning & Environment

HOME POWER SAVINGS PROGRAM

The Home Power Savings Program (HPSP) was the largest low-income energy efficiency program ever rolled out in Australia. Participating households received visits from energy experts who provided energy saving items and advice on how to save energy through making simple, daily behaviour changes. The HPSP operated across NSW and successfully helped more than 220,000 low income households save an estimated 120,000 megawatt hours of electricity and more than \$36 million on their energy bills each year. Participants also saw non-energy benefits in comfort, health, reduced stress, and improved capacity to manage finances. Through effective co-delivery with partners, adaptive management, and excellent evaluation practices, the HPSP achieved these results four months early and \$8 million under budget.

Premier's Public Sector Awards: Strengthening the environment and communities

Taronga Conservation Society Australia Planning & Environment

MAKIN' TRACKS

In response to antisocial behaviour and property related offences in the Dubbo area, Taronga Western Plains Zoo and the Orana Local Area Command of NSW Police joined forces to engage disadvantaged youth in activities using animals as the vehicle for engagement. The program generated significant outcomes for participants including skills in animal handling, carpentry and labouring, hospitality and customer service skills, and cultural activities. The program resulted in 75% of female participants achieving a Certificate II in Animal Studies, and reduced truancy. Business and the community also benefited, with a reduction in the frequency and seriousness of offences being committed by participants during the program, and the part-time employment of at least one participant.

Roads and Maritime Services Transport

WESTERN NSW ABORIGINAL LEARNER DRIVER PROGRAMS AND LICENSED AND ON THE ROAD

Driver license offenses are the second highest incarceration category amongst Aboriginal people. Government responses to improve legal and safe driving among Aboriginal people in NSW have had limited success reducing over representation in road crash fatalities, traffic related re-offending and imprisonments. Less than half the eligible Aboriginal people in NSW hold a drivers licence compared to seven out of ten for non-Aboriginal people. Barriers include poor numeracy and literacy, inadequate identification and limited access to registered vehicles and licensed supervised drivers. Roads and Maritime's Aboriginal Program 2013/14 outcomes include engagement with 68 pre-licensed people, engagement with 201 learner licenced drivers, 79 learner licences awarded, 83 P1 licenses awarded, 1,442 driving lessons provided and 14 people employed.

Premier's Public Sector Awards: Improving performance and accountability

NSW Rural Fire Service

Justice

2013 NSW BUSH FIRES PUBLIC INFORMATION

2013 was the most challenging year for bush fires in NSW in more than a decade. More than 250 homes were destroyed during a series of large and destructive fires which affected areas including the Blue Mountains, Coonabarabran, Port Stephens, Central Coast, Southern Highlands, Illawarra, mid-north coast and the Central Tablelands. Fire dangers reached catastrophic levels in some areas, among the worst conditions ever recorded in the state. Throughout the fire emergency the NSW Rural Fire Service delivered timely, consistent and reliable information to the community through a range of channels, assisting those in affected areas to make informed decisions about their safety.

Justice Health and Forensic Mental Health Network

Health

BREAK AND ENTER: WORKING TOGETHER IN BREAKING DOWN THE BARRIERS TO ACCESSING QUALITY CLINICAL TRAINING IN JH&FMHN HIGH SECURE ENVIRONMENTS

Justice Health & Forensic Mental Health Network (JH&FMHN) aimed to break down barriers to clinical training within highly secure forensic and custodial environments for undergraduate health professionals. From 2011 to 2013, universities utilised 8,952 clinical training days. This improvement represented an increase from 500 training days (2010) to 5,764 (2013) and led to a 400% increase in graduate program applications. The legacy of this project is the empowerment of students with a broader experience in the provision of clinical care, knowledge of integrated care and health reforms. This investment in clinical education supports JH&FMHN in its endeavour to become an employer of choice and developing expertise that are transferrable across every context of health care.

Sydney Trains

Transport

DAILY TRAIN PATH ORDERING SYSTEM

In October 2013, Sydney Trains introduced a state-of-the-art web-based portal the Daily Train Path Ordering System (DTPOS). The technology allows freight customers to electronically order train paths and allows Sydney Trains as the network provider to electronically validate and approve these path requests. The DTPOS system puts the freight customer at the centre of managing their business. The freight customer for the first time can now see all of their freight paths across multiple networks and make requests to operate trains independent of network operator boundaries. The freight customer can now better plan the movement of freight trains across multiple networks, get clearer user friendly information on track possessions and view their access charges on a weekly basis.

