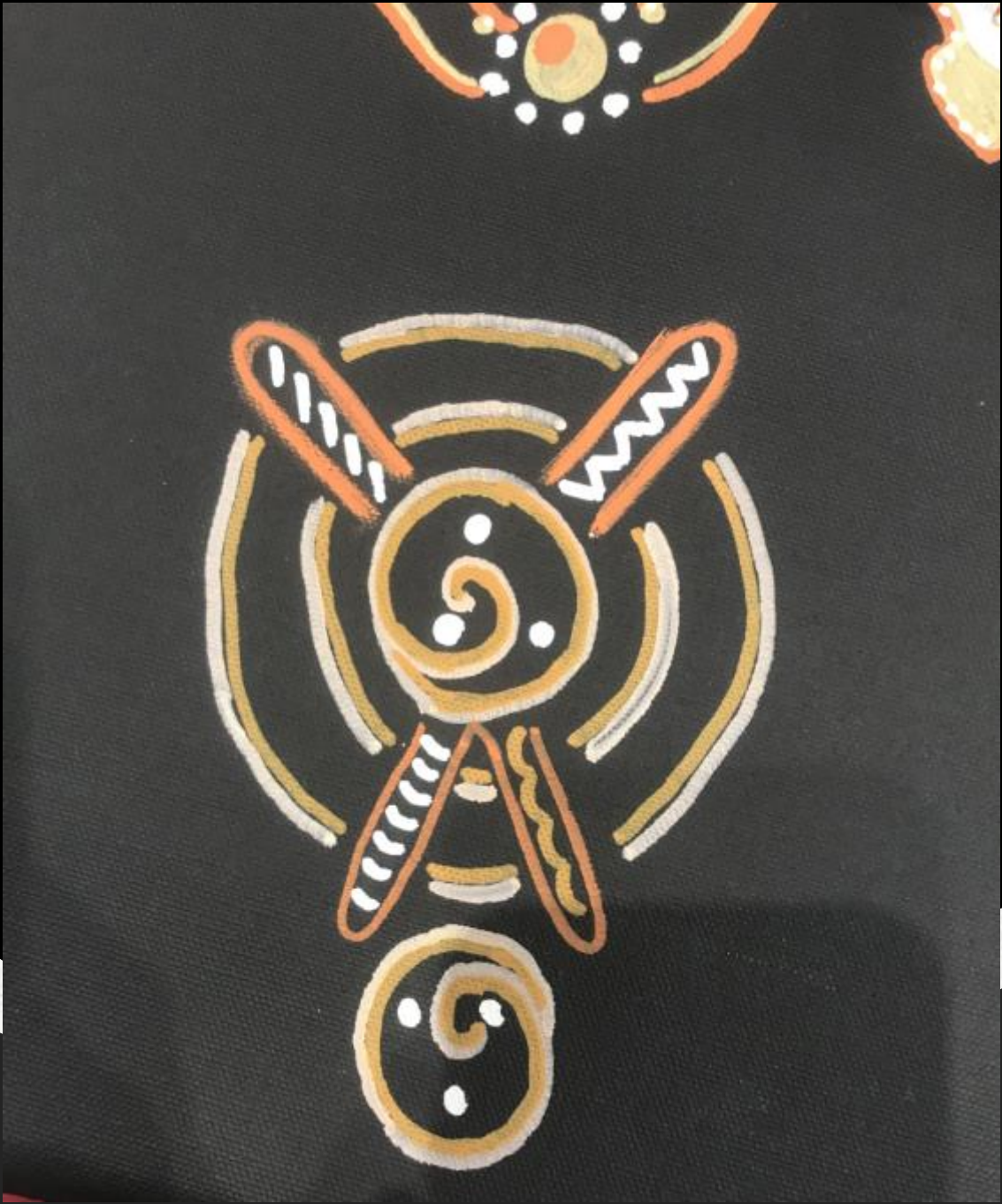


**The value of accountability  
and transparency for  
effective leadership**

A white, torn-paper-like border runs along the bottom edge of the slide, creating a jagged, irregular shape that separates the text from the bottom of the frame.



# Accountability and transparency - why?

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Many reasons

Integral to community confidence in government institutions

Step on the path to creating productive prosperous communities

High correlation and co-dependency between prosperity, rule of law, democratic institutions, and good governance frameworks

A universal truth



# The lead up

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- February – New DG
- March – Financial reporting
- April – Integrity reporting
- May – Independent chair A&R Committee
- June – Three finance systems
- July – Former colleagues
- August – Misconduct allegations
- September – Agency Capability Review
- October – Integrity snapshot
- October - Carers week movie night
- Oct/Nov – Covert investigation by CCC and WAPOL

# The aftermath

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- Crisis management team
- Forensic audit
- Independent PSC review
- MOG change
- Functional review
- Turn on financial controls
- Build one financial system
- Refresh values
- Training, mindset and culture
- Support staff wellbeing
- Senior staff resign
- Accountability agency reviews
- CCC hearings

# Leading with resilience

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- We've got this – what's in our 'backpack'?
- Accept offers of help, go looking for help
- Burning platform - leverage change
- Swift decision-making and strong action
- Clear line (but not head) in the sand
- Heal and rebuild our agency
- Recognise our staff are our greatest strength
- Communicate, communicate, communicate
- Restore external trust and confidence
- Prepare staff for the pile-on

# Leading with integrity and accountability

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- More than legal compliance
- More than policies and procedures
- Culture of integrity – in everything we do
- Culture of safety - staff feel safe to call out
- Culture of personal responsibility – see something do something
- Red flags – know what they are
- Diversity – we all have blindspots
- Cost of an integrity breach so much more than \$\$



# Leading with a mindset of service and partnership

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- Commitment to public good
- Courage to take on complex problems
- Ambition to exceed requirements, not just meet them
- Focus on improvement
- “We” vs “I”
- If it matters, don’t be afraid to ask
- Plan to move on
- Be grateful every day

# Final thoughts

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- PSC's *Integrity in financial management: Self assessment checklist (April 2021)*
- Accountability and transparency frameworks deliver significant public value
- Accountability and transparency frameworks can also cost money, stifle innovation, deliver perverse outcomes and add unnecessary red tape
- Accountability and transparency frameworks must therefore be 'fit for purpose'
- And finally....LEADERSHIP and CULTURE



*Thank You*