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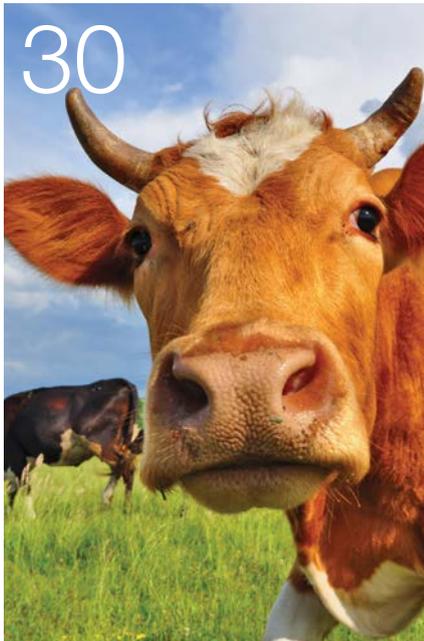
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This edition of *Public Administration Today* marks the tenth year of the magazine under that masthead and the third in its current format

under new stewardship.

Just one of the ‘originals’ from ten years ago is still involved. Our editorial consultant for NSW Craig Boaden was there at the beginning. In recognising him here, we salute all who have helped, especially our terrific team of editorial consultants from across Australia who help make *Today* your own national members’ magazine. That first edition? Here’s Craig.

‘*Today* (or *PAT* as it was known) originated with the successful IPAA ACT magazine *Canberra Bulletin of Public Administration*. Most divisions did not have magazines; NSW had a quarterly newsletter but no magazine. At a national level it was felt a magazine for practitioners (compared with a journal for academics which we have in *AJPA*) would be of value to members.

In 2004, when I joined IPAA NSW, ACT made an agreement with IPAA National and *PAT* started on its first issue under the national editorship of Danette Fenton-Menzies. A national editorial committee was set up from the first, with reps from each division. The idea was to decentralise responsibility for sourcing content, from around Australia.

Today was to be a magazine of, by and for members and divisions. I was and remain a member of the editorial consulting group. We started our series of national phone hook ups, which have been such a strength of *Today* ever since.

The first issue was themed ‘Inside Whole of Government’, still a topical issue. NSW contributed only one article to the first issue but it was a beauty! Tim Farland of NSW DPC wrote on public sector management of whole-of-government issues. Tim was the convenor of our Integrated Services SIG, who was later a Councillor and was in a prime position to comment. To get the first issue out, some of the copy was written by committee members such as Bruce Guerin from South Australia and IPAA friends like Robert Cornall from the ACT. Danette also contributed.

One of the factors that always got Karin Callaghan, our then CEO, going was the cover photograph. If it was the face of yet another ‘OWB’ (Old White Bloke) Karin would freak out and burn the email down to Canberra about seeking ‘balance’. She was right too but sometimes we forgot – it always seemed easier to source a pic of a senior public servant who was an OWB.

Ron Dent was appointed for issue 28 Oct-Dec 11 – with its strikingly different cover featuring an Aboriginal woman playing Aussie-rules football, above – and, with sidekick Sally Woolford, has had every edition since out on time and within budget.



With the new editorial team came several changes: *PAT* became *Today* and went to 84 pages with

colour and a more ‘reader-friendly’ style. There was greater emphasis on informing readers about what’s going on in IPAA divisions across the country, and more personal and general interest items.

This move has not been without controversy, and some – probably more conservative readers – have commented on ‘dumbing down’. Many more like the new style with the more modern look, new sections and easy-to-read prose attracting plenty of praise.

I have continued to serve on the editorial committee and to source copy from anyone I could convince.

I have very much enjoyed working on *Today* since its transformation from the *Canberra Bulletin* over the past 10 years, even with successive editors pleading with me for copy by the deadline – or even a little after! I do hope to be involved in a few more issues yet.’

Ron Dent
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Riding the waves

Craig Boaden has worked for IPAA NSW since April 2004. He admits to a ‘mixed career’, working in the NSW Departments of Education and also Planning, as well as a ‘very satisfying’ seven-year stint with AusAID.

There he worked in international economic assistance (foreign aid), which included short-term missions to southern Africa and various Pacific Island countries.

‘I am especially proud of my work as part of a small team in Samoa which led to improved nursing training and intensive care facilities in the National Hospital.

Craig also worked for four years with SOCOG helping mount “the best Games ever”, an experience that proved ‘both moving and exhausting’.



CRAIG BOADEN With *Today* for 10 years

He is a lifelong surfer, reader and a mature-age snowboarder. He’s married to Sue, a cultural planner, and they have a daughter, Bliss.

On reflection...



Terry Moran, left, on 'if I knew then what I now know'.

I was recently asked to reflect on the theme 'if I knew then what I now know'. Here are two of my reflections about

public administration in Australia over the last 20 to 30 years. I don't offer them as a dirge to 'what could have been'. Instead I think they are a reminder about the directions I think we need to take, both as a professional association and a sector.

My first reflection was how much ministers have changed. Early in my career I acquired a view of them that shaped much of how I then approached my job. I was not so much naive as perhaps a little optimistic in forming a view of how ministers approached their life within government, as distinct from acknowledging the battlefields of adversarial politics and what it demands.

I have known many such ministers on both sides of politics. The mix of capabilities they all possessed varied, but they had a grasp of the arts of governing and the skills in cultivating relationships with the many different groups, including the civil service, on which they depended for success. Their personalities were such that they could live with occasionally challenging advice from those around them within government, in part because it was a source of protection for them. Ministers of this type appreciated the art of the long view and were strategic in thought and action.

But that is certainly not a description of all the ministers I have worked with. Professor Patrick Weller usefully described

a ministerial typology some years ago and my sense is that we now have more of the warrior and partisan classes of ministers. Not surprisingly, that shift in ministerial types also has been mirrored in the attitudes of people working in ministerial offices. The fact experience as a ministerial adviser is rapidly becoming a job pre-requisite for aspiring politicians means this not-so-virtuous circle is becoming complete.

Not surprisingly, that shift in ministerial types also has been mirrored in the attitudes of people working in ministerial offices.

My concern is that the relative shallowness of the pool from which we are drawing our future political class makes evidence-based policy reform that's much harder and makes the management of government services and programs less impressive than they might be. So my regret is that in recent decades we should have pushed for a more compelling, continuous and strategic debate of governance issues. And our democracy is suffering because of that neglect.

My second reflection is that I probably didn't recognise early enough the degree to which we were losing broader perspectives on policy challenges – perspectives that go beyond economics. As a guess, more than 95 per cent of public sector employees are currently engaged in service delivery, program management or regulatory activities.

The majority of those employees are in agencies or delivery institutions with some level of independence from departments of state. All told these public sector employees now make up 16 per cent of the total workforce, down from 25 per cent thirty years ago.

With advances in technology, outsourcing of activities, privatisation, private sector service providers, co-payments for many services, as well as a bi-partisan cap on how much of GDP is available to the public sector – currently around 35 per cent – the proportion of public sector employees in the total workforce will continue to decline.

This has been the work of a generation and the policy establishment transformed itself to get it done. For thirty years we have been working hard on driving reforms from a macro and micro economic perspective. It's an approach that has generated wealth, opportunity and choice for more people.

But it has come at the cost of public servants and ministers losing sight of how to understand the parallel universe of commercial analysis and dealings at the level of individual businesses that are the mainstay of the real economy. This has occurred at a time of massive change in the tools and approaches used in the commercial world. For too many senior public servants, this area of thought is now a black box and too often our response is that a well-framed market will take care of almost all problems.

Thus our sector tends to lack many of the 'strategic policy' capabilities common in the private sector, including commercial strategy, business planning, project



management, IT and systems, capability development and accountability. This lack of balance is aggravated by the increasing feeling that senior public servants who take on adviser positions in ministerial offices are having their cards marked by whomever is then in opposition.

Without wanting to sound ‘Donald Rumsfeld-ian’ about it – the result is that, at the moment, there are too many ‘unknown unknowns’ in Canberra and also to an extent in the states and territories.

Rather than finish with those depressing thoughts – I want to outline three observations that make me feel more optimistic about the future.

First – it was very heartening to read the proposal from the new President of the BCA Catherine Livingstone about closing ‘the gap between what governments think and what business knows’. Her proposal for 20 of Australia’s leading companies to offer highly structured secondments for senior public servants is very positive.

My second reason for optimism is that the growing demand for more open

and transparent processes in government is going to force ministers and public servants to lift their games. One of the many things that New Zealand can teach us is the beneficial effect of shining a bit of sunlight on the internal processes of government. If you go onto a New Zealand government website you’ll be able to see documents ranging from departmental briefs to incoming ministers and prime ministers.

I have to confess to having had a ‘road to Damascus’ type conversion in my thinking about this area, where I now believe Australia lags behind our Kiwi cousins. In part, my change in thinking reflects some of the concerns I expressed earlier. A greater level of openness has the potential to create a virtuous circle where ministers are held to account for the strategies they endorse and public servants to a high standard in the quality of the advice they provide to Ministers.

My final reason for optimism is that the tide in governance thinking seems to be flowing in the right direction.

The long-term future for public sector governance is going to be for service delivery and accountability processes to be moved closer to the local level. As that happens, the ‘head offices’ of public sector departments and agencies in Canberra are going to become far less involved in service delivery decisions and far more focused on the six core areas of ministerial responsibility: policy, strategy, budgets, appointments, performance of the system and engagement with the community. In that world, the service delivery ‘cookie jar’ is put further out of ministerial office reach – a better outcome for everyone, ministers included.

What we need, in essence, is a little more humility. More than 200 years ago Edmund Bourke observed a bit caustically that almost any plan could be improved ‘by the observations of those who were much inferior in understanding to the person who took the lead in the business’. That very old message is one that we need more of in our current political, business and public sector leaders to reflect on. **■**





More than ten years of evidence demonstrates that cross-sector partnering is increasingly being used to find solutions to the significant challenges in the ‘too hard basket’ such as unemployment, poverty, pollution, ageing population, economic pressures, and increasing productivity through innovation.

Martin Stewart-Weeks

Blurring boundaries



Martin Stewart-Weeks, left, on the differences, and similarities, of the public and private sectors.

People often ask me what some of the significant differences are between working in, and consulting

to, the public, private and non-profit sectors. Here then are some reflections drawing on 20 years' experience crossing the boundaries that separate the sectors, and navigating the ambiguous spaces of opportunity and insight that invariably grow between them.

The law of large organisations

My sense is that large organisations are pretty much the same in any sector, capable of the same mix of deep grunt power, astonishing brilliance and almost incredible stupidity.

This is largely independent of the skill and quality of the people in them. I think it was Peter Drucker who once said (as he said so many important things about organisations and management) things go wrong in organisations not because of bad people, but rather because, too often, good people are forced to work in bad systems.

The quality and impact of the work people do is a function of the surrounding context of incentives and sanctions to which they inevitably respond. Organisational performance, in that sense, is a question of design.

And in my experience, there is no hard and fast rule about which sector seems most capable of pulling that design task off well. I've met organisations that do it well. I've suffered with, and from,

organisations that do it badly. The spread of good and bad practice seems to be blind to sector or context.

What you discover is that all large organisations harbour the same capacity to behave in ways that are clearly not in their best interests. This is a function of a couple of things. One is the way in which, from time to time, large organisations fall victim to individuals or small groups who campaign for power and influence to prosecute an agenda that reflects bad judgment leading to poor strategic and operational choices.

All organisations obey some basic rules about the building blocks from which they are formed.

Another is the difficulty large organisations have in actually hearing and seeing the full range of ideas, people and experience sitting right under its nose. Through a mixture of inertia, size and, sometimes, active disempowerment, it can often be astonishingly difficult for good people with great ideas in large organisations to be seen and heard.

That often demands a level of courage and fortitude that is beyond any but the most persistent and battle-hardened. In many situations, the prevailing culture, for all its rhetorical commitment to openness and sharing of ideas, works in many ways, big and small, to actively discourage the very openness it claims to privilege.

In the face of those disincentives, most people go undercover, so to speak, and keep their ideas to themselves. That can sometimes foment a kind of angry, sullen silence beneath which they seethe with frustration and latent disloyalty.

We're completely different

Most consulting projects start with a conversation intended to illustrate how different the organisation you are about to work with really is, even from other organisations in its own sector or field.

What you quickly work out is that is both true and not true.

All organisations obey some basic rules about the building blocks from which they are formed. Issues of communication, control, power and accountability are broadly very similar across different sectors.

How strategy is formed, how it is undermined, how coalitions and conspiracies ebb and flow, how leadership is defined and exercised are all features of organisations which, when you peel back the superficial distinctions of type and sector, turn out to be remarkably similar.

The same fundamental rules of human engagement seem to apply – who is honest and simple and clear and who is not, who treat people for their intrinsic worth and value and who treat them as instruments to other, often quite venal ends, who has learned how to encourage, nurture and include and who seems capable only of criticism, exclusion and division.

It turns out that there are relatively few variables that organisations need to play with to either succeed or fail and to



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create a working environment where people want to get up in the morning and take part, or find every possible way to escape and evade.

What can be different, of course, is how those variables play out in different sectors and in different strategic and organisational contexts. In government, for example, the mix of legitimate stakeholders whose interests need to be factored into decisions tends to be more complex and unforgiving than in the corporate sector. The same is true, for slightly different reasons, for civil society organisations whose cultural bias tends to be towards inclusion, fairness and respect, although they don't always live up to their own billing.

But even that sense of context-dependent difference is changing as public, private and civil society organisations find themselves subjected to a consistent set of values and expectations from their various constituencies that render their operating environment more similar than ever. Those values include things like new and more insistent demands for transparency and openness, a practical manifestation of a cluster of ethical considerations about how they treat people and partners and the ability to reflect shifting cultural

and social expectations around things like gender equality, the treatment and opportunities for people with disabilities and environmental performance.

I have a sense that organisations are becoming more alike, not less.

While I haven't done the forensic research to prove this, my hunch is that the variations in context that used to distinguish organisational behaviour in the various sectors – and therefore defined their differentness – is diminishing. In that sense, I have a sense that organisations are becoming more alike, not less.

If you want things to stay the same, things will have to change

Organisations are designed not to change. That's the whole point. They form and evolve, sometimes into institutions; to reproduce what Samuel Huntington called 'stable, valued, recurring patterns of behaviour'.

The problem comes when the conditions and circumstances from which they emerged change and, predictably, they don't.

In a recent piece with the baleful title, 'America in Decay', Francis Fukuyama bluntly rehearses the consequences. 'The very stability of institutions ... is also the source of political decay', he writes. He says institutions are created to meet the demands of specific circumstances but those change and institutions fail to adapt. One reason, he suggests, is group interest, by which he means the formation of 'classes of insiders who develop a stake in the status quo and resist pressures to reform'.

I take two things from Fukuyama's analysis.

The first is that, given the intrinsic difficulty many organisations and institutions encounter as they try to make changes they were established to resist, they need to find ways to nurture innovation and reform. This turns out to be harder than it sounds, because so many of the natural organisational forces will be trying very hard to shut that effort down, or at least to subvert it to the point where its work either dissipates or becomes harmless to the interests of those whose positions of power and influence might otherwise be threatened. *Continued.*

The answer is the second point I take from the Fukuyama lament – the need to create a space, a mandate and a resource flow for innovation somewhere distinct and separate from the rest of the organisation as a counterpoint to the conservative instinct for the status quo. This is usually when settled organisations discover the power of the edge, which reformers need to find and feed.

But the trick is to make sure those edge projects find their way back at some stage into the main engine of the organisation so that – if the innovations they incubate are promising – these infect mainstream policy, strategy and culture and avoid the risks of becoming permanently, and even proudly, peripheral.

This ability to keep in balance the predisposition to resist change – which can sometimes be both necessary and valuable – and the need to keep feeding the disruptive energy of innovation, is a trick that is becoming increasingly familiar to all organisations, whatever their mission or sectoral background.

Blurred boundaries, new practice

As I reflect on the organisations in the different sectors I know, have worked in, or advised, I am struck increasingly by the diminishing list of differences and their growing list of similarities.

And I think there's a reason for that. More and more, the kinds of problems they're trying to solve, or opportunities they're trying to realise, demand a combination of skills, experience, insight and motivation likely to come not from any single sector or organisation but from a combination that crosses definitional boundaries.

Take the Standby Task Force, a combination of a loose network of 'hackers' and developers that snaps into action, in concert with the United Nations, whenever a natural disaster makes vital the rapid design and execution of emergency communications and information systems.

Invariably, success and performance will be a function of how well they blend a new mongrel mix of institutional values and capabilities.

Another example might be the Centre for Social Action or the 'nudge' unit more formally known as the Behavioural Insights Team. Both are in London and examples of hybrid constitutional and operational models that span the public sector, civil society and the philanthropic or social investment community, in this case in the shape of NESTA, the National Endowment for Science, Technology and the Arts.

These kinds of hybrid structures are creating new practice born of blurred boundaries and the urgent need to invent new organisational forms capable of sustaining investments in policy, strategy and execution that are as complex, networked and collaborative as the problems those are trying to solve.

In the future, I think it will matter less and less where organisations come from or which set of inherited traditions and values they reflexively adhere to

but rather how adept they are at manipulating the largely common building blocks of success and high performance. Invariably, success and performance will be a function of how well they blend a new mongrel mix of institutional values and capabilities.

The prediction might seem too ambitious or sweeping for some. After all, it is true that it at least feels different – even if it isn't all that so – to work successfully in a government agency, a large private corporation and a non-profit association with a mixture of paid staff and volunteers. There are obvious differences of style and culture in those settings that would, at least superficially, make it obvious you were in a very different organisation.

But what I would argue is that, without denying the lived experience of those differences, which I have seen and experienced for myself, those might turn out to be more of a distraction than a prediction about a future in which blends and hybrids, around a core set of organisational capabilities, will increasingly be the order of the day. **■**

Martin Stewart-Weeks is an independent adviser and consultant working at the intersection of government, technology and innovation. In December last year, he left Cisco Systems after 12 years leading the Asia-Pacific team focused on public and social innovation. Before that, Martin worked in the public sector in Canberra and Sydney. He has been a board member in the non-profit sector including current roles with The Australian Centre for Social Innovation, the Centre for Policy Development and The Able Movement. The views expressed here are his own.



Thinking

Beyond

Today

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Value from partnering



Ian Dixon, left, shares the biggest challenges and the vital skills required when entering into a partnership.

As the world continues to face many complex challenges there is now a clear recognition these ‘tough problems’ will not be solved by ‘business as usual’. The traditional isolated methods and systems of government, education, not-for-profit organisations and business fall short of the mark.

The time has come for dramatic change – a change we must embrace if we are to see results rather than rhetoric.

More than ten years of evidence demonstrates that cross-sector partnering is increasingly being used to find solutions to the significant challenges in the ‘too hard basket’ such as unemployment, poverty, pollution, ageing population, economic pressures, and increasing productivity through innovation.

This global momentum around cross-sector partnering also has resulted from the emergence of new approaches to developing a more sustainable and equitable world such as ‘Shared Value’, ‘Blended Value’, ‘Collective Impact’ and ‘Impact Investing’.

All these approaches involve the different sectors coming together and working in new ways to achieve transformational change and innovation and create greater impact than by working alone.

The partnering challenge

Partnering is not easy. It can be extremely challenging to navigate the maze of relationships that arise in complex

multi-stakeholder partnering initiatives. Often the partnering will ebb and flow as people come and go, or the political landscape changes.

So are we really getting the value and outcomes we are seeking from these cross-sector collaborations, given the level of investment of resources and time needed?

**Potential partners
come together around
a common issue
to co-create and
co-design the solution.**

When we look closely at how cross-sector partnering is being adopted around the world we can see a number of factors limiting the value from this new way of working. These include:

Confusing language – the word ‘partnering’ has become so generic and is often interpreted so differently it regularly leads to misunderstandings, unrealistic expectations and loss of potential.

Lack of clarity around value creation – there is a lack of understanding of the value that can be created from cross-sector partnering; be it economic, social and environmental value for individuals, organisations, or society as a whole.

Inadequate skills – there is an assumption that working beyond the boundaries of your own organisation and/or sector is easy and that people should just be able to ‘partner’.

Limited organisational capability – while many organisations espouse their partnering credentials, very few have had the internal conversations needed to gain clarity around this subject. Old systems and the tendency for organisations to fragment and create endless ‘silos’ actively works against collaboration and effective cross-sector partnering.

Unrealised opportunities – the lack of knowledge and understanding by organisations of other sectors can leave opportunities for collaboration and partnering untapped.