Premier's Public Sector Awards: Improving performance and accountability

Agency for Clinical Innovation Health

QUALITY IN ACUTE STROKE CARE IMPLEMENTATION PROJECT

The Quality in Acute Stroke Care (QASC) Trial showed the effectiveness of multidisciplinary post-stroke clinical protocols used to manage fever, raised glucose and swallowing dysfunction. The trial also showed decreased death and dependency by 16% and reduced length of stay in hospital by two days. This effect is larger than any pharmacological or organisational initiative currently known; thus warranting urgent translation into everyday clinical practice for all stroke patients. The QASC Implementation Project was an innovative, state-wide, collaborative translational pre/post design study that successfully implemented the fever, sugar and swallowing protocols used in the original QASC Trial into all 36 NSW stroke services within 14 months.

Premier's Partnership Award

**TAFE NSW –
Western Sydney
Institute**

**Education &
Communities**

Lend Lease

**Construction and
Property Services
Industry Skills
Council**

BARANGAROO SKILLS EXCHANGE

Barangaroo is a \$6 billion urban redevelopment project on the western edge of the Sydney CBD. Barangaroo aims to be carbon neutral and water positive, whilst generating net zero waste and enhancing the wellbeing of the community. Achieving this requires the development of a green-skilled, onsite workforce, with experience in renewable energy, energy efficiency, sustainable water systems, sustainable materials, green buildings, and waste and recycling. The Barangaroo Skills Exchange was established in 2012 through a partnership with TAFE NSW, Lend Lease and the Construction and Property Services Industry Skills Council to coordinate, deliver and report on all aspects of skilling, training and research.

**NSW Trade &
Investment**

**Trade &
Investment,
Regional
Infrastructure &
Services**

**National Disability
Services**

PROMOTING SUSTAINABLE PROCUREMENT OPPORTUNITIES FOR THE AUSTRALIAN DISABILITY ENTERPRISE SECTOR IN NSW

NSW Trade & Investment has partnered with National Disability Services to make it easier for the Australian Disability Enterprise sector to win profitable government contracts. Traditionally, operators in this sector lacked the capability and confidence to win long term government contracts. Through the partnership, National Disability Services acts as the prime contractor under a Head Agreement, allowing smaller operators to link in to this contract. This approach has already delivered some great success stories. It is a simple solution to a challenging and costly customer engagement problem and ensures that contractual risks are mitigated. This Agreement is a key pillar for NSW Trade & Investment's social procurement strategy and a key achievement in its Disability Action Plan.

**South Eastern
Sydney Local
Health District**

Health

ACON

SYDNEY SEXUAL HEALTH CENTRE WITH ACON

Sydney Sexual Health Centre and ACON, NSW's leading health promotion organisation specialising in HIV and LGBTI health, have developed and implemented innovative service delivery models for HIV and STI testing in high risk populations. This aligns with the Ministry of Health's HIV Strategy 2012–2015 target of increased testing in at-risk populations. Outreach clinics were staffed by peer educators and a nurse, and service models included a fixed-site after hours service in a community organisation, a mobile testing caravan around World AIDS Day, and a time-limited shopfront in Sydney's Gay precinct during Mardi Gras. Evaluation demonstrated high rates of consumer satisfaction and success in accessing gay men who have never/inrequently been tested for HIV.

Premier's Award for Individual Excellence and Achievement

Service NSW

Treasury & Finance

JODY GRIMA

Director Contact Centres

Service NSW is making it easier and more convenient for the residents and businesses of NSW to access to over 850 government transactions through a new digital service, a 24/7 phone service and 18 service centres. The success of the Service NSW Contact Centres is due to the drive and determination of Director, Jody Grima who was especially sought to join Service NSW to develop and implement the Service NSW vision. In October 2013, Ms Grima performed above the call of duty when the NSW Rural Fire Service contacted Service NSW to assist during the bushfire crisis. Ms Grima quickly gathered a team and in less than 12 hours had a 40 seat fully functional Contact Centre established to support the community.

