



Government of Western Australia  
Department of the Registrar,  
Western Australian Industrial Relations Commission

# Strategic Plan 2024 – 2028

# The Industrial Relations Environment

The Western Australian industrial relations environment is quickly changing as a result of significant legislative modernisation. Given this environment the Department of the Registrar's (the Department) responsibility is to continue to innovate and develop knowledge management, service delivery, and ICT systems that facilitate access to justice through the Western Australian Industrial Relations Commission (the Commission), the Industrial Magistrates Court and the Department.

Being an enabler of community access to justice, the Department is focused on the opportunities arising from new technologies and programs to build the leadership capabilities of our people, and pathways for the community and IR stakeholders to connect with the Department, enabling contemporary knowledge sharing that will arm them with the ability to navigate an increasingly complex array of jurisdictions.

The Department is implementing a strategic plan which, in conjunction with the Commission, is focussed on two contiguous pathways - access to justice and service delivery that will guide the Department's operations and organisational design through to 2028.

## ✓ Access to Justice

- building stakeholder and community trust and confidence through consistent, transparent decision making in accordance with the *Industrial Relations Act 1979 (WA)* and the Public Sector Code of Ethics.
- creating strong relationships with not for profit and pro-bono industrial relations practitioners with the view to enabling greater access to legal advice and knowledge for the benefit of disadvantaged community members.
- innovating a knowledge management framework that is robust and evolving for the benefit of the community, employees and commissioners.
- ensuring an organisational design that enables service delivery of the highest consistency, proficiency and agility. predicting policy challenges through future enabled principles-based policy evaluation.
- building on the Future Enabled strategic narrative of professionalism, purpose, and pride in the public sector.

## ✓ Service delivery

- ensuring our people have leadership skills focussed on the public interest and community service.
- enabling our people to convey knowledge that reduces the complexity associated with industrial relations, facilitating community and stakeholder engagement.
- enhancing stakeholder pathways and employee efficiency through innovative digital technology; and
- responding to stakeholder feedback on opportunities for enhanced service delivery.
- strengthening public sector governance.
- gathering the latest information on the industrial relations environment through industry liaison.

## The Strategic Plan's Impact Objectives

The impact to be derived from the strategic pathways will be reflected in five interrelated departmental functions:

- better administration of the *Industrial Relations Act 1979* (WA) (the IR Act).
- enhanced pathways for the community and industrial relations practitioners to engage with the industrial relations regime in Western Australia.
- efficient knowledge-based operations of the Commission and its various tribunals.
- robust operations of the Industrial Magistrates Court of Western Australia (IMC).
- timely transmission of matters to the Western Australian Industrial Appeals Court (IAC).

The Department's role regarding the statutory obligations of the Registrar, will likewise be enhanced through:

- contemporary legal training and knowledge informing processes that give effect to directions from the Chief Commissioner with respect to any functions of the Registrar.
- informed registration and monitoring of compliance by registered organisations with respective obligations of the IR Act.

The Department's embrace of innovation and continuous improvement with regard to infrastructure, administration, advice, and support services will promote the enhanced capability of the general community, unions, employer associations and government agencies, to access the Commission, IMC and IAC, to assist them to resolve industrial relations matters.

This plan sets out the Department's Vision, Values, strategic priorities, associated actions and performance outcomes for the ensuing 4 years.

## **Our Vision:**

To provide the Western Australian community, government, industrial relations practitioners and employee / employer associations with high-calibre, contemporary knowledge management and administrative support services for all interactions in Western Australian industrial relations jurisdictions.

## **Our Values:**

**Excellence in Customer Service:** Provide a professional, effective, and timely service to internal and external customers.

**Innovation and Continuous Improvement:** Actively explore opportunities to enhance service delivery.

**Accountability and Integrity:** Consistently display honest, open, and accountable decision making and actions.

**Respect and Inclusiveness:** Respect for others by promoting equality for all people, valuing diversity and treating everyone accordingly.