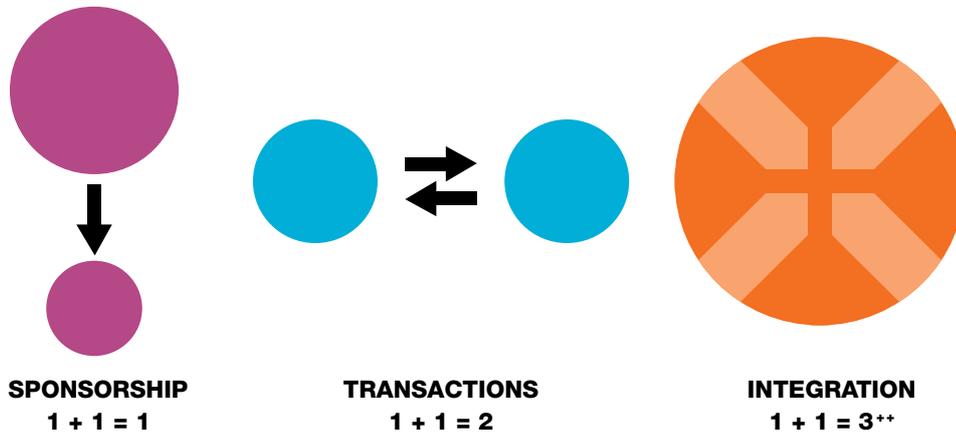
Understanding partnering

When we look at the language around partnering we see many definitions, all with slight variations around a theme of establishing a long-term relationship around a common purpose, based on mutual trust and respect, where risks and rewards are shared.

This might be the ideal situation, however, what we see in practice is quite different. There is a multitude of partnering relationships in operation, ranging from donor recipient type relationships at one end of the spectrum, to highly integrated relationships at the other end. We have found that unpacking the various partnering relationships within an organisation, using some clear categories, can assist greatly in understanding how to partner more effectively. We use three categories as a starting point.

Level one: Sponsorship – a donor-recipient model in which one of the partners makes contributions to the other.

A simple depiction of these types of relationships and the value derived is shown below:



Level two: Transaction – an exchange between parties that may involve people, time and resources as well as money.

Level three: Integration – where partners co-create and co-design solutions around shared goals or a common issue. This form of cross sector partnering is where innovation and transformational change takes place.

Potential partners come together around a common issue to co-create and co-design the solution.

While all of these types of partnering relationships are valid and may be appropriate in given circumstances, the key is to be able to distinguish which level of partnering is required for a particular situation and ensure this meets the expectations of other potential partners. From here we can get a clearer picture around the potential value creation that can be achieved.

Austrade's partnering journey

In 2011, Austrade – the Australian Government's trade, investment and education promotion agency – was seeking a greater focus and effectiveness of its partnering relationships through developing 'stronger but fewer partnerships'.

Austrade initiated a major review of its partnering relationships and sought to develop a partnering framework for the organisation.

Following an extensive internal and external review, Austrade found there was no consistent approach on how it engaged with other organisations. There was a lot of confusion and misunderstanding around just what 'partnering' was or should be. The term was being used to describe actual partnerships, contractual agreements, client service relationships, financial sponsorships, and coordinating and decision-making bodies.

Leaders need to create an enabling environment and culture which gives their people 'permission to partner'.

Austrade utilised some simple frameworks and tools, such as the partnering categories described above to clarify and simplify the language, policies, business practices and support systems required to derive maximum value from these relationships.

Over the last three years, partnering has continued to be a key focal point within Austrade and the organisation is as committed as ever to utilising this approach to delivering better results.

Austrade has been rolling out this new model and associated business processes to support its staff, including developing partnering skills within the organisation.

However, its partnering journey has not been easy. Some key challenges have included developing a partnering culture across such a diverse organisation; gaining buy-in throughout all levels of the organisation; developing a consistent understanding around 'how we partner'; and maintaining momentum for change throughout a major restructuring and with significant staff changes.

While it hasn't been an easy journey the benefits are starting to pay off with improved collaboration with state governments and industry associations, and plans to accelerate relationships with other key stakeholder groups.

Building capability

To extract maximum value from cross sector partnering, organisations need six key attributes to be in place. If successfully incorporated, these will provide the right environment for cross sector partnering to deliver transformational change and innovation.

- **New thinking** – To develop relationships and enable creative and innovative solutions, we need a different mindset that involves valuing diversity as a catalyst for change. We also need to develop an understanding and level of confidence with the lack of knowing that comes with working in complex systems; and to let go of our own priorities and create freedom to explore shared priorities and objectives.

Continued.



Executive Education

Workshop Calendar September 2014 – June 2015

Workshop	Course leader(s)	City	Sep '14	Oct '14	Nov '14	Dec '14	Feb '15	Mar '15	Apr '15	May '15	Jun '15
Cost-benefit Analysis	Dr Leo Dobes	SYD									3-4
Changing Behaviour	Dr Rory Gallagher	MEL					TBC				
Delivering Better Outcomes for Lower Costs: Leading public sector innovation	David Albury	MEL		21-23							
Driving High Performance: Managing organisations and people	Prof Deborah Blackman	CBR		1-2							
Economics for Public Sector Managers	Prof Ross Guest	MEL	10-11								
Evidence for Decision-Making	Dr George Argyrous	SYD			19-20						
Leadership for Change Agents	Paul Porteous	MEL		15-16							
Leadership in Times of Crisis	Prof Paul 't Hart	CBR	1-2								
Leading Transformation in Education	David Albury and Tony Mackay	SYD			10-11						
Managing Regulation, Enforcement and Compliance	Prof Malcolm Sparrow	CBR SYD		19-24			8-13				
Navigating Asia	Prof Michael Wesley	MEL						TBC			
Partnerships in Infrastructure: The evolving roles of the public and private spheres	Prof Jose Gomez-Ibanez	MEL						15-20			
Policy and Program Skills	Prof Michael Mintrom	MEL		8-10					15-17		
Project Management for Policy Design and Implementation	Prof Michael Mintrom	WLG								7-8	
Recognising Public Value: Strategic uses of performance management in government	Prof Mark Moore	CBR						17-18			
Strategic Management in a Changing Public Sector	Prof John Alford	SYD WLG				3-4		23-24			
Strategic Responses to Corruption	Dr Robert Waldersee	SYD		29-31	13-14*						
The Modern Regulator: Balancing better business with strong protection	Prof Malcom Sparrow	CBR		31							
Women in Leadership: Achieving and flourishing	Christine Nixon and Prof Amanda Sinclair	MEL	15-18					3-6			

Legend: CBR = Canberra | MEL = Melbourne | SYD = Sydney | WLG = Wellington | *workshop runs for five days in total

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- **Leadership** – Internally, leaders need to create an enabling environment and culture which gives their people ‘permission to partner’. Where people involved are empowered to fully participate and can make decisions on behalf of their organisation without fear of reprisal later. External leadership is required within the partnering process to broker the relationships and guide the partners along the journey.
- **Knowledge of cross sector partnering** – Having a consistent understanding of cross-sector partnering language and approaches within your organisation is essential. Developing an organisation-wide framework for cross-sector partnering enables the selection of the most appropriate level of partnering for a given situation and maximises the opportunity for getting results.
- **New skills** – Working beyond the boundaries of your own organisation provides some wonderful opportunities but many challenges. Balancing the demands of your organisation with your partners’ requires another level of understanding and sophistication. That is in addition to the challenges of developing strategies and solutions that are emergent, co-created across sectors to achieve innovation. It takes considerable knowledge, skill and experience to be able to engage effectively with others, build commitment and develop shared ownership through the partnering process and focus on the complex issue at hand and the change goal at the forefront.
- **New tools and systems** – When organisations from different sectors come together they engage in a new

space where there are no systems or tools in place. That creates both a challenge and an opportunity. The tendency may be to adopt the policies, procedures, tools or systems from one of the host partners. While this may be expedient it will rarely meet the expectations or requirements of the other partners. If we want organisations to work together in new ways then we must seek out new tools, processes and systems that will support these new ways of working.

Cross-sector partnering is a process – a means to an end, not an end in itself.

- **Organisational buy-in** – Those involved at the partnering table can work really hard to build and maintain relationships and to co-create innovative solutions to a common challenge. Any outcomes or impacts, however, may be diminished if it cannot be scaled, initiate a policy change or impart system-wide change. Organisational buy-in is needed that not only supports the cross sector partnering initiative but also can leverage the outcomes across broader policy areas and systems and bring additional knowledge, resources, perspective and experience to the initiative.

Realising the potential

Cross-sector partnering is being seen more and more throughout the world as a way of solving tough and complex challenges. It is emerging as a viable business model and an effective way of

achieving outcomes such as Collective Impact, Shared Value and Blended Value.

But cross-sector partnering is a process – it is a means to an end, not an end in itself, and we need to ensure that whenever we use this approach it is grounded in reality.

As this new way of working across sectors becomes more accepted we will need to ensure we are continually seeking ways to realise its full potential and employing the necessary rigour to achieve this.

In seeking maximum value from cross-sector partnering initiatives we need to assess how ready we are to partner. Have we the right skills, knowledge and understanding of how to partner effectively? And have we had the internal conversations about how we as an organisation may want to partner with others?

If we are to unlock the full potential of cross sector partnering and maximise value we need to build organisational capability and build it quickly. The six attributes referred to in this article are essential for any organisation to consider before entering into a cross sector partnership with others. **T**

Ian Dixon is Managing Director of DIXON Partnering Solutions, a company that specialises in transformational cross-sector partnering throughout Australia and the Asia Pacific Region.

*This article was adapted from Ian’s recent white paper *Adapt and Prosper: Unlocking the Potential of Cross Sector Partnering*, available at www.ian Dixon.com.au*

Ancient mantra



In commenting on the theme of our last edition, Ken Baxter, left, says while it has ‘pervaded both private and public sectors since ancient times’, it ‘should be confined to lexiphanes’.

‘Doing more with less’ is a long-standing mantra that has pervaded the public sector and large corporate

private sector bureaucracies since ancient times and, more recently, the large bureaucracies that grew from the British empire.

Historically, in the public sector, it tends to mean ‘hire’ when tax receipts are actually and prospectively high and ‘fire’ when the money begins to run out, or already has.

In industry and commerce, jobs generally come and go according to economic circumstances and/or business fortunes.

Over the centuries, an option for governments in dealing with the problem of lower tax receipts and higher domestic costs has been to embark upon international military adventures. That is far from an attractive option and, as Iraq, Afghanistan and parts of South America illustrate – does not provide a satisfactory or realistic long-term solution.

The context in which the civil service has served societies – in terms of developing policies, securing governments’ agreement and implementing whatever decisions the ruler or rulers made – has ebbed and flowed over the centuries.

There has not been a simple, tidy, enduring solution to dealing with the pressures of personnel resources to match expected and actual revenue, improving productivity and meeting society’s expectations and demands.

Implementation was considerably easier in the days of imperial overlords and robber barons! A malleable multitude of serfs and private militias were usually at hand – although post-facto payment was sometimes a problem.

In modern civil society, the challenge of matching needs with revenue and services and the delivery of effective staffing, has become more complex and difficult. The exponential expansion of data and news transmission has added dimensions that did not greatly trouble the early warlords, monarchs and imperial traders.

In industry and commerce, jobs generally come and go according to economic circumstances and/or business fortunes.

The recent federal Commission of Audit Report is the fifth such exercise I have experienced. In some cases the results have been very useful – such as Victoria’s in 1993 and less so in the case of several federal audits over the last 20 years.

If nothing else, commissions of audit are circuit breakers that focus policy makers’ minds on key structural, operational, fiscal and financial issues that should be addressed.

Because the federal system is one where the commonwealth is the major tax collector and re-distributor and the states and territories the deliverers of a wide range of diverse services, states’

audit commissions have not focused to any great degree on the appropriateness, efficiency and effectiveness of our current federal system. The recent federal audit referred to that issue but not with any deep intellectual analysis of the fundamentals.

At a federal level, the two most recent audit commissions and Ken Henry’s tax-specific enquiry have revealed notable reluctance by politicians from both major parties to consider, devise and implement the structural changes that would help our federal system – and the people living and working in it – to more readily adapt to necessary changes.

Part of that problem, which extends further into financial and major individual policy areas, is the uneven and variable standard of cabinet and the processes surrounding its operation. The Victorian Coalition Government of the mid-1990s demonstrated how a well-planned policy program – supported by rigorous cabinet processes and a strong leader – could lead to understanding by the public service of the government’s agenda. It enabled far more effective policy development, better-targeted services’ delivery and a higher standard of financial management. In Victoria’s case, it also proved the basis for doing a great deal more with greater efficiency, less people and improving financial results.

The fact Victoria recorded an operating surplus of \$0.9 billion for 2013-14 and is forecasting \$1.3 billion for 2014-15 suggests the original reforms of the mid-1990s have endured.



Beyond change

There are some fundamental, structural obstacles so steeped in history they are beyond change. Those were due to decisions made by the ‘founders of federation’; for example, the lack of foresight by the founding fathers of not retaining Melbourne as Australia’s national capital – at the apex of the triangle between Cairns in the north and Perth in west; and of not providing, every 50 years, for revision of state and territory borders, especially the eastern states’ and adjusting boundaries to accommodate our changing demography.

History also entrenched immobility between the states and commonwealth civil services and many of their quasi-commercial entities such as states’ and federal rail systems.

These historical influences have limited consistent, well-planned improvements in productivity – doing more things better, with less – at a time when technology has played a more intrusive and important role in revenue collection and income redistribution to adjust the public workforces accordingly.

In many cases, the private sector, especially where there is active sectoral competition, is under constant pressure to improve performance. Mostly, that is achieved via innovation, new products and services, effective cost control and a more direct relationship between employers and their workforces. Real productivity improvement is a key driver.

To ensure the integrity of the public sector it must be alert to and act on any whiff of corrupt practice.

Political influences

The sociological and demographic composition of the federal and states’ civil services influenced political attitudes. Significant numbers of civil servants were tolerated when governments owned large commercial and industrial operations such as the railways, electric power stations, etc. Those were in marginal seats!

For understandable reasons, the trades’ unions had a dominant position in federal and states’ civil services.

In pursuit of higher wages and better working conditions, a wide range of inflexibilities crept into the system, such as promotion by seniority only, fixed working hours and defined benefits superannuation schemes. While not universal, well-run private sector organisations reward and promote on merit.

The current federal Commission of Audit, its federal and states’ predecessors and the Productivity Commission have pointed out that flexibility of employment and promotion conditions, along with better education and improved work places will contribute to higher productivity.

One of the attributes of modern technology is that it can remove a great deal of the drudgery of work that, a hundred years ago, required quill pens and green eyeshades! Effectively utilised, technology improves the circulation of ideas and supporting information that should enable government departments and agencies – and private sector companies – to more widely and quickly disseminate information and deliver services more rapidly and effectively. Improved workforce mobility is a positive consequence. *Continued.*

One feature of the current political and bureaucratic systems is that rapid evolution and improvement in services planning and delivery is constrained by necessary transparency and accountability.

As ICAC enquiries in NSW have demonstrated, there are small groups of venal manipulators of political and administrative systems who, to satiate their greed, are prepared to behave corruptly. They are not confined to the public sector!

To ensure the integrity of the public sector there must be a 'state of mind' – from ministers to departmental secretaries, indeed all staff – to be alert to and act on any whiff of corrupt practice. *Continued.*

However, it must happen in a way that maintains credible risk management strategies and not give birth to volumes of incomprehensible and often self-defeating regulation.

Leadership

That, in turn, focuses on leadership. With some notable exceptions, less rigid structures in the private sector enable greater flexibility in organisational education and training – especially in leadership. That said the commonwealth and most of the states' public services have launched ambitious and effective programs to improve public service leadership.

A fundamental element of delivering more with less is a robust relationship between ministers and departmental secretaries. The provision of 'frank and fearless advice' about policies, priority funding and implementation and the skills of the departmental staff expected to deliver is fundamental and should never be compromised, as the recent enquiry into the installation of roofing batts demonstrates. When trying to improve public sector productivity, greater emphasis needs to be placed on the effectiveness of the cabinet system.

'Doing more with less' will increasingly depend on the clarity of cabinet decision making as well as implementation plans and timetables.

To minimise duplication or displays of incompetence, the lead agencies must ensure consistency of overall programs and project delivery.

To minimise duplication or displays of incompetence, the lead agencies – usually the Department of Prime Minister or Premier and Cabinet, in conjunction with Treasury – must ensure consistency of overall programs and project delivery.

In the current and likely future environments it will be critical for senior management of any department or agency to assess if a program, project or expenditure is consistent with overall government policy and available funding. In some cases that involves difficult discussions with ministers and their private office staff who want offices built, plaques laid, or funds provided that have not been approved but are seen as necessary for political purposes – especially in the run up to elections.

Planning and review

Within a department or agency, 'doing more with less' also means regular, annual forward planning – including budget forecasts, development and implementation of specific plans – and regular, critical review of performance against objectives. The best private sector organisations have strategic, annual operational and financial plans and serious performance measurement.

The tradition in the civil services has been to stay away from performance management. Even in the private sector it can be difficult and personally confronting. However, done systematically and well, it is a valuable tool for 'doing more with less'. At times, it can mean uncomfortable conversations about what someone is doing and whether it is being done within budget and the schedule for delivery.

In spite of the scepticism about performance management, most staff prefer knowing what their objectives should be, how they should go about achieving those and what budget they have to work with.

Unfortunately, many consultants who claim to be experts in and have experience with public sector performance criteria development and implementation are not well equipped to do so. Often, at considerable cost they exacerbate the problems of a department's or agency's plans to 'do more with less'.

In most cases the greatest contribution an external consultant can make is to help a departmental head take ownership of a medium to long-term strategic plan along with realistic performance indicators and help ensure implementation.

Doing less with less

There are often valid cases for 'doing less with less'. An example is the federal Departments of Health and Social Services' 'National Toilet Map'. It uses Google map technology and could probably be perfectly well handled by Google at no cost to government.

As a demonstration of the accountability issues facing a government department undertaking this sort of work, the Department of Social Services website toiletmap.gov.au/disclaimer has a page, which in essence says: 'do not rely on

this information – if you do, it is absolutely at your own risk’.

Whatever one may think of ‘Google’ there is no doubt it can do the job. The questions that could be asked include: ‘Why is the commonwealth doing this, how many people use it and, what is the cost?’

I suspect – without too much probing – governments at all levels are all doing ‘things’ that are not high priority and could be done either at zero, or lower cost – if not more efficiently.

A well-planned, well-managed performance management system may not remove 15,000 public servants overnight. However, it is more likely to result in those who should depart actually doing

so; those who need to remain receiving relevant training; policies being better matched with programs and, consequently, processes of promotion and placement being more focused; ensuring ministers and governments know what their administrations are actually doing; and enabling better alignment of departmental budgets and available recurrent financial and capital requirements.

Mantras such as ‘doing more with less’ or ‘less with less’ should be confined to lexicaphanes* who have no understanding of sound public administration! The development of better policies, achieving higher productivity and delivering better quality services are more relevant than some of the old mantras! **T**

Editor’s note

*‘Lexiphane’: ‘Phrase-monger’; ‘One who uses bombastic phraseology’. *Oxford Dictionary*.

COMMENT?

I invite comment on the argument: ‘... the lack of foresight by the founding fathers of not having Melbourne as Australia’s national capital – at the apex of the triangle between Cairns in the north and Perth in west.’ **T**

Ken Baxter has extensive experience in both the private and public sectors, including both as Secretary of Victorian Department of Premier & Cabinet and Director-General of NSW Premier’s Department. Currently, Ken is Chairman of InfraCo Asia Development Pte Ltd, owned by eight European governments and the Australian Government.

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Globetrotting workforce planner

International workforce planning expert and thought leader, Julie Sloan, below, will write regular columns for *Today* starting opposite.

Trained in the public sector now of the private sector, Julie Sloan consults to both across the globe. She has 40 years experience in government and the private sector and led the development of the workforce planning discipline in Australia since the mid-1990s.

In 2014, Julie established Workforce Planning Global and now operates as a global freelance adviser on strategic and operational workforce planning.

She chaired September's 'Workforce Planning in the Public Sector' conference in Canberra and in December heads to Ireland as Australia's representative to the International Organization for Standardization (ISO).

Julie is a member of the ISO's TC260 committee and convener of its international working group on workforce

planning, which, by 2016, will release its first 'ISO Standard on Workforce Planning'. She also is lead writer of the inaugural Australian Standard in Workforce Planning, due for release this year by Standards Australia (MB009).

Julie has worked for the UN's Centre for Social Development and Humanitarian Affairs, the International Atomic Energy Agency and in the US, Canada, the Middle East, Malaysia and Indonesia.

The author of two popular books – *An introduction to workforce planning: are you ready for crunch time?* (2008) and *The Workforce Planning Imperative* (2010) – Julie also writes regularly for *The Weekend Australian* and international publications including a US-based e-magazine and *Workforce Tomorrow*, read by senior professionals in Pakistan and the Middle East.

She is recognised by *Worldwide Who's Who* for excellence in workforce planning, is a member of the Global Women on Boards Group and a member of the Australian Institute of Company Directors.

Currently, Julie is working with all levels of government and the private sector around Australia and is particularly enjoying her work on South Australia's 'Greatest Asset Project SA' which is focused on workforce planning for South Australia's mature age workforce.