Department of Justice

Justice

JAMES MCCORMACK

Community Corrections CSO/ICO Field Officer, Community Corrections, Corrective Services NSW

James McCormack was unanimously nominated by the whole team at Gunnedah Community Corrections for this award as he shows exceptional commitment and passion in his role as a Community Service Order and Intensive Correction Order Field Officer for the Gunnedah Community Corrections office and is a fine ambassador for Corrective Services NSW in the North West region of NSW. Mr McCormack mainly supervises the outdoor work of offenders in rural areas, driving them in the departmental bus to locations both within the Gunnedah township and to locations as far as 140 kilometres away, depending on community demand for work. He has a high degree of success in working with indigenous offenders, with a work completion rate of 83%, almost double that of non-indigenous offenders.

Premier's Award for Individual Excellence and Achievement

South Eastern Sydney Local Health District Health

CAROLYN MURRAY

Manager, NSW STI Programs Unit, Sydney Sexual Health Centre, Sydney Hospital

Sexually transmissible infections, including HIV, have a significant burden on the health of the population, with chlamydia at epidemic proportions within some groups in NSW and Australia. Since 1993, Ms Murray has worked in the area of HIV and Sexual Health as a registered nurse, health promotion officer and manager. Ms Murray has been employed at the NSW STI Programs Unit since 2007, initially as the General Practice Project Officer and more recently as the Manager of this state wide service. She has led the way in tackling the key public health issue of sexual health, including HIV, taking on a leadership role by identifying gaps, developing strategic and innovative programs, and implementing effective partnerships.

Safety, Return to Work and Support Division Treasury & Finance

MICHELE STROMQUIST

Assistant State Inspector, Dangerous Goods and Explosive Materials Unit, Hazardous Chemical Services Team, WorkCover NSW

Michele Stromquist has engaged with the LPG supply industry over the last 12–18 months and has contributed to the LPG supply industry achieving some significant safety outcomes that benefit business and the community alike. Following two horrific fires in Sydney, Ms Stromquist identified serious safety concerns within the industry from the decanting of LPG at service stations and how the facilities store the LPG prior to distribution. In order to address these issues she initiated and developed two 'High Consequence Low Frequency' programs of work for both LPG bulk storage and LPG decanting at service stations.

Department of Justice Justice

ZACHARY XIE

Research Analyst, Corrections Research, Evaluation and Statistics, Governance and Continuous Improvement, Corrective Services NSW

Zachary Xie developed the Criminal Re-imprisonment Estimate Scale that allows for the accurate estimate of the probability of an individual reoffending and returning. The current model used by Corrective Services NSW requires interviewing offenders and their associates and undertaking a comprehensive file review by a professional officer. This process takes up to eight weeks to complete per offender. This is a resource intensive approach to the risk assessment of offenders and is limited in its application to those offenders serving longer custodial sentences. This is the first statistical instrument in Australia that allows for risk assessments to be automatically and routinely used on all inmates predicting the risk of re-imprisonment, with no comparable models identified in any international jurisdiction. Ms Xie's model allows Corrective Services NSW to realise a number of operational and cost efficiencies in the management and rehabilitation of offenders.

ACKNOWLEDGEMENTS

Judging Committee members

- Graeme Head,
Public Service Commissioner (Chair)
- Maree O'Halloran AM, Director,
Welfare Rights Centre and Public Service
Commission Advisory Board Member
- Michael Pratt*,
Customer Service Commissioner,
Service NSW
- Simon Smith, A/Secretary,
Department of Premier and Cabinet

Review Panels members

- Sonja Stewart, Deputy Commissioner,
Public Service Commission (Chair)
- Paul Brennan, Chairman,
Penrith Business Alliance
- Tim Ebbeck, Managing Director,
Australia and New Zealand, Oracle
- Glenn King*, Chief Executive Officer,
Service NSW
- Brendan Lyon, Chief Executive,
Infrastructure Partnership Australia
- Steve Macready,
General Manager NSW/ACT,
The Smith Family
- Patrick Maher, Chief Operating Officer,
National Disability Services
- Phil Minns, Deputy Secretary,
Government and People Group,
Department of Premier and Cabinet

* Given their roles in Service NSW, Mr Pratt and Mr King were not included in the judging of Service NSW entries into the Awards.



**Public
Service
Commission**

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