**Cooperation and Team Spirit:** Collaborate and work together to achieve organisational objectives.

## Strategic Priorities, Outcome Objectives, and Priority Actions

Strategic Priority	Outcome Objectives	Priority Actions
<p>Enhancing access to justice</p>	<ul style="list-style-type: none"> <li>○ consistent stakeholder and community reporting of trust and confidence in the Department associated with consistent, transparent decision making in accordance with the <i>Industrial Relations Act 1979</i> (WA) and the Public Sector Code of Ethics.</li> <li>○ strong relationships with not for profit and pro-bono industrial relations practitioners demonstrated through cooperative activities enabling access to legal advice and knowledge for disadvantaged community members.</li> <li>○ innovating a knowledge management framework that is robust and evolving for the benefit of the community, employees, and commissioners; and</li> <li>○ ensuring an organisational design that enables service delivery of the highest consistency and proficiency.</li> <li>○ ensuring an organisational design that enables service delivery of the highest consistency, proficiency and agility. predicting policy challenges through future enabled principles-based policy evaluation.</li> <li>○ building on the Future Enabled strategic narrative of professionalism, purpose, and pride in the public sector.</li> </ul>	<ul style="list-style-type: none"> <li>● proactively review the anticipated impacts of the implementation of the proposed legislative amendments within the industrial magistrate's jurisdiction.</li> <li>● develop and maintain contemporary legal training for employees, commensurate with their functions per the <i>Industrial Relations Act 1979</i> (WA). In particular, legal, and paralegal skills across the Commission and IMC jurisdictions.</li> <li>● update the integrity framework annually or earlier upon advice, in accordance Public Sector Commission guidance.</li> <li>● establish project relationships with non-government organisations on enhanced knowledge management systems and communication pathways.</li> <li>● develop and maintain a liaison plan to build a culture of pro-bono service in the private sector.</li> <li>● creating and maintaining a contemporary legal research and decisions database informed by practitioner demand and recent caselaw.</li> </ul>

Strategic Priority	Outcome Objectives	Priority Actions
<p>Increasing excellence in service delivery</p>	<ul style="list-style-type: none"> <li>○ ensuring our people have leadership skills focussed on the public interest and community service.</li> <li>○ enabling our people to convey knowledge that reduces the complexity associated with industrial relations, facilitating community and stakeholder engagement.</li> <li>○ enhancing stakeholder pathways and employee efficiency through innovative digital technology.</li> <li>○ responding to stakeholder feedback on opportunities for enhanced service delivery.</li> <li>○ strengthening public sector governance.</li> <li>○ gathering the latest information on the industrial relations environment through industry liaison.</li> </ul>	<ul style="list-style-type: none"> <li>● implement the Building Leadership Impact initiative, in particular the Leadership Expectations model across the employee lifecycle. Establishing the expected behaviours and associated mindsets that support positive leadership in the relevant contexts, providing opportunities for development and extension.</li> <li>● build upon relationships with registered organisations and industry associations to inform the development of training materials to ensure efficient and effective participation in respective jurisdictions.</li> <li>● review the time specific regulatory requirements associated with various jurisdictions to finesse processes and efficient knowledge-based operations of the IMC and the Commission and its various tribunals.</li> <li>● build upon the foundations of the Registry Portal Project, strengthening the design and breadth of the channels by which the community interacts with the various industrial jurisdictions administered by the Department.</li> <li>● implement automated stakeholder and review systems to inform service enhancement.</li> <li>● implement the initiatives presented by the Future Enabled Strategic Narrative.</li> <li>● undertake Departmental capability reviews every 2 years.</li> </ul>

# Departmental Foundational Activities

## **Government policy and legislative amendment**

The Department has a good reputation for being responsive and innovative when implementing government policy. The next 4 years will see the consolidation of a greatly expanded industrial jurisdiction in line with the government legislative reform agenda.

As legislative amendments are introduced and finessed, the Department will establish appropriate processes and mechanisms to give effect to any changes and ensure the continued effective support of the Commission and the IMC.

## **Meeting the needs of the community, reducing red tape and expenditure**

The Department strives to be professional and responsive in its dealings with all members of the community, ensuring accurate provision of procedural advice and necessary support to access the services it provides. The Department will continue to focus on improved diversity outcomes for people with disability and those from non-English speaking and culturally diverse backgrounds to eliminate barriers in access its services.

Online service delivery is a key focus for the Department and will continue to be enhanced over the coming years.

## **Effective succession planning and knowledge transfer**

Workforce capability and a shared public sector workforce identity underpin the Department's Strategic Plan, in accordance with the Public Sector Commission's Building Leadership Impact initiative.

The Department is committed to ensuring a capable and diverse workplace, which is able to meet the changing needs and expectations of the community and government. Changes will be implemented through the targeted strategies detailed in this plan, utilising contemporary process and procedures.



Susan Bastian  
Chief Executive Officer  
January 2024