Apart from her ongoing work with the ISO, and speaking engagements, 2015 will see Julie working with private and public sector Chief Executive and Chief Financial Officers in China, Singapore, Malaysia, China, the United Arab Emirates, Bhutan and Australia. **T**



Working together to mitigate workforce risk



International workforce planning guru Julie Sloan, left, says public and private sectors are awakening to the art.

Most executives, managers and company directors feel comfortable with their knowledge around

core corporate governance issues but sadly, in my view, they often fall down when it comes to human governance and workforce planning.

Human governance is a fundamental part of overall corporate strategy and risk and workforce planning is a critical element of human governance.

More and more academic studies confirm that businesses and organisations that pay more attention to human governance and workforce planning tend to perform much better than those that do not.

Human issues almost always lie beneath business issues, including governance issues, and so must be managed. More than ever the human factor must be considered as a governance and risk management issue, not only from a cost perspective but also as an investment.

Human governance and workforce planning have been identified as key global topics for both the public and private sectors on which ISO standards are currently being written.

Although not legislation, standards (ISO and Australian) become critical documents when businesses, of all types and sizes, become vulnerable – and no more so than when relevant to the workforce.

Workforce risk identification and mitigation strategies undertaken through Workforce planning are essential tasks

for both public and private sectors but the approach may vary. SME's for example may prefer to undertake 'back of the envelope' workforce planning to monitor their individual current and future workforce requirements. SME's and larger organisations also may be a part of more comprehensive industry wide and/or regional workforce planning initiatives and public sector workforce plans are often linked with whole-of-government workforce planning reporting regulation.

Internationally, workforce planning is now embedded as an essential business discipline driven largely by the private sector.

Although evident through demand and supply analysis since the 1930s, the 'new' discipline of workforce planning was born in the mid-1980s from OECD reporting on global demographic (age) trends. Its history in Australia was led by the public sector. Initially, the Commonwealth, South Australian and Queensland Governments led much of the work in the late 1980s and into the early 1990s. Industry engagement in workforce development planning was not as evident until mid to late 2000s; in particular in those industries feeling the impact of workforce supply issues at the time.

Australia is and has been regarded as the world leader in workforce planning. Today, there are many industry workforce planning initiatives in both the public and private sectors in Australia ... some more progressive and sustainable than others.

Internationally, workforce planning is now embedded as an essential business discipline driven largely by the private sector and demand for workforce planning capabilities and competencies is at an all time high.

By way of a checklist it is important that public and private sector executives:

- ensure contemporary human governance, including workforce planning, is formally embedded in existing structures and practices
- understand the various – current, transition and future – human resource risks facing their business
- be satisfied that management priorities, policies and practices effectively respond to strategic, regulatory and operational needs
- ensure an effective internal HR governance framework and strategies are implemented that reflect relevant industry economics, desired culture, workforce dynamics and leadership preferences
- ensure successful execution of these actions are measured through risk mitigation and performance management practices.

Standards Australia's inaugural *Standard in Workforce Planning*, being developed by the MB:009 Human Resource and Employment Committee, is expected to be launched in late 2014. The International Standardization of Organisations (ISO) TC 260 Human Resources Management is currently drafting several 'international standards of relevance' for both the public and private sectors in Australia. ■

Don't let bad decisions sink Aussie-built subs



One of Australia's largest private public sector initiatives is submarine manufacture, now threatened by the drive to save money. But what of the strategic benefits? Writing in *The Advertiser*, columnist and broadcaster David Penberthy, left, recalled now Governor General, former ADF Chief, Peter Cosgrove's 'clear-headed and powerfully argued' contribution to the debate.

Of the many contributions to the debate about the future of submarine manufacturing in Australia, the most clear-headed and powerfully argued comes from a man who knows more than most about defence.

He is also a close friend and confidante of Tony Abbott, who ultimately holds the fate of Australian sub jobs in his hands, and he is singing from a different song sheet. He is the Governor-General of Australia, former ADF Chief General Peter Cosgrove.

I was kindly alerted by a reader to a speech General Cosgrove made last year in his capacity as the chairman of the Defence SA Advisory Board, before he took up the role of Governor-General.

Cosgrove is a smart bloke, a straight talker and a crisp writer. With the uncertainty surrounding the future of the subs it's worth revisiting some of what he had to say.

'Whenever I am asked why we build submarines in Australia, my short reply is that we can't afford not to,' Cosgrove writes in opening his article which you can find on the *Asia Defence Reporter* website.

'The longer answer revolves around three central themes – national security, cost and nation building.

'And one other important point that I want to make early in the piece, setting

aside the false perceptions, is that in reality we have built and maintained one of the most capable and powerful conventional submarines in the world.'

Under the three cross-headings Cosgrove sets out, he makes the following points.

On national security: 'Current Australian Government policy aims for self-reliance in the direct defence of Australia. That doesn't mean we should have a full suite of capabilities for every occasion. Nor does it preclude a degree of dependence on allied nations for collaboration on certain technologies. But it is absolutely within our best interests to develop, own and keep as much intellectual capital and capability as possible.'

Cosgrove is a smart bloke, a straight talker and a crisp writer.

On cost: 'There is no real advantage in outsourcing the initial submarine build to another country when the real grunt work required to keep the submarine fleet working is carried out in Australia by the same skilled workforce using specialised infrastructure.'

On nation building: 'Our future submarine building project will ultimately not confine itself to the next 12 submarines.'

It sets a course toward the creation of an evolutionary industry – one of continuous build and continuous improvement, ingenuity and innovation.'

It is a great article and one, which is a world away from political rhetoric surrounding the fate of the 12 Australian-made subs.

On the Liberal side we have seen MPs both state and federal on the run from the undeniable fact that sending the subs offshore would be a fundamental breach of a crystal-clear election promise, in which shadow defence minister David Johnston said last year: 'The Coalition today is committed to building 12 new submarines here in Adelaide'.

On the Labor side we saw the unedifying spectacle of Bill Shorten throwing in his lot with nationalist elements who argue we shouldn't deal with Japan because the last time we had one here was 1942.





As a taxpayer I can totally sympathise with the Abbott Government's arguments that decisions must be made in the national interest and that cost is imperative.

You can certainly apply that argument to the Air warfare Destroyer given the massive blowouts there. But the argument doesn't apply to the subs, which have overcome their initial teething problems, and where the only reason for the big cost differential versus Japan is that a production line facility would have been to set up locally.

This of itself would be worth it in the long run, for the reasons Cosgrove sets out.

'It sets a course toward the creation of an evolutionary industry.'

(Then) General Peter Cosgrove, right.

Not building the subs here would not only be a massive broken election promise, every bit as bad as Labor's deceit over the carbon tax or the Keating L-A-W law tax cuts.



It would also run contrary to the national interest in that we would be abandoning something we are very good at, and sending thousands of Australian workers to the wall as part of the illusory bargain. **■**

Vision for a competitive Australia



In a hard-hitting speech to the Australia-Israel Chamber of Commerce lunch in Sydney, the President of the Business Council of Australia, Catherine Livingstone, left, called for 'a radical rethink of how Australia understands its economy, and plans for wealth creation'.

She called for '20 of Australia's leading companies to offer highly structured secondments for senior public servants with the aim of improving our mutual understanding of the forces impacting on business'.

The BCA is calling for a renewed understanding by government of its role and, for the next decade in particular, we are recommending that government focus on four key functions:

The first is direction-setting. It is a role of government to set a vision for the country. This is fundamental if we are to take the community on the difficult journey of change.

Balancing the budget is not a vision – it is a means to an end, a necessary step to enable other changes to be made.

Governments need to explain how decisions and policies will improve people's living standards over time.

Secondly, government needs to develop a sector lens on the economy.

This is not a matter of undertaking a one-off review. It is about developing and maintaining a deep understanding of the dynamics of the economy at the sector level, and of the differential impact of global forces.

This should be a core function of a highly empowered industry department that the federal government has rightly created.

Thirdly, government should use what it learns from a sector analysis to move from an intervention and subsidisation role, to a facilitation and coordination role.

Every policy, every program, every incentive, every enabling action of government should take careful account of how it will impact at the sector level; and should be designed to support those sectors with a comparative advantage, and help others to transition with minimum disruption.

The first priority is to improve collaboration between business and government.

For example, government can pursue \$1 billion worth of red-tape reduction but if the reform program isn't substantive at the sector level, if it doesn't fundamentally improve our global competitiveness, it is a wasted opportunity.

The fourth responsibility of government is to build the innovation infrastructure needed to support the agility of the Australian economy.

The six key pillars of this infrastructure are:

Physical infrastructure, where the recent budget confirmed the need for Australia to invest more strategically and made a helpful start.

The financial system, where we have the Murray Review underway, and which we would urge to take account of the dynamics of the economy and different investment funding needs.

Appropriate institutional underpinnings, in particular taxation and regulatory settings. Here we have the competition policy review underway, and the development of a white paper on tax reform has also been foreshadowed. So, on these first three pillars, we are making progress. On the next three, we are not.

We need to recognise the concept of our knowledge infrastructure, and its contribution to national competitiveness, through the rise of knowledge and design-intensive business models. This knowledge infrastructure resides in our governments, universities, national facilities and our companies and is refreshed through R&D and skilled and talented people.

This leads to the next pillar: we must provide our people with skills needed to participate in the digital economy, and embrace entrepreneurship. This is another much longer conversation, but nothing short of a major intervention and reset is required on this issue.

And the final key pillar of our innovation infrastructure is our industry-sector landscape and the ability of business to absorb knowledge, take risks and enter global supply chains. When people talk about an innovation system, these are its key pillars. When they talk about structural reform, this is where it must focus, and particularly on the aspects of connectedness and collaboration among

activities across these pillars. In summary, government has a key role in enabling business to grow and create wealth. But it can no longer take a one-size-fits-all approach. It must be part of a strategic agenda that facilitates, enables and incentivises key sectors where Australia can succeed globally.

Picking winners?

Let us be absolutely clear that the approach we describe is not about 'picking winners', nor delaying economic transition by propping up uncompetitive industries.

Nor is it about abandoning an economy-wide reform agenda.

It is about deliberate action to support those sectors where we can gain a competitive advantage, and taking a more sophisticated view of structural reform.

Policy design

The approach we are putting forward today involves a very different model of policy design compared with the one we have observed in Australia over the last decade.

Policy design should be based on a deep understanding of the sector dynamics of the economy, including those where jobs are falling away and those where they are being created.

Effective policy is based on data and evidence, rather than ideology and anecdote.

It seeks to understand the problem that it is trying to solve, model second-order effects and have a mindset that consistently inquires into how policy will impact on the various elements, and on the whole of a system.

Importantly, effective policy recognises that people will change their behaviour in response to a policy. We can design for behavioural change, or be surprised by it.

A good start is for policymakers to ask the right questions, for the right reasons, at the right time.

Looking back, if we had asked the question about the automotive industry in the 1980s, and acted purposefully as a consequence, we may have seen companies transition into niche suppliers participating in global supply chains, rather than having to close down.

If we look forward, in agriculture, we should be asking ourselves whether we could do better by differentiating our niche, high value-added products, and tapping into emerging market demand via global supply chains.

This would lead to a set of strategic questions about how we align industry regulation and trade policy to support a clear objective of growing this strong, globally competitive sector.

Figure 1, above, illustrates the impact of what McKinsey describes as "intent and ambition" on the part of New Zealand in respect of the milk industry. In Australia's case, McKinsey describes our lack of intent and ambition as "the story of squandered potential".

We have to close the gap between what government thinks and what business knows.

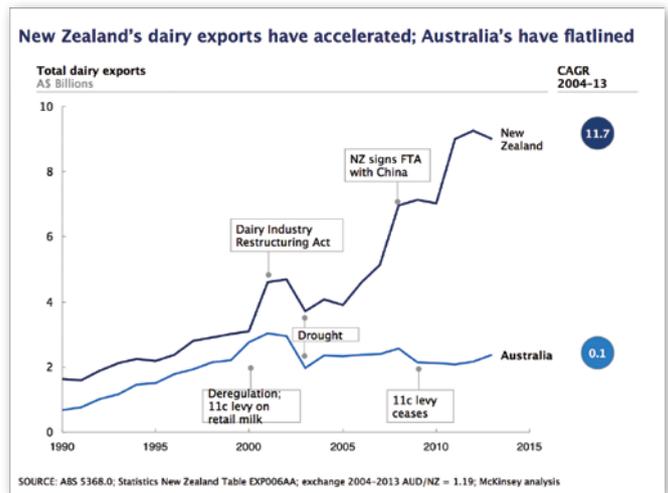
We could also be asking questions now about our world-leading mining services sector. Is it adequately embracing data analytics – a capability that will determine its ongoing competitiveness? There is a view that it is not.

None of what we propose can happen without far deeper cross-sector collaboration, not via one-off consultation, but through permanent, continual structures.

While there is much room for improvement in the way businesses collaborate with each other and with the research sector, the first priority is to improve collaboration between business and government.

From today, I will be asking 20 of Australia's leading companies to offer highly structured secondments for senior public servants with the aim of improving our mutual understanding of the forces impacting on business.

FIGURE 1



We have to close the gap between what government thinks and what business knows.

I will be making those calls over the next week and I hope that the Australian Government and state premiers will support the BCA in this important initiative.

Conclusion

The forces that are shaping our world are very different from any that we have experienced before. They require different responses from government, from businesses and indeed from us as individuals.

Our time is running out. We need to act with a sense of urgency.

If we don't, we are going to find ourselves slipping further behind, with the consequent loss of business capacity for growth and wealth creation, and an inevitable impact on living standards.

Ultimately, our core comparative advantage is our people. We must equip them with the skills they need and ensure that they have the opportunity for meaningful jobs.

The onus on our leaders is to understand the forces of change and Australia's enormous potential to succeed.

Theirs is the responsibility of ensuring that the business model of our nation thrives in the global market, rather than falls victim to it.

Video, audio and text of the whole speech is available at the BCA website www.bca.com.au/newsroom/vision-for-a-competitive-australia-speech-by-catherine-livingstone-to-the-aicc

Separate speech continued over.

Innovation imperative

In a separate speech to the ANZSOG 2014 Conference – ‘Growing National Prosperity: Government’s Role in the 21st Century’ – BCA chief executive Jennifer Westacott ‘explored the context that makes innovation an imperative for both the private and public sectors’.

Westacott outlined ‘nine insights from business on how to instill an innovation culture in your sector and your organisation.’

She said she wanted ‘to try and help you to think about how you, as individual public servants, can contribute to building an innovation system for the public sector and an innovation culture in your own organisations’. She also reiterated her president Catherine Livingstone’s announcement of 20 secondments at BCA member companies for senior public servants. ‘I will be taking a close, personal interest in ensuring these placements are of real value. And I will be asking ANZSOG and IPAA to advise on their design.’

Contrary view

In a scathing rebuttal to her speech in the September edition of *The Public Sector Informant*, columnist and former senior public servant, Paddy Gourley, wrote: ‘Westacott should avoid the transplantation of business-world methods into the public sector in ways that fail

to take into account its different and particular operating circumstances and environment’.

Gourley said Westacott speeches to IPAA and ANZSOG had been ‘cliché-rich sermon(s) of ill-conceived prescriptions’. He wrote it was ‘a good thing Westacott’s speeches on Australia’s public services are infrequent’ and said her ‘nine insights’ were more like ‘modern management aphorisms’ and ‘about as useful as such things usually are’. He gave examples in Westacott’s latest speech of what he called ‘blunders’ and also questioned her remarks about innovation in the public sector.

Gourley also said the Business Council proposal to offer senior public servants private sector secondments was ‘not an innovative or novel idea’, citing a similar program initiated by the Public Service Board in the 1970s and its shortcomings. He said a staff-interchange is ‘not a bad idea’ but would only work if it was a ‘two-way street involving high-quality employees’ and until that was so, ‘the Business Council proposal should be kept in a cryonic state’.

Finally, Gourley exhorted Westacott to ‘think more deeply before she next presumes to advise on ways in which the public service should be organised and how its staff should behave’. ■

Tell us what you think

You can read all of Jennifer Westacott’s speech at:

www.bca.com.au/newsroom/speech-on-innovation-by-jennifer-westacott-to-the-anzsog-2014-conference

and Paddy Gourley’s article at:

www.canberratimes.com.au/national/public-sector-informant

You be the judge:

Read them both and send *Today* your opinion at rondent@faceworks.com.au

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LOOKING WITHIN



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Prime Minister's Special Envoy for
MH17 and Chief Coordinator MH370

Susan Pascoe AM
Commissioner, Australian Charities
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Terry Moran AC FIPAA
National President, IPAA

**Colin Murphy FCPA FCA FCIS
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Karl O'Callaghan APM
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Penny Armytage FIPAA
Lead Partner, KPMG Australia

Ian Carter AM
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Making the leap

Following an Australian Public Service career spanning more than 33 years, including as Secretary of the commonwealth departments of agriculture and immigration, Andrew Metcalfe, opposite, (AM) moved to the private sector as a partner with EY (Ernst & Young). Today (T) asked him to discuss sectoral differences.

T: Andrew, how are you ‘coping’ with your move from the government to the private sector?

AM: I’d like to think very well! There is a significant change in role, certainly. But EY has several partners who’ve had senior public sector careers and there is a strong appreciation within the firm of the transition involved for me and the support required. And my former role and new role are similar in some ways ... there is a very strong reliance on developing and maintaining excellent working relationships, both involve an understanding of government and its processes, high standards of quality and probity apply, and the ability to think and act strategically is paramount.

T: What are the main differences for you in working in the private sector versus the public?

AM: The major change, not surprisingly, is the very clear focus on the need for our business to be successful. There is a regular focus on how we are performing – our pipeline of work opportunities, our conversion of opportunities to successful ‘wins’, our operating margin, the utilisation of our people.

There is a very high insistence on quality of work – after all, we are a business that works to help other businesses and governments operate better. And there is a strong evaluation ethic – we look closely at the reasons we were chosen to undertake a particular project and, where

we are unsuccessful, ask: ‘Why didn’t we win?’ We are seeking to constantly improve, and to learn from experience. And that’s not to say the public sector isn’t also deeply interested in quality and continuous improvement.

It is clearly essential that the public and private sectors, as well as the academic community and not-for-profit sectors, work well together.

My former role as the CEO of large public sector departments brought with it very significant management responsibilities. I had limited time to personally focus on policy but I sought to create an environment where others could. My new role has largely freed me of that management task, and is allowing me much more time to focus on how I can best help our clients improve their organisational effectiveness and performance ... and, often, their contribution to policy formulation.

T: What, particularly, are the ‘cultural’ differences (if any) you have observed?

AM: In the private sector firm where I’m working, which is both a partnership but also a global corporation with over 175,000 people, there is a very clear

culture of valuing and developing our partners, people and clients. The culture is businesslike, but highly collegiate. We analyse the particular task closely and form teams of our very best people – from around the region and indeed the world – to help our clients with their issues. Our skills are deep and wide.

I’d thus say I’ve a strong impression that we are routinely more nimble and adaptable than the public sector. However, that’s saying it cannot be nimble when called upon ... our public servants have an enviable record of responding quickly and effectively to emergencies and crises ... witness the extraordinary responses to floods and bushfires, to the Bali bombings and the Asian tsunami and, most recently, the tragic losses of MH17 and MH370.

T: Particularly from your experience in the public sector, how important IS it that the sectors ‘get along’ and why?

AM: It is clearly essential that the public and private sectors, as well as the academic community and not-for-profit sectors, work well together. Governments are increasingly looking for new ways of delivering services to citizens and solutions to problems. This can variously involve all the different sectors having roles to play, often in some form of partnership. However, I think much more needs to be done to develop mutual understanding of each sector’s strengths and capabilities. I hope, in my own way, to assist with that.



T: Does the political ideology of the government of the day affect public / private sector relationships?

AM: That's a big question, as it spans the whole set of relationships from influencing policy to delivering services. But, as a generalisation, I detect little real difference, in my experience at least. Modern public administration is highly complex and, while of course there are differences in approach between the major parties and they may differ to a degree on their view of the role of the public sector in the economy and society, my impression is that relationships between the public and private sectors remain relatively stable. However, there are of course more pronounced differences in the way the major political parties interact in relation to other sectors such as unions and some advocacy groups.

T: What can the public sector do to attract and retain the 'best and brightest'?

AM: The same as the private sector ... value them, develop them, offer attractive and interesting work, and provide a flexible career path.

It is something of a cliché that today's graduates are not generally interested

in the 'whole-of-life career' that attracted earlier generations to work for governments and large corporations.

Governments are increasingly looking for new ways of delivering services to citizens and solutions to problems.

As employers, we need to anticipate that our people will want a series of experiences, learning and development opportunities, and flexibility. I think the traditional security of lifetime employment and generous defined benefit superannuation schemes, once offered by the public sector, is now becoming a thing of the past. And thus, the distinctions between the employment conditions between the sectors are less. The best and brightest will go to the places where they are most valued and offered the greatest opportunities to make a contribution and do interesting work.

T: Have you struck any 'resistance' from private sector clients given your (presumably mainly) public

sector experience? And has a desire in the private sector to 'get closer to' and understand government and its processes been evident and/or of any advantage to you?

AM: That's easy to answer. No, and yes!

I am fortunate, as are some others who have left the public sector to work in the private sector, that my knowledge of "how government works" is an asset. Indeed, one of my principal roles in EY is helping our private sector clients understand and operate within government policy and regulatory requirements, and helping public sector clients perform their work better. **T**

Andrew Metcalfe is a Partner in EY (Ernst and Young) involved in providing strategic advisory services to government departments and to companies as part of the consultancy's Government and Public Sector group. He plays a leading role in EY's consulting services in agribusiness and biosecurity across Australia and New Zealand. Andrew is an IPAA Fellow and former president of IPAA ACT.

Andrew Metcalfe's views expressed here are his own, not those of EY, do not constitute advice and should not be relied upon as such.

Growing up together



Tim O'Loughlin, left, explores better outcomes for government-business relations.

In 1981, I was employed as a rent-seeker by the Australian affiliate of a global multi-national company. Of

course, that was not what my business card said – it carried the more respectable title ‘Senior Associate: Government and Business Relations’.

Not many people back then talked of rent seeking, as it was still early days for the neo-liberal ascendancy. Reagan was elected that year and Thatcher had been elected just two years before. Little did I know the resources devoted by my company to my modest salary could come to be included in that vast bucket of wealth identified by neo-liberals as having been destroyed by rent-seeking.

This is not to say that the rise of neo-liberalism ended this form of relationship between business and government. Paradoxically, it became a powerful catalyst for elevating rent seeking into the art form it has become.

For all its flaws, neo-liberalism has created the impetus for the contemporary emphases on government performance, accountability and – most important of all – transparency. These values have been elevated by the constant pressure created by neo-liberalism on government to justify and prove the worth of everything it does. The private sector has been caught up in this shift of values, particularly the primacy of transparency, notwithstanding the gross violations of transparency by significant elements of the finance sector in the course of the GFC.

It is these values that inspire hope for government and business to deal with contemporary problems that are beyond the capacity of either to solve when acting in isolation.

The best examples of such challenges come from environmental issues. Most of these issues start out as textbook market failures but their complexity often turns government intervention into government failure.

The capabilities of governments to secure compliance with their own rules have diminished as the public sector has experienced less resourcing and therefore less capacity.

For example, most environmental issues exhibit high levels of interdependence. Solutions to one problem invariably create a problem somewhere else. The impacts of these solutions are also often unpredictable, as each ecosystem can be relied upon to respond differently to the same intervention. Moreover, environmental issues tend to affect large numbers of actors – something often works for some but may not work for others.

Consider if we add to this the trans-boundary impacts of environmental problems; the irreversibility of many policy interventions; the unknowable impacts of interventions never used before in a particular system; lack of data, particularly causal data; and the substantial cost of carrying out many of the things that need

to be done. This creates a policy-maker's nightmare – the need to develop policy in the context of high costs, significant interdependencies and considerable uncertainties about outcomes.

That is difficult enough but it is made even more challenging by the state's realisation that securing compliance with its own rules is largely beyond its capacity. The capabilities of governments to secure compliance with their own rules have diminished as the public sector has experienced less resourcing and therefore less capacity. This has occurred at a time when environmental issues have become more intractable and enforcement of the remedies more difficult.

Inevitably the response is shifting from government to governance. The ‘new governance’ brings with it three prominent characteristics: endeavours to include participation of non-state, civil actors in environmental decision-making; attempts to improve horizontal and vertical co-ordination both within government and across societies; and effort to integrate scientific and civic expertise in policy-making in a transparent and democratically accountable way.

Business is a powerful actor within these new governance arrangements, particularly in the environmental area, and is a crucial element of its success.

By way of example, while working in the South Australian Government, I led the public service preparation of Australia's first climate change legislation – the *Climate Change and Greenhouse Emissions Reduction Act 2007*. The legislation included provision for the



WORKING TOGETHER Government and business in the New Zealand dairy industry

Minister – Premier Mike Rann – to enter into voluntary agreements with industry and business groups for purposes such as achieving reductions in energy use; maximising efficiencies in the use of energy; and promoting the use of renewable energy.

The use of voluntary agreements in legislation attracted some criticism at the time over the lack of any compulsion on business, but it worked. Even the government was surprised at the positive reaction from business. And, soon enough, we had more than 12 agreements covering areas as diverse as the wine industry, cement making and parts of the construction industry. It became apparent to us early on that the use of legislation

for this purpose was valued by industry because of the recognition it was afforded and entitlement it created for business to have a seat at the state policy table.

Most environmental issues start out as textbook market failures but their complexity often turns government intervention into government failure.

The initiative was eventually overtaken by the Rudd government's climate change legislation but not before the SA

government gained some useful lessons in how to work with business on major policy issues.

One significant case study of government and business working together involves the New Zealand dairy industry. It remains a work in progress but promises to deliver a vastly superior outcome to that capable of being delivered by either party working alone.

Interested readers are directed to the excellent case study prepared by Janet Tyson for the Australian and New Zealand School of Government. Some of the facts that follow come from that case study, but the opinions are all mine. <https://casestudies.anzsog.edu.au> (May require subscription.) *Continued.*

Since 1992, New Zealand has been transforming its primary industries as a consequence of massive growth of the dairy sector. The sector has grown at around eight to nine per cent a year over the last 20 years (see figure 1).

Much of this growth has come at the expense of wool production as New Zealand's primary sector has responded to shifts in global markets (see figure 2).

The growth of the dairy sector has created significant issues for New Zealand's rivers and groundwater. Uncontrolled effluent from washdown facilities was the initial and most visible problem. More intensive farming has less visible but no less damaging impacts in the form of nutrient pollution of waterways from the use of nitrate and phosphorus fertilisers, and increased urine discharge into the waterways. Local councils have some capacity to enforce standards but that is not sufficient to address the specific requirements of the industry's impacts.

The standard government response would be to seek to make the polluters pay, or, in economic terms, to bring the marginal private cost into line with the marginal social cost by requiring the industry to internalise the costs of the negative

externality created by its environmental impacts. That would normally be accomplished by the national government imposing some form of direct regulation or, if inclined to take a more innovative approach, creating a market-based property right.

As always, government would invariably find itself having to craft its response with less information available to it than that possessed by the industry.

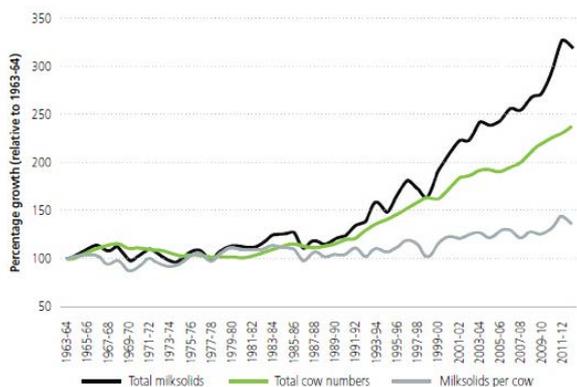
Both approaches carry risks. They rely on government getting the strength of the intervention just right to avoid either regulation that is so light-handed as to be ineffective, or so heavy-handed as to compromise the industry's competitiveness. As always, government would invariably find itself having to craft its response with less information available to it than that possessed by the industry. On this occasion, the main parties – government, producers, sellers,

environmentalists and councils – saw an opportunity for a different path that relies principally on self-regulation. That opportunity came out of three conditions.

First, the problems were relatively new so there was no existing legislation to be wound back, or expectations that regulation was the only effective policy response. Secondly, there was a high degree of consciousness within New Zealand industry and government of the importance of being able to compete in global markets, a consciousness no doubt exacerbated by the travails of the country's wool industry. This consciousness included a keen appreciation of the need to protect New Zealand's 'clean and green' reputational advantage. Thirdly, and most importantly, there was confidence an industry approach would work, as the dairy industry was dominated by the co-op Fonterra which, at that time, represented 96 per cent of farmers. Fonterra's industry dominance created greater confidence than might usually be expected within government in the credibility of industry claims that it could deliver on a co-regulatory approach.

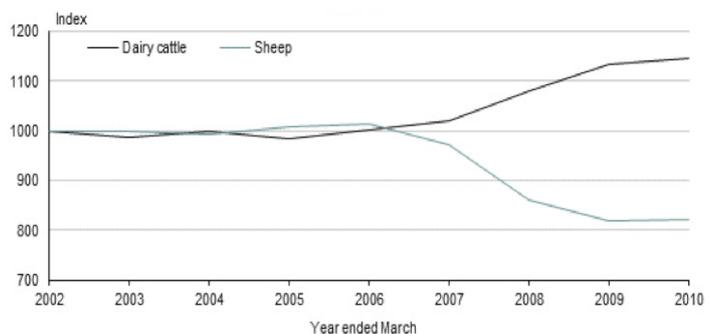
The first version of an accord between both spheres of government and the industry was launched in 2003.

FIGURE 1 Trend in total milksolids, cows and milksolids per cow



SOURCE DairyNZ Economic Survey 2012/13

FIGURE 2 Sheep and dairy cattle - index of stock numbers 2002-10



SOURCE Statistics New Zealand

It fell well short of its aims, achieving just one of its five targets by 2012. There was ample evidence Fonterra had been unable to secure the expected universal compliance from individual farmers and there had been a significant deterioration in the quality of the country's fresh water resources over the 10 years of its operation.

The temptation to throw this approach away and resort to more traditional forms of government regulation of business must have been great. But that was resisted. Early this year, a new accord was reached. Importantly, the role of Fonterra has been expanded from a provider of education and information to one where the company accepts greater direct responsibility for securing compliance. It is early days but there appears to be some confidence in the ability of the accord to deliver, not least because of the acceptance by industry of the shortcomings of the first accord.

There are important lessons for government-business relations from this case.

The first is the implicit recognition by government and the industry of the pitfalls of government regulation and the severe limitations of government's ability to enforce such regulations universally in a booming industry.

The second is high levels of transparency underpin the credibility of the second iteration of the accord. The new accord has a multitude of specific, quantified and unambiguous deliverables covering riparian, nutrient and effluent management as well as water use.

In this respect the accord is designed to give governments what they crave – access to information of sufficient quality and objectivity to enable them to be confident that industry recognises it is in its own interest to manage the social impacts of its operations and that it can be trusted to secure its own compliance.



THE TEAM Back row, from left, Tim O'Loughlin, Associate Professor Gerry Redmond, Bruce Spencer, Emily Collins, Associate Professor Janet McIntyre, Associate Professor Lionel Orchard
Front row, from left, Dr Cassandra Star, Associate Professor Jane Robbins, Associate Professor Jo Baulderstone, Dr Noore Siddiquee and Charles Gent – Flinders University Graduate Program in Public Administration

There are some important pre-conditions for making this sort of approach successful.

First, governments need to understand the importance of policy stability. Some years ago, I spoke with the chief executive of one of Germany's leading solar technology developers at the World Solar Congress. I asked him why the various companies I had spoken to there had so little interest in doing business in Australia. He said these were good times for the industry, so everyone was too busy to want to do business in a different time zone and in a place 'where you are always changing the rules'. In the renewable energy space at least, his words proved all too prophetic.

The problems were relatively new so there was no existing legislation to be wound back.

Secondly, government agencies have to be brave and stand up to unacceptable business behaviour. 'Agency capture' by business is a real risk of self and co-regulation. To see it at work *in extremis*, read Evan Osnos's story on the West Virginia Government's response to the spill of methylcyclohexane methanol in the Elk River near Charleston in January (*New Yorker*, April 7, 2014). The space between politicians and business can be a hazardous one for public servants,

but an agency cannot hold onto its mandate without having to stare down either or both when circumstances demand.

Thirdly, businesses need to get more used to the idea that transparency demands supplying (revealing) both the good and the bad information. It is not always easy for businesses to supply that information, as they too have to manage multiple stakeholders. The principal task for getting the second accord off the ground in the New Zealand dairy case was to create enough political legitimacy to make it feasible. That was unachievable without the willingness of industry to face up to the significant part it played in the failure of the first accord.

The conjunction of more enlightened industry, with a smaller government aware of its own limitations, promises the emergence of new, more productive relations between both spheres. In a perfect world, the only casualties would be the jobs for good, old-fashioned rent-seekers like me. ■

Tim O'Loughlin – who has had a stellar career in the private and public sectors is currently teaching in the Graduate Program in Public Administration at South Australia's Flinders University.

www.flinders.edu.au/sabs/ssps/politics-and-public-policy/courses/graduate-program-in-public-administration.cfm Tim also teaches, in Adelaide, at Carnegie Mellon University Australia www.australia.cmu.edu

Pain in the arts



Attention artists and arts administrators. Paul Kooperman, CEO of Tasmania's 'Festival of Voices', left, says if you can articulate your need as a way of satisfying the needs of others – and demonstrate how you can do something with nothing, lots with little and more with less – partners, contributors, patrons and punters will fall over themselves to support and work with you.

One Sunday, I started an international disability arts festival. Well, I had the idea to start one, in Hobart, called 'Beyond Our Boundaries'.

I had nothing but the idea to bring organisations in the disability sector together to work on a project for collective benefit – to bring a 'whole is greater than the sum of our parts' perspective to the sector; satisfy needs of people working in the sector around active, positive, integrated, engagement; increase visits to Tasmania; through another unique offer Tasmania can be proud of. But how do you start something with nothing?

Creators, inventors, artists, makers, designers, painters, performers, sculptors, photographers, dreamers, entrepreneurs and imagineers all do it. Start with nothing and create something. They drive our world, shed light and provide perspective, insight and contradiction, while inspiring others to dream, reflect, express and pursue previously unseen opportunities, or seen as impossible dreams. We are currently enjoying the most creative era in human history. The world is truly a stage, film-set and art gallery. But there is pain, for all the players – from artists to audiences – are underpaid, overworked, under resourced, over committed, under pressure and, often, disappointed by the irrelevance, poor quality and inconsistency of what's on offer.

While artists cry poor, arts funders are stretched. There is simply not enough money, recognition or resourcing. Art is not necessarily satisfying. So what's the answer? How do we soothe this pain in the arts? Perhaps via the five stages of the healing process – understanding, acceptance, taking responsibility, seeking help and remaining positive.

Understanding

Without oversimplifying it, the issue is need. The need for artists is usually money – the pain, the gap between what we feel we need and what we have. Artists want more, arts organisations want more, producers, exhibitors, presenters, performers and customers want more. Nothing wrong with that. Substitute 'money' and use different language, talk about 'value' and 'worth' but, ultimately, we all need to survive while pursuing our ambitions and interests in the arts and creative world.

The flipside of recognising the 'pain of need' is being aware of the opportunities needs create.

There are ways and there are ways.

Grants and funding are probably the two most common words for subsidised artists and arts organisations all over the world. The fate of artists and arts practitioners

lies firmly in the hands of people other than those whose need might be satisfied by the project's delivery. The funding process is such that many ideas are cut off at the knees before receiving the chance to fulfil a need. Dissatisfying for all concerned. Is there another way?

The flipside of recognising the 'pain of need' is being aware of the opportunities needs create. For a start, others might have the same need and want to collaborate to satisfy it. Others also have needs, which, if fully understood, might support, connect with, or help solve 'the problem' of satisfying your own needs. An artist needs funding, a funding agency needs to give it. I need to fulfil my creative need to design and deliver an international disability arts festival, artists living with disability need it, organisations working within the sector need it, tourism needs it, government needs it, people who want to see and experience fantastic, diverse art need it. Everybody wins.

Acceptance

To dwell on the pain of 'need' is not necessarily helpful and certainly won't make it disappear. Working towards a strategy for relief seems far more interesting than focusing too heavily on the pain itself. A more productive spin on the same subject, viewing needs as opportunities, exploring tools to help deal with the 'not enough' mentality, considering methods and means that empower artists and arts practitioners to pursue a more satisfying result, seems more relevant and appropriate.



As Scott Peck says: 'Life is difficult. This is one of the greatest truths because once we truly accept that, we transcend it. Once we truly know that life is difficult – once we truly understand and accept that – then life is no longer difficult. Because once it is accepted, the fact that life is difficult no longer matters.'

Taking responsibility

Within weeks of pursuing my idea of an international disability arts festival I had built a website; attracted several partners keen to provide potential artists; promotion and in-kind support; expressions of interest from interstate and overseas companies keen to come to the festival; government interest and even some financial commitment. I had a need, understood the needs of others and packaged the idea to satisfy all our needs as part of the one unifying creative pursuit.

When you have nothing and you want something, if you choose to pursue it you have nothing to lose. That begs the question: if we can do something with nothing, can we do more with less? Given similar reasoning the answer is, 'probably'.

We artists and those working in the arts, cultural and creative sectors have the power to create, make stuff happen, create magic, pull a rabbit out of a hat and produce work, a festival, exhibition,

or film, starting from scratch. We can and we have. And if we think we can't, there will always be someone who will, such as the kid who makes a film on a phone and wins the Palme d'Or at Cannes.

Remember – pain is inevitable but suffering is optional.

Late 2012, I developed the concept of StripFest with some colleagues – a festival based on a strip with creative events in shops. By August 2013, it was funded and delivered on Acland St, St Kilda. Magic happens.

Seeking help

While many suffer in silence, artists and creative projects and companies thrive around the world. There are successful role models and people willing to offer advice and mentorship. I have many mentors and the common advice I've received in relation to my own 'pain in the arts' is that relief exists.

Gathering networks, partners and support for any creative pursuit is a key to achieving 'success' however defined. Look on the 'sponsor page' of any major performing arts company's website. There are acknowledgements galore.

Partners, supporters, donors, contributors, friends and patrons are all required to ensure needs are satisfied and the company's objectives are met. The partners reduce the risk and potential 'pain'. But the majority of artists and small arts companies – generally speaking – give their priority to their project and art. Mostly, they tend to think about potential support and their partners as secondary. And why do people and partners get involved in anything? Because it satisfies their own needs.

Don't be a victim, don't be bitter, don't be a rock, an island or beyond help. Inspire others with your vision, talent and drive to succeed. Articulate your need as a way of satisfying theirs and demonstrate, beyond reproach, how you can do something with nothing, lots with little and more with less. Then, partners, contributors, patrons and punters will fall over themselves to support and work with you.

Remaining positive

It's not easy; not straightforward – there are no easy answers. Everybody's pain and need is different. So be positive, know what you want, keep your eye on the prize – realising your dream – and find ways to get others to share the dream.

Remember – pain is inevitable but suffering is optional. ■

Transformer

Former federal minister Greg Combet, opposite, (GC) is set to deliver the Don Dunstan Oration for IPAA SA on October 8. That falls just inside *Today's* next publication period so we asked Tony Lawson (TL) to interview Greg about his current important role in the central southern state as Chair of its Automotive Transformation Taskforce.

TL: You outline the key roles of the Automotive Transformation Taskforce as supporting the workers, supporting the component suppliers to diversify and transition to high-technology, high-value manufacturing. Would you outline your early key priorities and early projects?

GC: The absolute priority is to support the many thousands of workers and their families affected by the closure of Holden. This is the most important thing for the State Government to do. The prospective loss of jobs will be a great cost to the government, the economy and the community.

So, we have been developing the following things – providing careers advice, counselling for workers and their families and skills recognition and new training opportunities to enhance people's ability to obtain a new job. We are doing this through a combination of government and private service providers.

Secondly, we are focusing on the supply companies themselves and identifying those that have the motivation and ability to diversify and find new markets. Some companies have already been going down this path and been successful. We are analysing the opportunities and have developed a program to assist companies identify their opportunities to diversify, and can provide access to a federal program that provides some capital funding for transition into new manufacturing areas.

There are really good examples of companies that have made the transition from car componentry and diversified into other areas, such as SAGE Automation and Precision Components.

The prospective loss of jobs will be a great cost to the government, the economy and the community.

Precision Components manufactures and supplies specialised press metal, fabricated components and assembly solutions across a wide range of industries, including energy, resources and defence industries. Its managing director told me that it has taken ten years to move from one hundred per cent car component manufacture to just twenty per cent (of its product portfolio) today.

We are also working with Holden on the future options and opportunities for the site. It is too early to say whether there would be a redevelopment similar to the former Mitsubishi Tonsley site – which is bringing together high-value industry, education and research sectors together on a purpose-built campus – particularly as it could be 2020 before Holden completely ceases production and reassignment at the site.

TL: The theme of this edition of *Today* is public/private sector partnerships and a key role for you is acting

as a central point for partnership development and communication. Would you provide some insights into how this will work?

GC: It is early days for the Automotive Transformation Taskforce and the objective is not for the State Government to become equity partners or investors with the private sector in manufacturing. So the focus will be on trying to hook up companies interested in diversifying with other sectors that are on a growth path. For example, the mining and resources sector is growing with considerable investment being made and this provides opportunities in mining infrastructure development such as ports and roads, etcetera but also in the provision of goods and services in supply chains for mining operations.

TL: As outlined in your recent book – *The Fights of My life* – with the one exception being the wharf dispute, during your career you have been involved in many different public/private partnerships. Would you outline why that is so important to our economy?

GC: The auto supply chain is so important in South Australia – it delivers 1.3 billion dollars to Gross State Product and provides many jobs and impacts to many families, which is important economically and socially. It necessarily becomes a government responsibility as to what it can do in the event of a loss of economic activity and jobs and how it can facilitate people into new jobs.



There is a strong commitment by the State Government – a typical Labor Government response. Without being too political it is quite a different approach to that being taken by the Federal Government, and the State Government’s approach stands to make a difference.

TL: Since your appointment a new Department of State Development has been established under a new CE, Dr Don Russell. Can you expand on how your role will intersect with the new department and its chief executive?

GC: The Automotive Transformation Taskforce is an independent unit in the new department. After the last state election I advised the Premier that the approach of the new State Government should be to centralise the coordination of economic policy advice and activities. The government decided on the streamlined changes to the operation and membership of the Economic Development Board and the establishment of the new department.

As federal industry minister I developed a new approach to industry policy that involved a move away from grants and subsidies to one of supporting innovation. This was an unusual and difficult policy

challenge and caused vigorous debate at senior levels of the government. It was not wholeheartedly supported by the central agencies – Treasury and Finance – but in the end the cabinet supported it and the 2013 Plan for Australian Jobs which resulted in one billion dollars in initiatives to support innovation and help Australian business grow and create jobs.

A new approach to industry policy involved a move away from grants and subsidies to one of supporting innovation.

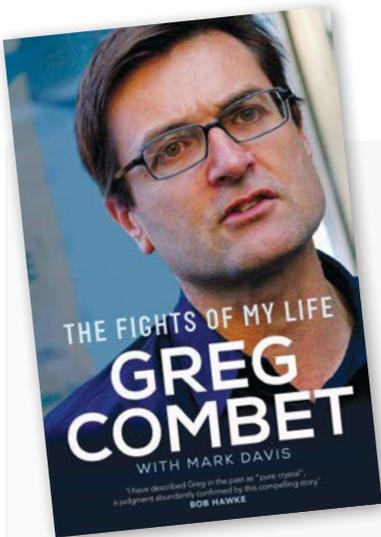
As the State Government has announced a similar industry policy I was keen for Don Russell to be involved, as he was secretary of the Department of Industry and Innovation when I was minister. Don has a tremendous understanding of the key issues in this portfolio, so I am delighted Don has taken on the role of CE of this important department.

TL: You served as minister responsible for defence procurement. In recent times there have been

decisions that could have a significant impact on the SA economy ranging from the supply of Rossi boots through to the next generation submarine construction. Do these sorts of decisions come into play in your role and are there principles from your experience that should apply in this area?

GC: All investment decisions including those relating to defence can be of immense importance and benefit to the state. I know from personal experience that the State Government under the current Premier, as previously under Premier Rann, is very conscious of the downturn in the car industry and the need to replace this with other critical industry. Hence, the Government saw the opportunities in defence investment by constructing Techport and establishing other defence related infrastructure, which made it easy for Defence to commission projects in Adelaide – a strategy that can and should continue.

As the federal minister I was keen to see progress on the future submarine project and on the procurement to build the new frigate fleet to replace the ANZAC frigate. Both of these could be extremely important to South Australia. *Continued.*



Leader, strategist, problem solver, crisis manager

Greg Combet is well known for his public roles as an Australian Government minister and as former leader of the Australian Council of Trade Unions.

He has been a key player in numerous high profile issues: the 1998 waterfront

dispute, the fight to recover the entitlements of former Ansett employees, obtaining compensation for victims of James Hardie asbestos products, leading the campaign against the Howard Government's WorkChoices laws, delivering Labor's carbon pricing and renewable energy legislation – to name a few.

Less well known is that his public life was underpinned by knowledge and experience accumulated growing up in a winery, as a mining engineer, an economics graduate, community activist,

superannuation trustee, bank director, industrial negotiator and advocate, communicator and campaigner.

Greg is a proven leader, strategist, problem solver and crisis manager with extensive, hands-on knowledge of Australian industry. He was awarded a Member of the Order of Australia in 2006.

Greg has recently published a book – *The Fights of My Life* – dealing with the major events in his working life. **T**

In my current role I use my knowledge and experience in a range of ways, including holding discussions with Defence SA on strategic investments.

TL: In your book you pay tribute to the tremendous skills and support of your staff, which included public sector people. From your perspective, what would your advice be to aspiring leaders in the public sector on the sorts of things they should focus on to succeed?

GC: My advice would be, in addition to their basic skills sets and experience they complement these by developing a really good understanding of how the

real economy works. This can be by study but every opportunity should be taken to meet with and discuss these issues with businesses, unions and the community/NFP sectors.

I was personally very fortunate to have excellent people with great and creative skills.

It is also really important to be an ideas formulator. I know from personal experience, and Don Russell has also commented on this, that governments will

look elsewhere for advice when they feel they are not getting the advice and support they need from the public service. I was personally very fortunate to have excellent people with great and creative skills.

It is also important to have people who are able to provide good advice without fear or favour and not just what they think the minister or senior official wants to hear. **T**

Tony Lawson is Today's SA editorial consultant, is currently interim Executive Director of IPAA SA and a consultant to all spheres of government and the NFP sector. www.lawsonconsulting.com.au

Tasty

IPAA 2014

The chefs for the official dinner at IPAA's International Conference in Perth will be 'en garde' because international French chef Gabriel Gaté is the after dinner speaker.

Gabriel has an international reputation as a cookery author, television presenter and cookery teacher.

He came to Australia in 1977 with his Melbourne-born wife, Angie and has since established himself as one of the country's leading communicators on food and cooking.

Gabriel has authored 23 cookbooks with *A Cook's Tour Of France* published last year.



His *Taste le Tour* with Gabriel Gaté television segments screened during the Tour de France. **T**

Doing more ... with what we have



Even in times of fiscal constraint, the community has high expectations for well-delivered, high-quality public services. Western Australia's Public Sector Commissioner, Mal Wauchope, left – a featured speaker at IPAA's 2014 International Conference in Perth – says it's now more important than ever the public sector improves efficiencies and effectiveness through innovative practices and greater productivity – to do more with available resources.

The public sector operates in a dynamic environment. Across the nation governments are seeking savings to bring budgets into line. In Western Australia, it's no different. In this climate, it is natural attention will turn to public sector salaries – after all, public sector employees often represent the highest cost to the bottom-line. Of course, public sector employees also represent government investment in the skills, talent and experience needed to deliver its priorities and services.

Investing in people

For me, as Public Sector Commissioner, a natural progression is identifying how this investment in people could be enhanced by renewing the focus on productivity and improving employee performance. The commission has a clear mandate to assist the public sector better understand and measure the productivity of individual agencies and the sector as a whole. This is particularly significant given the sector here employs some 138,000 people from the public purse.

Of the many levers that can improve productivity, it's clear to me some of the most important are skills investment, employee engagement and performance management.

Increasing productivity and engagement

Over the last 19 years, the commission and its predecessors have examined, by survey, employee views on a range of workplace issues, including perceived job satisfaction. More recently, we've begun identifying the workplace factors that are strong drivers of employee motivation

and commitment and which result in improved employee engagement. An 'engagement index', determined from several questions in this year's survey will be compared across jurisdictions to benchmark our results.

'Doing more with less' is a misnomer that understates the sector's continuous drive for improvements in public administration and management.

For me, the real benefit of applying an employee engagement model is the identification of strengths and weaknesses within agencies and the sector more broadly. This enables the commission to provide more targeted support to agencies.

Part of improving overall performance is to ensure employees have access to ongoing professional development and opportunities to diversify knowledge, skills and experience. Building breadth and depth in the workforce will ultimately enhance the agency's capacity to deliver quality services.

My conclusions on how to improve public sector productivity are to conduct regular and meaningful performance management to improve individual, team and organisational performance; create practices that engage employees and identify new ways of working; build leadership capability, across all levels of the organisation: and combine formal and on-the-job learning with opportunities to expand knowledge and skills.

Creating a new model

The commission has focused on supporting and fostering public sector capability and leadership development, with the establishment, earlier this year, of the Centre for Public Sector Excellence. It supports the '70:20:10' principle of development – *Ed/Wikipedia: 70 per cent from tough jobs, 20 per cent from people (mostly the boss), 10 per cent from courses and reading* – and renews investment in whole-of-sector development priorities using practical, continuous and collaborative learning opportunities.

The centre's structure and services were determined in consultation with a range of public sector stakeholders, with an advisory board that shapes development and delivery of core curricula. Over time, these sessions should assist in achieving better results for those who work in the delivery agencies.

Changing the emphasis

The future of the sector must be framed within the reality of fiscal constraints, the need to respond to complex policy and service delivery priorities and, increasingly, the need to manage interacting and overlapping waves of change. The sector needs to build on existing good practice, find opportunities for innovation and collaboration and develop consistent and evidence-based practices.

As such, I feel 'doing more with less' is a misnomer that understates the sector's continuous drive for improvements in public administration and management and its ability to respond to current and emerging challenges. Better that we view current constraints as an opportunity to do more with what we have and the chance to do business differently. ■

Data revolution down under, down under



Megan Tudehope, left, on how the heartbeat of an oyster can help shape public policy.

Who knew an oyster had a heart beat? And what does it have to do with good public policy and efficient

government services?

A program based at the University of Tasmania is making the intriguing link with a new way of sharing data across the public and private sectors that is attracting serious international attention.

Sense-T is a data and technology program, with an emphasis on real-time sensor data. It is bringing together data from many different sources – public and private, including sensor data from the Bureau of Meteorology, CSIRO, individual farms and other private enterprises.

It is even working with the aquaculture industry to wire up oysters with world-first bio-sensors that can measure the creatures' heart beats.

Over time, it will essentially create a digital view of the economy and the complex interactions between environments, industries and communities.

It will be a rich data resource available to the public, private and research sectors to help drive innovation and support rational, data-driven solutions to problems.

Acting Sense-T Director Dr Mike Briers explains. 'Data is the currency of the digital economy and real-time data is king.'

'But scientists, businesses and governments can all spend so much time wrangling with data – collecting, sorting, standardising and storing data – that they have less and less time actually focused on the problem they are trying to solve.'

'The idea behind Sense-T is to create a single platform where public and private data can be ingested, analysed and distributed, with appropriate privacy protections in place.'

'Data can be used for different purposes and doesn't have to be collected again and again, every time someone has a new question or idea.'

Sense-T seeks to create public good with private effort.

He said the same data could be used by farmers – to help optimise production, monitor the environment and market products; researchers – to advance scientific discovery and attract investment in research; digital companies – to create new tools and services for domestic and global export; government – to inform policy, plan infrastructure and reduce the cost of regulation; global organisations – to test new business models and products; and schools – to help educate computing and science students.

'In this way, Sense-T seeks to create public good with private effort.'

'By demonstrating a commercial benefit to the private sector for collecting and sharing data, we can then repurpose the data for broader social, economic and environmental benefits.'

Heartbeat

Getting back to the oyster heartbeat, the aquaculture industry provides the perfect example of what Sense-T aims to achieve.

It is working with the regulator, the Tasmanian Shellfish Quality Assurance Program, and the state's oyster farmers, bringing together data from different government departments as well as from private oyster leases into a single online dashboard.

The regulator can now access in one location the information necessary to make decisions about whether it needs to close oyster harvesting to protect consumers. Oysters are filter animals, so when there are contaminants in the water the regulator stops harvesting so consumers don't get sick.

The award-winning tool supports accurate, timely decisions and saves resources, as the regulator no longer needs to access information from multiple sources.

The same data can be re-purposed for oyster farmers themselves; Sense-T is working on smartphone apps for oyster farmers to help them optimise production.

The Sense-T Aquaculture research team based at CSIRO is also using the data to develop new sensing technologies such as the oyster biosensor, currently being trialled in farms.

In the future, these biosensors will feed into the ever expanding data resource that farmers, regulators and researchers draw upon.

Oysters aren't the only animals connecting to the cloud as part of the Sense-T program. Around 40 cows have been fitted with sensor collars and scientists are using the data to pinpoint when Daisy is in the mood, so to speak, so farmers can make timely breeding decisions.

The initial Sense-T projects have focused on agriculture, with research in dairy and beef, aquaculture, viticulture and water management.

Each project brings together scientists, ICT specialists, farmers and industry bodies, as well as government departments. In this way, projects are designed to produce benefits for the public, private and research sectors.

Earlier this year, more than 70 irrigators along the Ringarooma catchment in the North East of Tasmania used an early Sense-T prototype to avoid regulatory intervention and protect the health of the waterway.

The simple online dashboard presents real-time data about water flows in the catchment, drawing data from sensors owned by the University, State Government, the Bureau of Meteorology and CSIRO.

Farmers monitoring the dashboard noticed water levels were about to reach critical levels that would trigger a 'cease-to-take' order from the regulator – below 40 ML per day. They collaborated to release enough water from their own dams to keep water levels in the catchment at healthy levels.

Everybody won – farmers kept access to irrigation water, the regulator saved time and resources and the environment was protected.

Mike Briers said that while each research project was demonstrating fascinating science and addressing critical problems, the real benefits would come from sharing data across industries.

'For example, an oyster farmer could use information from a vineyard upstream to predict water quality.'

Commercial aspirations

The Australian Government recently announced a \$13 million injection into Sense-T to expand the research over the next five years and to take commercial products to market.

While Sense-T is firmly rooted in Tasmania, its applications are national and even international.

The program will continue its research in agriculture and expand into other industries including freight and logistics, health, tourism and new financial instruments. Each project adds more and more data, over time creating a real-time digital view of the whole economy.

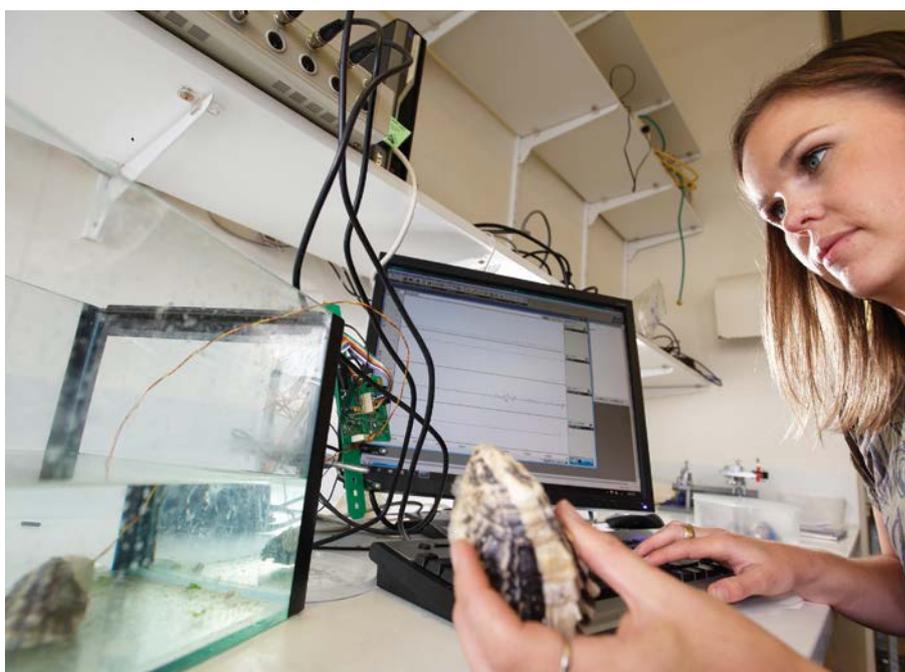
Sense-T's commercial aspirations also took a significant leap recently with the creation of a spin-off company, Sense-Co Tasmania Pty Ltd, by the University of Tasmania.

The company will manage the pre-commercial trials of low-cost, high-density agricultural sensing equipment developed by Sense-T.

Sense-Co will be a vehicle for Sense-T to get its research into the hands of industry faster, helping bridge the notorious black hole between research and commercial application.

Sense-Co will also help Sense-T focus its research agenda on what the industry wants and needs, at the same time feeding data and resources back into research.

Continued.



SENSITIVE WORK Dr Sarah Andrewartha, CSIRO scientist working on the oyster bio sensors



FIELD TRIALS Mike Buckby, Tasmanian farmer trialling prototype sensors and smart phone apps

Dr Briers explains that it is all part of an ecosystem designed to span the public, private and research sectors.

‘There has never been a better time for these three sectors to work together in the knowledge economy, liberating data so it can be available for many purposes and greater public benefit.’

While Sense-T is firmly rooted in Tasmania, its applications are national and even international.

‘We want to establish Tasmania as a global epicentre for world-class, data-intensive innovation,’ Mike said.

‘Tasmania is the perfect size to create a high-density sensing network where the world’s best researchers can test new approaches to economic, environmental and social sustainability.

‘We can also use the Sense-T model, working with communities in other parts of the world, bringing together the public, private and research sectors and integrating data to help address local issues.’

‘I wholeheartedly believe this will be a game changer’

Dr Mike Briers

International interest

Mike said major international players were already taking note of Sense-T’s work, particularly for its potential applications in developing countries.

The University of Tasmania had recently signed an agreement with the World Bank Group, setting the framework for collaboration on Sense-T projects and potentially pilots in developing countries.

It also had a particular interest in how Sense-T could help address the challenge of natural capital accounting, which aims to put natural resources on the balance sheet alongside finances.

The World Bank had secured significant commitment to natural capital accounting, both from governments and major global corporations. The challenge was developing a scalable model and getting the data.

‘Because Sense-T is capturing data about the environment and production at the level of individual companies, it can potentially be scaled up into regional or national accounts’ Mike said.

That was one arena where Sense-T’s relationship with the Australian Bureau of Statistics (ABS) came into play.

Former Australian Statistician Brian Pink chairs the Sense-T Advisory Panel and ABS staff members have been seconded to work on particular elements of Sense-T, including privacy and confidentiality methods, a cornerstone of the program.

World Bank Chief Innovation Officer, Chris Vein, also sits on the advisory panel, along with other industry and government representatives.

Mike Briers acknowledges Sense-T is an ambitious program. ‘I wholeheartedly believe this will be a game changer – for science, industry and for government. We are just at the beginning,’ he said. ■

Megan Tudehope, Communications Manager for Sense-T, began her career as a journalist and has since worked in Australia and overseas in corporate and government communications, including as a ministerial media adviser to the Queensland Government.



INNOVATORS Founding Sense-Co CEO Ros Harvey with Acting Sense-T Director Dr Mike Briers

Digital assets for a digital economy



David Fricker, left, on the use of government information in the digital age.

Economic growth is achieved by combining resources in new ways to create value. For most of the 20th Century the key resources for economic prosperity were land, labour and natural resources. These were the geostrategic characteristics that could, under the right management, give a nation a competitive edge and drive prosperity. While these characteristics have not disappeared or diminished in importance there is no doubt that as we entered the new millennium, information had come to the fore as an equally potent resource. As UK Cabinet Office Minister Francis Maude put it, 'data is the new raw material of the 21st Century'.

Now and for the foreseeable future, our success as individuals, communities and nations will be determined by our capacity to source, combine, re-use and transmit information to deliver new products and services for an international network of consumers. The future economy is a digital economy and the internet is its eco-system. But the raw material, the resource of the digital economy, is information.

We are now seeing profound changes to our lives through the development of this digital economy. There are 'infopolitical' developments, where information is changing the way individuals think about their privacy, rights and entitlements, attitudes, political agenda and cultural values. Enabled by 24/7 globalised media and propelled by smartphones, individuals are empowered to know and contribute to public debate like never before.

There also are 'infostrategic' developments, where information is being harvested and put to use in creative, innovative applications that dramatically shift the competitive edge of transnational private concerns and nations alike. The Twitterverse, Facebook, YouTube, DRMS and the blogosphere are the new incubators of social change – not constrained by geography or national borders.

'Data is the new raw material of the 21st Century'.

Francis Maude
UK Cabinet Office Minister

Potential

And, of course, these trends have the potential to transform public administration. Looking at the Australian Government, the recent Commission of Audit recognised the untapped potential of government data and offered several recommendations. In particular, the Commission identified three key changes needed to improve the government's use of data to inform policy and tailor service delivery: a change in the mindset of government agencies from collecting data for filing to collecting data for use; an increase in data sharing, both within and outside government; and improved skills in the Australian Public Service to make best use of new data analytics tools.

The Commission also recommended the government rapidly improve the use of data in policy development, service delivery and fraud reduction, recognising the need to first have in place frameworks that protect privacy, enable sharing and encourage re-use.

The Productivity Commission's annual report 2012-13 highlighted that poor access to administrative data for government users, academics and other researchers is undermining evidence-based policy. It stated: 'Unlike many other countries, Australia makes relatively little use of its public data resources even though the initial costs of making data available would be low relative to the future flow of benefits ... A failure to exploit this evidence would be a missed opportunity given Australia's demographic and structural budget challenges'.

These are important messages for all who work in the public sector. Most professional public administrators still overlook the true value of information and this blind spot is severely impeding our agility, innovation and creativity.

In our day to day work, public servants generally see information in a purely transactional sense – a part of a single activity, something that is consumed to get a job done, or something provided to someone by way of advice – a report or perhaps to answer an enquiry. When we use ICT systems we don't think about the valuable data we're creating as much as the software product we're forced to use. As a result data tends to 'belong' to one organisational unit or a particular software product – it belongs to the payroll system, or the finance system or the case management system, or the electronic document and record management system (EDRMS). Data is still rarely usable by any other system or able to be shared with any other business activity outside the one that created it.

Continued.



INFORMATION The ‘raw material’ of the digital economy

When it’s time to replace the software we have the dreaded data migration project that sheds the data that cannot be manipulated into a form acceptable by the new system.

There is a terrible irony here. We all know with absolute certainty that business processes come and go, we know that whole departments of state come and go, we know that software and technology becomes obsolete. But we also know with equal certainty that in ten, twenty or a hundred years from now we could still be deriving value from the information being created by those temporary systems. And the more value we are able to derive the more competitive and prosperous we’ll be as a nation.

It’s time to rethink the balance between designing systems and creating information assets – and by that I mean digital assets for a digital economy.

Private sector

The value of information is perhaps better understood in the corporate sector, often because it is regarded, quite rightly, as intellectual property.

Successful multinationals invest huge amounts into managing their information assets, protecting their intellectual property and exploiting their data to predict future trends and demand – generating profits and value for shareholders.

Most professional public administrators still overlook the true value of information and this blind spot is severely impeding our agility, innovation and creativity.

Government, on the other hand, is not a commercial enterprise and it necessarily operates within a distinct and rigorous control framework, with a heavy commitment to regulation, compliance, probity and error avoidance. Perhaps because of this, as a sector we have been slow to recognise the true value of our information assets, with a tendency toward secrecy, security, restrictions and controls. This emphasis has to change.

The government records and information management agenda is jam-packed at the moment: Big Data, Privacy, FOI, Open Government, e-Government, Cloud, Digital Continuity, Intellectual Property, Rights Management and the Digital Economy are just a few of the headline issues. It would be easy to pick those off one by one and treat each as a separate project, largely driven by ICT procurement. That would create a great deal of activity but won’t really deliver the outcomes needed. Certainly we need to work quickly to respond to these developments, but our response to needs to be strategic. A more mature, 21st century *info-centric* approach is needed – one that creates useful, interoperable and reusable data and builds an information culture that fosters innovation and encourages new applications.

Simply put, if we are to make real progress we need to create more enablers than inhibitors in the government information management space.

This doesn’t mean an anarchistic free-for-all. An enlightened and contemporary records and information management

framework will reaffirm longstanding values and principles:

- innovation and creativity in public administration demands information that is authentic, accessible and useable for the long term;
- quality information is a pre-requisite for effective policy formulation, sound decision making; transparency of process and integrity of institutions;
- proper stewardship of government information is essential to support the rights and entitlements of citizens;
- strong information governance is essential for accountability of government in the digital age.

But it also must respond to the new environment of e-Government and the Digital Economy. This means the acceptance of additional principles:

- government information has enormous economic potential for Australia's Digital Economy;
- government is not always best placed to realise the economic potential, hence data held by government must be made readily available to the private sector and citizens.

Happily, we have commenced down this path with some modest but promising beginnings. The Commonwealth Government's Data.gov.au has over 3,000 datasets now available to the public. In July this year the government

launched the 'National Map Open Data' initiative that gives users access to a single platform for government geospatial datasets, including those from the Bureau of Meteorology, Australian Bureau of Statistics and data.gov.au.

We need to create more enablers than inhibitors in the government information management space.

But more, much more, is possible. Government information is, ultimately, public information and should be put to use by the public and private sectors to realise its commercial and cultural potential. A few strategies must be adopted:

- information systems and ICT developments should take an info-centric view, creating data that is an enduring digital asset;
- government data and government records should be created in digital format and kept as digital;
- where possible, analogue records should be digitised and made publically available;
- whole-of-government metadata standards should be adopted, enabling ready application of data analytics tools and wider applications such as geo-location;



MOUNTAINS Government records could be digitised for public use

- data should be created with a pro-disclosure bias, compartmenting only those areas that must be protected for privacy, security or confidentiality reasons;
- professionalise the records and information management sector of the public service, ensuring officials entrusted with data design and information management have the professional qualifications necessary for the task.

Taking this approach will provide the public service with the information infrastructure it needs to pursue efficiencies and reforms, and feed the private sector with the digital capital necessary to fuel the digital economy. **T**

David Fricker is Director-General of the National Archives of Australia, and the President-elect of the International Council on Archives. More information on the Archives' programs that relate to the article is available at www.naa.gov.au

Change agent

IPAA SA President Erma Ranieri, opposite, (ER) was appointed the state's new Commissioner for Public Sector Employment on July 1 to oversee public sector reform and renewal in South Australia. Tony Lawson (TL) spoke to Erma for Today.

TL: Erma, congratulations on your appointment as Commissioner for Public Sector Employment. Would you please outline your key priorities?

ER: I have set myself, and the Office for the Public Sector the task of building a 'world-leading' public sector that serves South Australians well, does what it says it will do, and to which every public servant is proud to belong.

My blueprint for action includes building a consistent culture of service excellence in which every public servant works both with and for the people we serve. I'm starting with my own office, but the strategy for building a consistent culture of service excellence across the public sector was developed during a recent 90-day project, and my office will be extending that work this year.

Key reform

One of the key reform planks of the Officer Public Sector Employment has been Change@SouthAustralia. Over the last 18 months this initiative has established a powerful reputation for creating a practical and innovative approach to reform. In particular, its '90-day projects' have established the South Australian public sector as a collaborative and productive force in the state's development. Over the next twelve months the Office for the Public Sector will build on this work by focusing on the development of public sector leaders and partnerships with non-government sectors. ■

An area of focus will be partnering with government agencies to deliver human resources and industrial relations outcomes that will better meet the current and future needs of those agencies and our workforce.

Everything we do needs to be based on good values and we will encourage people to learn and grow and take risks.

I also want to work towards our agencies being seen as an employer of choice by providing employment opportunities for young South Australians through internship and 'Jobs4YouthSA' traineeship programs; respecting diversity in the workplace and attracting and retaining the most talented people.

I consider that we need to strive for a level of consistency across the public sector in the way we implement key HR and IR policies and, given its importance, I will first review the Fraud and Corruption Policy.

I am concerned agencies are interpreting and implementing this policy in their own ways and the resulting inconsistency could lead to difficulties. That is not to say we need to have a one-size-fits-all approach but there is a need for accountability while also ensuring flexibility for the sector.

My office is not in place to provide basic HR advice as most agencies have specialist HR skills but I want to ensure that if we identify problems we are able to respond

with the appropriate resources and support to ensure best practice and standards across the whole public sector. It is not my intention to control policies but to ensure there are clear policies, principles and guidelines that will enable agencies to effectively carry out their charters.

I am very keen that we look at the public sector profession as a whole and establish KPI's that can be applied flexibly and effectively. To be a world-class public sector we need to utilise resources in a fiscally responsible way and ensure agencies have support and resources to develop their workforce through positive policies and strategies.

With respect to reform we are going to continue to work on the 90-day projects that investigate new, sustainable ways of tackling complex problems, raising productivity and managing change within public sector organisations. We want to test and pilot different ways of doing things. For example, we are looking at a project called 'the Gov Hub', which is about exploring different ways of working across the public as well as other sectors.

TL: Over time, management of the public sector has moved from a very centralised model (a la the old Public Service Board model) to a decentralised model of agency responsibility. Do you think the pendulum has swung too far?

ER: From a day-to-day management perspective, not so much ... but in terms of there being agreement on a common purpose and approach – maybe. For instance, I believe that the 'burning platform' is here ... that is the difficulties in our economy, the closure of Holden



and structural changes required. We cannot afford to sit back and say it will all pass. It will not.

We have a very skilled and passionate workforce across a wide range of professions. Many of these people have ideas and solutions to improve our economy and services to our communities. We need leaders who allow for good ideas and risk taking to ensure we come up with good solutions. Everything we do needs to be based on good values and we will encourage people to learn and grow and take risks.

I am not kidding myself that I alone will make a great difference, but I will work with other agencies to influence new ways of doing things. After all, we are paid by South Australians to do things well. A lot of people are in the public service because they are committed to achieving good things for the community ... this drives people to perform. We need to understand how we will contribute to turning the state around.

TL: Do you think we have the political leadership that supports the public sector to perform at its best?

ER: Absolutely! We have a premier and government that want to engender change

and creativity. The premier has, as one of his key targets, the development of a modern public service ... one that plays an important role in contributing to the achievement of good economic and social outcomes. For example the premier has demanded the public sector engage much better with the community. We are not to make key decisions without engaging effectively and openly with the community.

We can learn a lot from the private sector.

TL: What about some of the more contentious IR issues such as tenure and redundancy?

ER: We need to look at that another way. We employ a lot of people so when we go through organisation restructures how do we deal with that so it does not impact negatively on our position as an employer of choice. Job losses through change needs to be well managed. It needs a lot of case management to support people transitioning to other jobs. Organisation restructure should not be looked at as a quick fix and as an exemplar employer we should not be contributing to increasing unemployment unnecessarily.

Of course this is different to the issue of under-performance. That is another important management issue and requires high-level leadership. It is time for leaders and managers to take their roles seriously by building the skills of their workforce and inspiring best practice

TL: Commentators quite often compare ... sometimes unfairly ... the private sector and the public sector. Do you think the two are completely different or are there lessons for both from both?

ER: There is no doubt the private sector is moving very fast with flexible employment arrangements and up-skilling workforces. The public sector does not seem to be moving as fast. We have not gotten on top of some of the bedevilling bureaucratic checking instruments like time sheets and other forms. We still have a way to go with flexible work practices such as working from home, etc. We can learn a lot from the private sector and we need to use the fiscal environment as a means of doing things better and more creatively. For example, there is not much differentiation between the public and private sectors in providing services.

Continued.

Service is service and there is no reason why customer service in the public sector should be different from the private sector.

There is no doubt that the digital age has brought about changes in the way we interact with service agencies. We need to embrace digital technology a lot more in simplifying processes. Even though the public sector operates in a regulatory environment and we are quite often required to say 'no', we're still committed to working with our stakeholders to help manage their expectations and understand our process.

We need a mindset that ensures we never forget what we are doing, how we are doing it, and how we are making a difference. Gone are the days when staff just filled out forms for the sake of it. We need to give people permission to discontinue redundant and unnecessary practices and processes. We need to ensure we have performance plans so people know what is required of them and have appropriate measurements of their performance and achievements.

TL: While you have outlined your ambitious program, if someone said you only have twelve months to do something really significant, what would that be?

ER: I'd like to ensure we have in place a robust leadership framework with all senior people being provided with essential training and development and performance targets aligned with the government's key strategic priorities.

Everyone needs to be very clear about what the targets are and how they are going to be achieved.

Everyone would be accountable to achieve targets directly related to those. Everyone needs to be very clear about what the targets are and how they are going to be achieved. We need exceptional leaders and I see the role of the Senior Management Council as a collective leadership group with a clear vision about how we are going to contribute to achieving key targets

and outcomes. I see my role and that of my office as a catalyst and facilitator in promoting best practice.

TL: How do you see IPAA contributing to your vision?

ER: IPAA has an important role to inspire and support excellence in the public sector. It is already doing that, however, I see it also being a vehicle for the public sector to come together to obtain insight into government and its challenges. IPAA can also provide a valuable platform for debate and discussion on complex and challenging public administration and sectoral issues. Finally, IPAA can play a vital role in promoting collaboration and understanding across the three tiers of government and the community sector. It can foster a greater understanding of each other and how we operate ... and how we can collectively deal with the challenges we all face. **T**

Tony Lawson is Today's SA editorial consultant and currently interim executive director of IPAA SA. He also consults to all spheres of government and the NFP sector. www.lawsonconsulting.com.au

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Measuring benefits



How can the flow of benefits from an investment or change be optimised? Peter-Paul Steenbergen, left, explains.

There are a number of misconceptions in the NSW public sector regarding ‘benefits realisation’ that have hampered

effective implementation of the process at agency level. As a result few successful case studies can be showcased.

There are some general myths about benefits realisation.

Myth number 1: Benefits realisation is to justify some proposed expenditure.

A populated benefits register alone will not deliver benefits.

The governance for the development of business cases lacks maturity due to a failure to acknowledge complexity; delusional optimism and strategic misrepresentation and limited stakeholder engagement and, as a result, buy-in

Myth number 2: Benefits realisation management is about achieving savings.

Benefits cannot be delivered without change, and change without benefits cannot be sustained.

Benefits are usually classified as financial. That ignores the non-financial and intangible benefits such as greater customer satisfaction, or improved responsiveness to clients.

Particularly in the public sector, one would expect the quality of service provision is a key measure of success. Furthermore, most financial benefits are dependent on earlier non-financial benefits.

Myth number 3: Benefits realisation can be achieved without baselining.

Baselining is a method for comparing current performance to a historical metric, or ‘baseline’ – useful as the benchmark for assessing subsequent performance.

Myth number 4: Benefits realisation managers are responsible for realising benefits.

The program sponsor should be accountable for benefits realisation. The sponsor is the person likely to experience the biggest proportion of the benefits. As sponsors are normally part-time in their role, the responsibility for benefits realisation will need to be shared with, among others, the project board, project manager and benefit owners.

A benefit is the measurable improvement resulting from an outcome, perceived as an advantage by a stakeholder.

There also is a general lack of understanding, even among central agencies, as to what benefits realisation is about, and as a result there is a lack of skilled and experienced benefits realisation practitioners in the NSW public sector and the NSW Government does not have a standard approach.

To address these two matters, a group of benefits realisation practitioners

from across the NSW public sector has developed a NSW ‘benefits realisation management framework’. It incorporates guiding principles; a standard approach; detailed guidelines; templates; and a glossary to assist agencies adopt and tailor the approach to their agencies.

What is it?

Benefits Realisation Management (BRM) is a structured, scalable process designed to assist the identification, measurement, monitoring and optimisation of benefits resulting from a change initiative within an organisation – from the outset and linked to strategic outcomes.

The key challenge to successfully implementing BRM in a public sector environment is it requires strong levels of accountability and transparency; two governance elements the sector struggles with.

Origins of BRM

BRM started in the United Kingdom in the 1980s, originating from IT and the need to understand ‘what is our return on investment from IT spending?’ The founding father of BRM is Gerald Bradley, who was in Australia last year to run master classes. He started developing it while working for British Petroleum and firmly believes the challenge for the public sector is ‘to create a focus on benefits rooted in a desire to achieve them’. Gerald endorses the view that the existing strong culture of ‘we do benefits because we need a business case to secure funding’ is both narrow and restrictive.

The introduction of BRM in the NSW public sector

In the New South Wales public sector, there is now a single stakeholder in relation to BRM, NSW Treasury and its Office of Finance & Services (OFS).

The sector, through the former Office of Information Technology (OIT), first introduced a benefits realisation register guideline in 1997. Back then, the OIT, later to become the Government Chief Information Office (GCIO), required NSW government agencies 'to develop business cases to justify ICT capital investment proposals and demonstrate links with their strategic and corporate objectives, results and services plan outcomes, business needs and wider government policy priorities and ICT directions.'

A 'Benefits Realisation Register' was used to support the justification for new business change proposals and needed, as is still the requirement, to be submitted as part of a business case. What was different then was a two-step evaluation approach: business cases were first assessed on their merit by the OIT and then submitted for funding to NSW Treasury.

In 2003, the GCIO published a *Benefits Management Plan Guideline* with the primary aim of assisting agencies manage and demonstrate the progressive achievement of benefits for ICT enabled business change projects. In 2011, there followed a comprehensive *Benefits Realisation Guideline*, building on the previously released guide and the 1997 benefit realisation register template.

In 2008, NSW Treasury had released the *Guidelines for Capital Business Cases*. These widely used guidelines recommend documenting a benefits realisation strategy. However, the guidelines do not go into any detail as to how agencies should best identify value and qualify benefits.

'Rather than focus on delivering a capability, we need to evolve to a culture of value from organisational change.'

John Thorp

Possibly the greatest single contributor to BRM across the NSW public sector is the 'gateway review process' managed by treasury – a series of structured, independent reviews held at key decision points, or 'gates', in the procurement process for investments of more than \$10 million.

One of the key evaluation criteria is whether benefits have been identified and agreed by all key stakeholders. The fact all NSW Government agencies go through a gateway review process regularly, suggests they all have a basic knowledge of benefits realisation as a concept.

Effective governance as an enabler

In recent years, governance has increasingly been identified as the key inhibitor to the successful implementation of BRM; in particular, poor governance in leadership, roles, responsibilities and information requirements.

At the 2013 IPAA NSW International Forum, 'Optimising Benefits in the Public Sector', John Thorp asked, 'why is it that very major transformation initiatives always seem to end up being managed as an IT project?' He argued the increasing complexity and high cost of IT projects inhibits the enabling change required to realise benefits. 'Rather than focus on delivering a capability, we need to evolve to a culture of value from organisational change.'

According to Thorp, the two critical governance questions to continually ask are: 'Are we doing the right things?' And: 'Are we doing them the right way?'

The first question is strategic, as well as about value – 'Are we realising the benefits?' The second is both about architecture and performance – 'Are we getting things done well?'

If value is to be created and sustained, benefits need to be actively managed through the whole investment lifecycle from project proposal to closure. The collaboratively developed *Benefits Realisation Management Framework* is a tool to assist both central and line agencies in achieving that.

The NSW Benefits Realisation Management Framework

The key purpose of the collaboratively developed framework (see Figure 1) is to provide:

- A standard source of best practice principles and concepts drawn from the latest experiences and proven practice, transferable across NSW agencies.

Continued.

- A standard approach for benefits realisation management for anyone not familiar with it, including project directors and managers, change managers, business analysts and program management office (PMO) staff across NSW Government.
- Consistent terminology and benefits categorisation.
- An introduction and guidance for program sponsors and beneficiaries.

The process for undertaking BRM (see Figure 2) has been divided into four phases.

By asking a series of questions, the user determines what tasks and deliverables – for each phase in the frameworks’ process – are relevant to their program or project environment. In that sense the framework is scalable and allows the user to focus on developing their own content by providing a series of tools and templates for key deliverables.



FIGURE 1 NSW’s 5-part Benefits Realisation Management Framework

With that in mind, an additional tailoring guideline was developed to allow agencies to design an efficient BRM process and only undertake those tasks and deliverables identified as required. The tailoring guideline maps the guiding principles against the Portfolio, Programme and Project Management Model (P3M3), so that users can assess their own maturity level, including against P3M3 benefits management criteria.

Agencies are getting a head start by focusing on creating value-add content when implementing BRM.

BRM practice in NSW Government today

There are a number of NSW Government agencies that have a systematic approach to BRM. Both NSW HealthShare and NSW Police (Operational Policing Program) have experienced teams of benefits practitioners in place. NEHTA, the National E-Health Transition Authority, is a Federal Government agency with a strong benefits realisation culture. NSW Treasury, through the Office of Finance and Services, is owner of the BRM guidelines and has one dedicated BRM practitioner.

A number of other NSW Government agencies have created roles for benefits realisation practitioners. However, few of those involved in the development of the

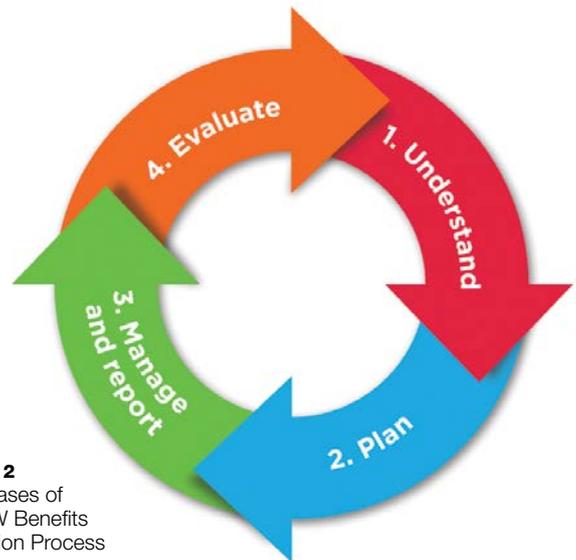


FIGURE 2 Four phases of the NSW Benefits Realisation Process

BRM Framework would argue that their senior executive teams are actively focused on achieving benefits realisation, or to use Thorp’s words, ‘creating a culture of value’.

The new *BRM Framework* is a first step towards improving BRM by setting a NSW Government standard and ‘spreading the word’. A standard approach and glossary should greatly assist agencies getting a head start by allowing them to focus on creating value-add content, rather than their own frameworks, when implementing BRM.

Now that the *BRM Framework* is complete, the NSW network of benefits practitioners will focus its collective energies on further improving and expanding it by adding case studies and designing a tailored BRM training course for NSW public sector practitioners.

The network welcomes feedback on the Framework from fellow practitioners, both from the public and private sectors. ■

For more information on either the Network of Practitioners or the BRM Framework consult the author, or visit the Office of Finance & Services website at www.finance.nsw.gov.au/content/benefits-realisation-management-framework

Peter-Paul Steenbergen – an IPAA member for more than 10 years, convener of its Corporate & Shared Services and member of the Membership and Sector Engagement Committee – is the Benefits Realisation Manager in NSW Treasury & Finance, Office of Finance & Services and is one of three convenors of the BRM network of practitioners in NSW.



Budget aligns with strategic plan



NSW Treasury Secretary Philip Gaetjens, left, reports.

As we enter the fourth year of the State Government's 10-year plan, 'NSW 2021', we are seeing true alignment

between the Budget and the plan's key strategy of returning quality services to New South Wales.

The 2014-15 NSW Budget builds on services like health, education and transport – getting funding to areas where it is needed and ensuring taxpayers get the best return on investment with improved government services.

Overall, the state's net debt is down, expenses are under control and the triple-A credit rating has been maintained. And, there is a record infrastructure allocation exceeding \$61 billion over the next four years.

In health, NSW is investing in new infrastructure worth \$4.4 billion over four years to new and hospital renewal projects across the state, including funding for further works at Blacktown, Mt Druitt and Westmead hospitals.

Transport infrastructure, a major recent focus, will be boosted by a \$1.5 billion allocation to build rail and light rail services.

\$863 million will be contributed to the \$8.3 billion North West Rail Link and \$103 million for the \$2.1 billion South West Rail Link; \$265 million for the start of the Sydney CBD light rail network and \$66 million on an upgrade to Wynyard station.

Overall, the state's net debt is down, expenses are under control and the triple-A credit rating has been maintained.

For roads, \$1.2 billion will be used on the Pacific Highway upgrade and \$398 million will be used to begin works on the WestConnex motorway project – a 33-kilometre corridor to link Sydney's West with the airport and Port Botany. \$400 million will be used to continue capital works on the M5 West.

This year's education budget is boosted by \$612 million with highlights including \$230 million for National Education Reform, \$119 million for Early Childhood, and \$95 million towards the 'Smart and Skilled' program, which aims to give students greater choices in selecting training courses.

It's not all about bricks and mortar or bitumen and rails. A key budget initiative provides \$500 million over four years to Family and Community Services to allow caseworkers to spend more time helping vulnerable children.

Our 'Asset Recycling' program leads the country. The recent Port of Newcastle transaction introduced a \$1.75 billion windfall for NSW on a 99-year lease.

The proceeds of the lease will assist in the revitalisation of Newcastle's CBD and light rail infrastructure and contribute \$1.5 billion to 'Restart NSW' – funding projects like WestConnex, NorthConnex, the North West Rail Link, Sydney Light Rail and the Northern Beaches Hospital. **T**

Philip Gaetjens was appointed Secretary of the NSW Treasury in 2011. Prior to this, he was Secretary of the GST Distribution Review at the Australian Treasury. From 2008 to 2011, Philip was the inaugural Director of the APEC Policy Support Unit in Singapore. Before that he was chief of staff to former federal treasurer Peter Costello, chief adviser on tax reform and held senior positions in the South Australian Department of Treasury and Finance and the Department of the Prime Minister and Cabinet, focusing mainly on microeconomic reform issues.

Responsibility abdicated



The decision by the Council of Australian Governments to abandon the National Occupational Licencing Scheme project it established was a failure of responsibility on the part of all Australian governments to drive productivity improvement reforms, according to Albert Koenig, left.

COAG's decision last December to stop the project it approved in April 2009 – through a formal Intergovernmental Agreement – to establish a National Occupational Licencing Scheme (NOLS) almost had to happen because of the poor way the project was structured and controlled from the outset. However, the associated decision to abandon the idea of a national licencing scheme altogether was wrong. The suggested alternative, to simply try and improve the existing arrangements for mutual recognition of other jurisdictions' licences, won't deliver the improvements we are all after. Eventually, we will return to the need for a national licencing scheme and will have foregone years or decades of improved productivity, not to mention at least \$25m of investment so far.

The decision to stop the project and disband the National Occupational Licencing Authority (NOLA) was a very disappointing outcome because the need for national licencing really is a 'no-brainer'. No one sees any benefit in requiring separate licences in each jurisdiction. Why? Because when an electrician or electrical contractor from Queensland wants to work in WA, the person has to apply to the state regulator there for a licence corresponding to the Queensland licence, pay a fee and wait for the application to be checked, approved and processed before it is made available. The delay can be problematic for employers and employees.

National electrical licences were designed to avoid all that and allow the holder of one licence to work in any of the jurisdictions.

Eventually, we will return to the need for a national licencing scheme and will have foregone years or decades of improved productivity, not to mention at least \$25m of investment so far.

Initial focus

The initial focus of the project was on the licencing of a small number of occupations, including electrical – ie, electrician, line worker, cable jointer, electrical fitter, restricted electrical worker and electrical contractor licences, plumbing and gas-fitting, real estate and refrigeration and airconditioning – although not all jurisdictions license the last. However, the project has been of more than passing interest to many electrical engineers, because if the Taskforce's proposals had gone ahead, some of the related legislative changes would have had a negative effect on what electrical engineers may do, unless they happen to also hold an electrician's licence. Indeed, Engineers Australia made at least one submission on this to the Commonwealth Taskforce that has been in charge of the project since inception.

Unfortunately, the project's governance arrangements, as established by COAG, were far too cumbersome. A Commonwealth Government Taskforce – that effectively had no expertise in licencing – ran the policy and legislation work for the project's first wave of licences. Nonetheless, it developed licencing policy proposals for the NOLS under the oversight of the Standing Council on Federal and Financial Relations (SCFFR) – the ministerial council of treasury ministers – supported by a hierarchy of committees comprised of various jurisdictions' treasury officials.

Poor planning, structure, governance

In my view, poor project planning, structure and governance are the main reasons for this failure of responsibility by all Australian governments, rather than any conceptual flaw in the idea of a national licencing scheme.

The main issue that arose during the project is that the consultation process with industry was not effective. In the early stages, the Taskforce had advice from committees of representatives from industry and regulators. Policy proposals were developed for the first wave of occupations to become national and these were initially published for industry consultation during 2012. Some industry feedback was negative but that didn't seem to bother the taskforce or the treasury officials.



Meanwhile the Occupational Licensing National Law Act 2010 had been passed in most jurisdictions so as to create NOLA, which was to inherit and administer the legislation and policy framework being developed by the Taskforce and also operate and maintain a central database of licence holders (NOLA began only in early 2012).

Unfortunately, the project's governance arrangements, as established by COAG, were far too cumbersome.

After the initial round of consultation, the Taskforce began developing a final set of proposals in the form of a Decision Regulatory Impact Statement (D-RIS) to be published by the Taskforce in mid 2013. However, NOLA received feedback from the major industry associations (including employer, union and training bodies) that they were unhappy with many aspects of the Taskforce's output.

Thus NOLA, of its own initiative, established interim Occupational Licensing Advisory Committees (OLACs) to allow industry to get an update on where things were going, who was doing what and when. This facilitated discussion on key issues of concern identified during the RIS consultations. NOLA asked the Taskforce to address these issues, and provided recommendations on possible solutions.

Some progress

In some instances progress was being made; for example, NOLA was able to convey to the electrical interim OLAC members that electrical design work would not be part of the regulated scope of work for electricians, meaning that persons without a licence (such as electrical engineers) would be able to carry out electrical design work, as at present. It also was able to confirm that the requirement for someone to hold an electrical contractor's licence – if they were planning to carry out electrical installing work for gain or reward – would remain. That was in doubt, initially, as the

Taskforce did not appear to understand the role of electrical contractors in a technical and safety regulatory context.

The reaction from industry and many regulators was quite negative, as they felt their comments had largely been ignored.

National licensing – even for the electrical occupations, which are relatively harmonised in terms of regulation by the jurisdictions – was a complex and time-consuming project. Nonetheless, the challenge was not insurmountable and there was evident progress. The model Occupational Licensing Law had passed in most jurisdictions and NOLA itself had begun reaching agreements with state governments regarding the national licensing register. Significant productivity benefits were now within sight.

However, the SCFFR and its committee of Treasury officials largely rejected

Continued.

NOLA's recommendations, and the D-RIS was published with many flawed proposals. The reaction from industry and many regulators was quite negative, as they felt their comments had largely been ignored. Some of the proposals were impractical and others failed to recognise well-established principles.

Of particular concern to professional engineers was that under the published D-RIS proposals of the Taskforce professional electrical engineers who did not hold an electrician's licence – and very few do – would no longer have been able to perform hands-on field work such as commissioning, testing and complex fault finding, or even detailed electrical survey work, such as opening up live switchboards to assess equipment, take measurements of voltage, current, harmonics and the like, without falling foul of electrical licensing laws.

Difficult situation

Thus by mid-2013 NOLA found itself in the difficult situation of having satisfied its own obligations, while a debate was raging externally about the Taskforce's licensing policy and licensing rules proposals in the D-RIS. By its December 2013 COAG meeting, the premiers effectively decided it was all too hard and did not want to commit further effort and funds to the project. Until then, the jurisdictions had collectively funded the Taskforce and NOLA. I do not understand the logic of this decision given that, despite the flawed policy work of the Taskforce, a great deal had been learnt and achieved. However, it cannot be changed.

After abandoning the idea of national licensing on the basis of concerns about the NOLS model and potential costs, COAG said the states 'agreed to work together via the Council for the Australian Federation (CAF) to develop alternative options for minimising licensing impediments to improving labour mobility'.

A statutory body similar to NOLA should be re-established and given full responsibility for establishing a national licensing scheme.

Few know of CAF – it is a relatively new body with a structure similar to COAG but without the participation of the Commonwealth Government. It does not have a track record for dealing with major policy issues.

Mutual recognition arrangements currently exist between the regulators that administer licensing and I assume CAF hopes to find ways to improve on these arrangements, without undertaking a national licensing scheme. The concept of 'automatic mutual recognition' has been mentioned, but in my view that would be a minefield for regulators to administer. Some mention the drivers' licence model, which is an example of good mutual recognition arrangements based on highly consistent regulatory requirements – unlike those for occupational licences, which vary considerably. But even under that model,

after a defined period, a person is required to obtain a local licence.

Whether any real improvements can be made to existing mutual recognition arrangements remains to be seen – but as a past energy industry technical and safety regulator who knows something about licensing systems, and who has been involved in this project – I am not optimistic, especially as the built NOLS register is not suitable for assisting mutual recognition arrangements.

What next?

CAF should re-examine the premise of national licensing, building on the work already done. A statutory body similar to NOLA, with all the necessary skill sets and decision-making authority to tackle this complex task, should be re-established and given full responsibility for establishing a national licensing scheme, which it would administer in conjunction with the jurisdictions' regulators, working on only one occupation at any one time, until there is a track record of success in bringing new occupations into the national licensing scheme.

Albert Koenig is a board member of NOLA, principal of Koenig Contract Services, and an Adjunct Professor of the University of Western Australia's School of Electrical, Electronic and Computer Engineering. Until 2009, he was Executive Director of EnergySafety WA, the state's statutory electrical and gas technical and safety regulator and licensing body. He also chaired the Engineers Australia Electrical College board during 2009 and 2010.

This article was first published in the Engineers Australia magazine.

Global standards push

IPAA NT member Edward Fraser has the ball rolling on the development of national standards for local government, which he says ‘can go global’.

Australian local government has approved a motion to develop national standards following an historic decision at its premier national forum.

At its annual General Assembly – attended by Local Government presidents and mayors from across the nation – the Australian Local Government Association (AGLA) agreed a motion to support development of national standards.

Three months earlier in a speech for the International City Managers Association at a China US summit in Beijing, Australian Edward Fraser advocated a global local government ‘standards council’ – a call to action to share good practice and productivity successes.

It was Central Desert Regional Council where Edward is a director that put the motion for national standards to the ALGA meeting.

He is now seeking expressions of interest from leading public administrators here and overseas to participate in the development of a not-for-profit ‘Local Government Standards Council’ and associated minimum standards.

Edward said that was still an issue globally and some initial work had been done, worldwide, to identify local government minimum standards to further support efforts to ensure efficient and productive approaches in local government, that could be built upon for all local governments.

‘Development of an international approach and greater standardisation will strengthen local communities and local government agencies could harness

potentially greater synergies than national governments, for mutual benefit.’

He said achieving minimum standards would not be a threat to local government independence.

‘The power of sharing and working to an agreed set of minimum standards will free up resources that can be reallocated elsewhere in the organisation, which is good for everyone.’

Many local governments were duplicating effort, redoing similar reports, policies, procedures, KPIs and service measures.

‘Minimum standards around governance, planning, performance, contracting, and community engagement are a common theme for all local governments globally. In the US, Australia, UK, Russia and China alone there are more than 100,000 local government related agencies. The power of those working together can only further contribute to global community excellence,’ he said.

A well-developed sectoral approach would strengthen approaches to improved service provision, reduced duplication, and improved productivity.

‘Leaders are continually looking for improvement and the challenge is to find time for the sector to invest in developing its own standards to improve standardisation of practice globally while supporting innovation and building on the power of cultural and geographical difference.’

Benefits

Edward said that the standards approach could help support the uniqueness of each community by standardising corporate and back-end support to redirect resources back to community priorities tailored to need. It also should reduce government compliance requirements.

‘Internationally, the local government sector has much common ground and continues to learn from good practice approaches developed and tested in different environments to help each other.’

‘In particular, participants can benefit from improved knowledge of the standards and criteria; access to and support for initial self-assessment; utilisation of support materials, templates and documents to support quality and productive practice; the opportunity to participate in forums, sector innovation and benchmark results; and, as required, peer advice or consultancy.’

He said the global work aimed to further build on the efforts of the International City Manager Association and other local government national and state associations to support the sector, learn from each other, reduce duplication and improve productivity.

‘Reduced duplication and improved productivity will result from targeted and focused sharing and utilisation of successful approaches,’ he said.

In practical terms many local governments were duplicating effort, redoing similar reports, policies, procedures, KPIs and service measures, which could be shared.

Continued.



GOING GLOBAL Edward Fraser, in China

There were good examples of great work to build on.

For example he said Victoria was doing some great work on practical 'Measures of Service' that could be used nationally and internationally for the significant benefit of agencies in tracking performance and learning from each other.

The development and implementation of standards aimed to further support and encourage sharing of better practice,

improve productivity and help ensure reduction in wasteful practice or duplicated effort by the sector.

Key audiences

Edward believes the initiative will be of interest to state and federal governments – allowing greater sector self-regulation and minimise inefficient compliance, intervention and interference; elected officials – interested in ensuring the agency is productive, effective and providing quality service; local government executives – interested in pursuit of performance excellence and open learning and benchmarking from other agencies to adopt better practice; and citizens – interested in making a difference and ensuring their local governments are productive and providing effective and efficient quality services.

Expressions of interest

Edward said that while the ALGA board considered options to further progress the motion, it would be good to test supporting interest from local government agencies and leaders in Australia who may be interested in becoming participants or founding members of the proposed standards council.

'The objective is to contribute to further quality local government approaches to support the sector and minimise duplicated effort in Australia, with a view to going global.'

Expressions of interest can be made to culturalglobe@aol.com **T**

Edward Fraser is a member IPAA NT; the International City Managers Association; a board member of the Central Australian Health Network; and a director at Central Desert Regional Council.

'Indigenous' equals 'Success'

Today reports the success of the Australian Indigenous Mentoring Experience.

Cleveland McGhie, opposite, is a proud Wiradjuri man and a student at the University of Canberra. He is one of 220 Indigenous students who attended a program run by the Australian Indigenous Mentoring Experience (AIME) in 2013, and one of 59 who went on to university.

AIME is a dynamic educational mentoring program that supports Indigenous students through high school and into university, employment or further education and training at the same rate as all Australian students. AIME gives Indigenous students the skills,

opportunities, belief and confidence to grow and succeed.

'AIME had a massive impact on my journey to university. In year nine I was in trouble and didn't believe education was for me. I was ready to drop out,' Cleveland said.

That is the case for many Indigenous high school students. Historically, years 10 and 11 are 'drop out' points for kids; however, AIME is committed to having 100 per cent of the students in the program transitioning through to university, employment, or further education and training.

More than 2,700 Indigenous high school students participated in the AIME program in 2013, twice the number as in 2012.

These students were connected with volunteer university student mentors across universities in New South Wales, Queensland, Victoria, South Australia and Western Australia.

Of the 220 AIME students who completed Year 12 in 2013 – 113 in 2012 – 59 transitioned to university – up from 35 in 2012. Another 39 students who had previously completed an AIME Program also moved on to university.



Many others have embarked on other avenues of further education, training and employment.

The Year 9 to Year 12 completion rate in 2013 was 76 per cent, well above the national Indigenous average of 38 per cent and close to the national non-Indigenous average of 80 per cent. And once again AIME achieved a remarkable result for the transition from Year 10 to Year 11 with 550 of the 590 participating AIME students progressing in 2013, essentially the same rate as for non-Indigenous students.

The strength of AIME's position to advance this conversation is highlighted by an economic evaluation published by KPMG in December 2013, which found the AIME Program contributed a net benefit of \$38 million to the Australian economy in 2012 and that each dollar spent on the AIME Program generated seven more for the Australian economy.

KPMG's report also noted that 232 AIME students in 2012 were reported by their schools as being inducted into positions of leadership, suggesting that positive role modelling by these students would encourage and inspire others to follow.

KPMG's findings about AIME fit well with the Federal Government's 'Closing the Gap' targets. The Prime Minister released its sixth report in February 2014.

In particular, AIME is already making a strong contribution to achieving the existing target to halve the gap for Indigenous people aged 20-24 in Year 12 or equivalent attainment rates, by 2020. AIME also is well placed to contribute to the achievement of the Prime Minister's proposed new target for closing the gap between Indigenous and non-Indigenous school attendance within five years.

'The AIME program gave me the realisation that 'Indigenous equals Success' and that I could finish school and go to University.'

Cleveland McGhie

The transformative potential of AIME on the nation is personal as much as macro-economic. AIME is helping Indigenous kids believe that Indigenous means success and it is inspiring future generations of Australians to recognise that Indigenous Australia represents an opportunity for all Australians to develop a sense of national identity connected to the world's oldest continuously surviving culture.

'The AIME program gave me the realisation that 'Indigenous equals Success' and that I could finish school and go to University,' Cleveland said.

'I took part in the AIME Program in Wollongong and I'm now studying at the University of Canberra's Foundation Program. I'm passionate about AIME and am very excited to now be working for AIME as a Casual National Presenter in the ACT. If I can help even one Indigenous student from the ACT and surrounding areas transition to the next step of education that would be awesome.'

AIME has shown that the program works. Kids like Cleveland have the potential to be a dynamic force for this country. AIME university student mentors have shown there is cause for hope for our leaders of tomorrow.

AIME is committed to making the seemingly impossible come to life, to imagine new futures and being relentlessly positive in pursuit of a better country for us all. It has a desire to see a generation of strong, powerful, proud, confident, funny, successful and talented Indigenous people rise up and stand tall.

AIME has come a long way from the program Jack Manning Bancroft led back in 2005 with 25 university students and 25 Year 9 kids in Redfern. Today it offers our country a story of positivity, hope and a real chance to see the educational gap closed in our lifetime. **T**

Revolving door of change



Curtin University's David Gilchrist, left, explores charity regulation and the future of the Australian Charities and Not-for-profits Commission.

For a number of years, the charitable sector in Australia has been subject to considerable reform and

change. At the commonwealth level, the Australian Charities and Not-for-profits Commission (ACNC) was established in late 2012 and other changes affecting Not-for-profits, such as the National Disability Insurance Scheme (NDIS), were overlayed onto various state-based reform programs ensuring the Not-for-profits sector faced change for a considerable, continuous period.

That period of change is not yet over with the Commonwealth Government announcing its intention to dismantle the ACNC and seek to replace it by re-establishing, to some degree, the position for charities prior to its establishment.

There was considerable debate around Australia when the previous government announced its intention to establish a national regulator for charities, which debate continued during the establishment period. Since its inception, and now with the commonwealth's intention to dismantle it, the topic of the ACNC has occupied many minds around Australia. This continued interest has been enhanced by the current difficulty the government is having in getting much of its legislative program through the Senate, including this change, and the consequential need to negotiate with cross-benchers – leaving many believing they can yet affect outcomes. There also are many opinions.

For this article, we asked three prominent people participating in the debate to provide insight into their views about the future of the ACNC and what the

commonwealth and those interested might consider as the debate continues. Father Brian Lucas, Professor Ann O'Connell and Joe Zabar were there at the start of the discussion and have continued to contribute to the debate.

Australian Catholic Bishops Conference General Secretary Fr Brian Lucas says charities are important in society and that it was interested in their proper regulation.

'The basic elements include determining which entities are charities; what fiscal consequences flow from any reform; what public accountabilities are required and what limits, if any, should apply to charities' activities', he said.

Prior to the ACNC legislation, these elements were determined, more or less efficiently, by different commonwealth and state regulators.



COMMENTATORS From left, Father Brian Lucas, Professor Ann O'Connell and Joe Zabar



He said good regulation struck ‘the right balance between government control and individual freedom in a cost effective way’.

‘The initial drafts of the ACNC legislation went too far towards government control. Many charities reacted negatively to what they saw as burdensome and intrusive demands.

‘The final legislation was much more moderate but some heavily regulated sectors, such as schools and health and aged-care charities, have ongoing concerns.

‘These see yet another layer of regulation imposing a cost for no apparent benefit.’

Ideally, that could be resolved by better co-operation between commonwealth and states with a genuine ‘report once use often’ structure for reporting what is necessary for accountability.

He said the ACNC’s expertise and ‘user friendly’ approach were valuable and what mattered for the future was not so much the ‘who’ but the ‘what’ of regulation.

Melbourne Law School’s Professor Ann O’Connell said the ACNC should be retained because it was needed and had attained considerable outcomes in the short time it had existed.

Not-for-profit entities, including charities, she said were eligible for significant tax concessions.

‘A number of reports recommended that eligibility for such concessions should be determined by a body independent of the tax office.

Those also recommended establishment of a national, one-stop-shop regulatory framework for the not-for-profit sector rather than the variety of regulation based on entity type or jurisdiction.’

The ACNC Act provided for proportionate reporting by charities dependent on size and risk-based compliance and had the support of the overwhelming majority of the sector.

‘The issue confronting the sector is not so much about who regulates it but how?’

Joe Zabar

Finally, the government’s proposed replacement model for the sector, as set out in the government’s recent Options Paper, would return the regulatory functions to ASIC, the ATO and state and territory bodies responsible for certain entities and would require each entity to provide mandated information on their website, given some may not have one.

‘It seems that by the time the government sets out what must be included on the various websites and what the consequences for non-compliance will be, it seems likely the only thing we will not have is the very useful searchable register,’ Ann said.

The Director of Services Sustainability at UnitingCare Australia, Joe Zabar, said the debate surrounding the ACNC Repeal Act was highly charged.

‘So far much of the debate centres on the continuation of the ACNC itself. The more foundational question for the sector is – in repealing the ACNC Act are we losing more than an institution?’

The introduction of the Act had signalled something much more fundamental than the creation of a new regulator. It recognised at law that the sector has its own identity defined by its altruistic mission and characterised by its diversity and independence. Its objects set out clearly the parameters of the regulatory relationship between the sector and the commonwealth as well as prescribing in law the manner in which the ACNC carries out its regulatory functions. In particular, it required the commissioner to act with regard to regulatory necessity, risk and proportionality.

‘The issue confronting the sector is not so much about who regulates it but how? It is the independence, diversity and identity of charities and NFPs that needs to be preserved, regardless of which body regulates it,’ Joe said. ■

Commerce to community

Curtin University's David Gilchrist, below left, and Peter Wilkins, below right, on Social Impact Bonds in financing community building.



Governments all over the world have been under constant pressure to continue to provide services that are becoming more costly and complex. They also are trying to respond to the increasing expectations of citizens, focusing on outcomes rather than more traditional, physical outputs. In short, money is scarce and demands for quality and quantity of government services continue to rise.

Consequently, the role of governments in encouraging innovation and philanthropy,

via the recruitment of commercial people and their resources, is expanding and becoming increasingly mainstream practice. Philanthropic activity is being promoted by governments at all levels as a way of enhancing the resources available to the NFP sector.

A Social Impact Bond is a financial instrument that seeks to combine traditional capital financing arrangements with social outcomes targets.

The received wisdom says that is also a way of transferring governance maturity, capacity and the business-like philosophies of the philanthropic sector into the NFP sector.

The emergence of the 'Social Impact Bond' (SIB) – also referred to in Australia as 'Social Benefit Bonds' and in the USA as a broader concept called 'Paying for Success' – is seen as an important option that will assist in this area because SIBs potentially address both the outcomes focus and the expansion of available resources for social activities, while incentivising commercial people to lend their talent and resources to the achievement of measurable and reportable outcomes.

In its most basic form, a SIB is a financial instrument – not technically a bond ... it can't be bought or sold on a market but is instead a contractually based arrangement for sourcing funding – that seeks to combine traditional capital financing arrangements with social outcomes targets. The parties to the instrument are the NFP service provider, the government and the financier.

The financier may be a philanthropist, private investor, or a mix of both. In essence, the financier agrees to fund a social program usually implemented by a NFP. The contractually specified outcomes from that program are then assessed and if agreed targets have been met, government pays to the financier both the principal originally advanced and a premium that constitutes a return for achieving the outcomes sought. The premium is calculated based on savings expected to arise from prevention of substantial social or community problems. These savings are then used to pay the success premium and repay the principal to the financier (see Figure 1).



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Building on the basic structure of a SIB, and as indicated in Figure 1, right, additional components may also include an intermediary. Its role is to establish the contractual arrangements after having secured funding. As such, this is an important element that can serve to bring parties, including government, together, structure the arrangements and broker agreement. Generally, the intermediary would act like a broker in a company listing.

In order to be successful, it seems there must be sufficiently significant benefits; measurable outcomes; a well-defined treatment population and a credible impact assessment. Projects must be of sufficient size to ensure establishment, management and wind-up costs represent an immaterial percentage of the quantum of funding. Further, SIBs must be applied in situations where there are opportunities for significant preventive intervention. A classic example, and the subject of the world's first SIB, established in the UK, is the prevention of re-offending after release from prison.

Areas of funding that also have been accepted as likely or actual candidates for SIB arrangements include homelessness, unemployment, economic development and job creation through support to SMEs, youth outcomes including re-offending, early childhood education, children at the edge of care, adoption, health care and homecare service delivery.

SIBs are very new and in many respects experimental and are likely to remain so for some time yet. Overall, the jury is out as far as their future is concerned.

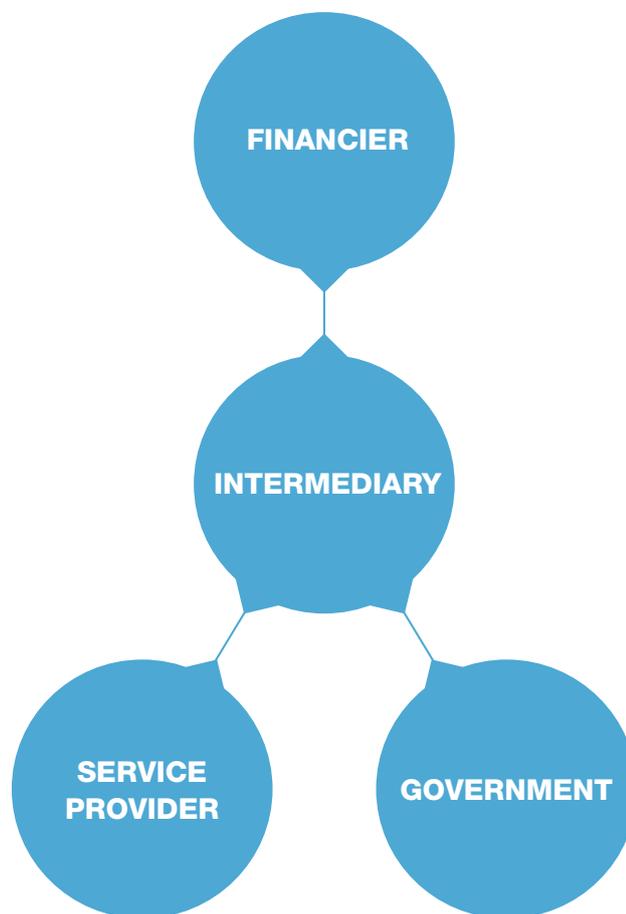


FIGURE 1

Naturally, there are actual and potential issues to be ironed out. For instance, a major advantage of SIBs from a government's perspective is the transfer of risk to finance providers and NFPs as payment should only be made on success.

SIBs are very new and in many respects experimental and are likely to remain so for some time yet.

However, not all SIBs have been constructed this way with governments retaining risk and arguing that will assist them to bring SIBs into the mainstream; allowing risk to be transferred once finance providers and NFPs better understand the concept.

There also is significant potential for misguided decisions or 'game playing' in setting the results for measurement and in actually measuring those. Outcomes and causal connections are notoriously difficult to identify in human services and other areas of NFP activity. As a result, there could be significant political pressure on governments to withhold payment if measured outcomes met the contractual requirements for payment but it was evident that could have just as likely been by chance, caused by the funded intervention.

Clearly, SIBs represent another in the growing pantheon of financing, management and operating opportunities being explored by governments in their drive to continue to increase the quantum and quality of service delivery. While they won't solve all of the problems, it is likely there is a role for these in providing at least part of the solution. ■

National

President speaks



National President Terry Moran, left, has spoken at the following events:

- July 1, Canberra: ANU Crawford School Australian

Leadership Forum: ‘Australian politics and policy making’.

- July 4, Melbourne: Australian/Melbourne Institute Conference: ‘The political economy of achieving reform’.
- July 17, Sydney: IPAA NSW State Conference: ‘Transforming our future: The changing face of the public sector’.
- August 7, Canberra: ANZSOG Conference: ‘If I knew then what I know now: Lessons from previous reforms’.
- August 19, Melbourne: Australian Human Resources Institute Public Sector HR Conference: ‘Public Sector HR and the public sector of the future’.
- September 2, Canberra: Launch *The Mandarin*.
- September 30, Sydney: Australian Political Studies Association Conference: ‘Power and its use: Why analysis matters’.

Texts are available at the IPAA National website ‘Knowledge Centre’ www.ipaa.org.au/knowledge-centre **T**

Prestigious award



ANZSOG Dean and CEO, Professor Gary Banks, left, received the Distinguished Public Policy

Fellow Award, presented at the first joint Econometric Society Australasian Meeting and Australian Conference of Economists in Hobart in July.

www.esamace2014.com.au
www.anzsog.edu.au **T**

COAG Reform Council closed

The COAG Reform Council closed at the end of June.

Chairman John Brumby said it had been a privilege to chair an organisation that had assisted governments to deliver major reforms and ‘greatly improved the lives of countless Australians’.

He said the council had helped strengthen the performance and public accountability of governments and its recent five-year review of the COAG reform agenda found significant progress had been achieved.

‘We’ve reported on governments’ progress in delivering reforms that COAG agreed were national priorities, including: reforming the healthcare system, disability services, education, skills and employment, addressing gender equity, improving housing affordability, homelessness, capital city planning systems and water management and streamlining the economy.’

These reforms had resulted in Australians smoking less and living longer, more young people completing Year 12,

a better-skilled workforce, more people with disability getting the help they needed, better opportunities for Indigenous Australians and billions added to the economy through regulation reform and productivity improvements.

‘What was particularly special about the council is that we’ve reported independently on the progress of all nine of Australia’s governments — commonwealth, states and territories — and that independence ensured we delivered impartial and objective reports to governments and the Australian public’, he said.

‘There is a strong role for performance reporting in our federation to drive accountability of governments, and I’m pleased to say that’s what the COAG Reform Council has done to date.

‘The White Paper on Reform of the Federation signals the next important phase for federal-state relations and is a good opportunity to prompt further debate about how our federation is structured.’ **T**

New editors for admin journal

It’s always a compliment to the incumbent of any job when they leave and are replaced by several other people.

Long-standing editor of *Today’s* sister publication the *Australian Journal of Public Administration (AJPA)*, Professor John Wanna, is to be replaced by an ‘editorial team’ of five.

Following his decision to end his long association with *AJPA*, John will be replaced by professors Janine O’Flynn and Adrian Kay, associate professors Helen Dickinson and Anne Tiernan, plus Maria Katsonis – who hail from a range of academic institutions and government.

In a media release announcing the new team, IPAA National President Terry

Moran thanked John Wanna ‘for his leadership and personal commitment to the *AJPA* over the last 20 years’.

Terry said John’s vision had been instrumental in making the *AJPA* a valuable and respected journal of record for developments in public administration.

The new editorial team will take over for the March 2015 edition from a new home at the Melbourne School of Government and the journal would continue to be published by Wiley.

The *AJPA* – the more ‘academic’ of IPAA’s publications – was first published in 1937 and, like *Today*, is provided to IPAA members as part of their membership benefits. **T**

Australian Capital Territory

Green light for innovative thinking!



IS AUSTRALIA READY FOR A TRULY INNOVATIVE PUBLIC SERVICE?

From left, Drew Clarke, Dr Megan Clark, Bernard Keane, Frank Cassidy, Glenys Beauchamp and Graham Durant

‘It was a dark and rainy night.’ Not the first line of a murder mystery but the setting for a joint IPAA ACT – Department of Industry event for Innovation Month on July 15.

Held at the ‘ever so quirky’ Questacon Technology Learning Centre the dark item for discussion was; ‘Is Australia ready for a truly innovative Public Service?’

Department of Industry Secretary and IPAA ACT President, Glenys Beauchamp, chaired Department of Communications Secretary Drew Clarke; CSIRO Chief Executive, Dr Megan Clark; Questacon Director Graham Durant; media commentator Bernard Keane and Frank Cassidy, *PS News* Editor.

Speakers were engagingly frank about building and fostering creative thinking and agreed that innovation involves ‘adventure’ and ‘risk of failure’, which needs to be tolerated.

Conclusion? Innovation is about welcoming ideas and, to successfully weather change, the public sector can’t afford not to be innovative. **1**



SPEAKER Graham Durant



PANELISTS From left, Drew Clarke and Dr Megan Clark

Collaboration – a successful formula



ENGAGING From left, Brad Cook, Neil Robertson and Lembit Suur

June 24 saw the third annual seminar conducted with the Department of Finance to discuss the Commonwealth Financial Framework, in particular the introduction of the *Public Governance, Performance and Accountability Act 2013* from July 1, 2014.

The event was ‘sold out’, with large numbers of online viewers joining the webcast: theatre.deewr.gov.au/ipaa-june2014

IPAA ACT Councillor, Julia Burns, chaired the event, introducing Lembit Suur, First Assistant Secretary, responsible for the taskforce implementing the Australian Government’s Public Management Reform Agenda; Neil Robertson, Assistant Secretary with primary responsibility for guidance and implementation training for the Public Management Reform Agenda; and Brad Cook, Taskforce Assistant Secretary. **1**

What's happening with PID?

IPAA's Monthly Seminar, 'Public Interest Disclosure; Observations from the six month mark', held on July 29 at The Theatre, Civic took a short backwards look at what has happened since the implementation, on January 15, of the *Public Interest Disclosure Act (PID 2013)*.

This seminar followed a 2013 event that provided information on the purpose of the PID Act, which is to promote the integrity and accountability of the commonwealth public sector by placing responsibility on agencies to proactively manage public interest disclosure issues.

The scheme encourages and facilitates disclosure of suspected wrongdoing in the public sector. It also ensures public officials who make public interest disclosures are supported and protected from adverse consequences.

Seminar speakers provided insight into how agencies and public officials are



PUBLIC INTEREST From left, George Masri, Elizabeth Hampton and Dr Nick Rayns

progressing in implementing the scheme, including how they are meeting legislative obligations and managing disclosures by public officials.

IPAA ACT Executive Director, Tamara Cutcliffe, chaired the event; George Masri, Senior Assistant Commonwealth Ombudsman, discussed implementation of the scheme within the Commonwealth Government jurisdiction. He is responsible for the Ombudsman's complaints intake, handling and investigations and legislative implementation.

Elizabeth Hampton, National Manager, Integrity and Professional Standards,

discussed the implementation and impact of the scheme in Customs and Border Protection and its communication strategy.

Dr Nick Rayns, from the Australian Fisheries Management Authority, articulated the challenges encountered by his agency when major stakeholders are not public servants and do not have to comply with existing legislation and discussed alternative approaches that could assist.

Probing questions came from highly engaged, live and online viewers of the webcast: theatre.deewr.gov.au/ipaa-july2014 **T**

Good time to be a public servant?



THE AFFIRMATIVE From left, Alex Surace, Belinda Casson, Richard Murphy and Stephanie Foster – mild mannered superheroes



THE NEGATIVE From left, Rommel Varghese, Jennifer Bowles and Stephen Bartos

IPAA ACT's Young Professionals Network's Annual Debate, sponsored by Hays, at the Department of the Environment's Bunker Theatre, on August 28, was 'an evening of networking, debating and laughs'.

And, what a battle of opinions! The 'affirmative' team did its best to convince the adjudicator Will Story, that it's not only a great time to be a public servant, but there has probably never been a better time to forge a public sector career. Belinda Casson and Richard Murphy, supported by the Deputy Public Service Commissioner Stephanie Foster, made a strong argument about the privilege of developing public policy and the sector's great employment conditions.

Alas and alack, it was not enough. The 'negative' team – Jennifer Bowles and

Rommel Varghese, with seasoned public sector observer, Stephen Bartos – won the debate with 'It's a tough gig being a public servant'.

Will Story was a witty and even-handed adjudicator with Hays' Michelle Jackson an adroit MC who kept the evening running smoothly. **T**



ADJUDICATOR Will Story, left, and **MC** Michelle Jackson from sponsor Hays Recruiting

PHOTOS Courtesy Lyn Mills

New South Wales

‘Transforming our future; the changing face of the public sector’



TRANSFORMERS From left, Premier Mike Baird and Stefan Hajkowitz IPAA NSW reports its one-day 2014 State Conference on July 17 at The Westin Sydney, was ‘our best ever’.

CSIRO’s Head of Future Projects, Dr Stefan Hajkowitz, delivered a ‘stimulating keynote address’ on global megatrends with Canada’s Jocelyne Bourgon presenting an international perspective. Premier Mike Baird spoke on ‘the current state of play and future issues affecting NSW’. **1**

Stewards of the public sector – On the couch



FEATURING From left, Monica Attard, Michele Bruniges and Philip Gaetjens. Renowned ABC journalist Monica Attard interviewed forum guests on the couch and in the spotlight at two further sessions of this popular series in September and October at Ernst & Young’s Sydney headquarters.

The first featured Michele Bruniges, Secretary, Department of Education and Communities, followed by NSW Treasury Secretary, Philip Gaetjens (see article page 53). **1**

Northern Territory

Smashing the Glass Ceiling



STELLAR CAREER
Anne Bradford

Two more events in the series of lunchtime presentations where women discuss how they can climb the ladder of success in the Northern Territory Public Sector – a joint initiative by IPAA NT and the Office of Women’s Advancement – were held on August 5 and September 10 in Darwin.

The first featured Anne Bradford, Chief Executive Officer, Department of Housing who was named Telstra Northern Territory Business Woman

of the Year in 2006 and has had a stellar career that involved overseeing the provision of services and support for peacekeeping operations in East Timor.



FIRST WOMAN JUDGE
Sally Thomas

The September meeting showcased the Administrator of the Northern Territory, Sally Thomas, who served as a Judge on NT’s Supreme Court from 1992 to 2009 as the first female appointee. She became the Territory’s first female Administrator in October 2011. **1**

New Leadership, New Thinking



MOTIVATION
Jason Fox

Highly acclaimed keynote speaker, Dr Jason Fox, ‘makes clever happen’. His interactive and informative session at Darwin Entertainment Centre’s Studio, on July 17, focused on how to design work that motivates and why the traditional methods of motivation just don’t work in today’s office. **1**

People Matter



LEADERSHIP
Dr Allan Hawke

This interactive seminar at Darwin Central Hotel in August touched on Dr Allan Hawke’s ‘Results through People Leadership’ philosophy, why and how Australians react differently to others and what people look for in the workplace and from their leaders. **1**

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Queensland



FACILITATORS From left, Peter Bridgman and Nonie Malone

During July, *PS News* invited its Queensland readers to two well-attended

Expert facilitators Peter Bridgman and Nonie Malone presented ‘Tools & Skills for Policy Practitioners’ over July 22 and 23. Ray Shatte then joined the pair for ‘Program Management for Policy Practitioners’ over July 28 and 29. Both workshops were presented at the former IPAA training rooms in George Street Brisbane.

Each workshop covered several topics across the policy planning and implementation spectrum and all participants received a copy of *The Australian Policy Handbook* of which Peter Bridgman was a co-author. **T**

South Australia

Economic outlook, eggs and bacon



ENTHUSIASTIC TREASURER Tom Koutsantonis

Following his first Budget as State Treasurer, Tom Koutsantonis gave an in-depth briefing for IPAA members and supporters at the Hilton Adelaide on July 15.

A record crowd for this event of more than 300 guests enjoyed a good breakfast and the fresh enthusiasm and presentation skills of the new man in the job.

PwC partner, Kim Cheater, led the Treasurer through a discussion on Budget rationale, implications and expected outcomes.

Event host, IPAA President, and Commissioner for Public Sector Employment, Erma Ranieri, facilitated a lively Q&A session between the Treasurer and audience. There was no shortage of questions and the Treasurer proved as capable in spontaneous responses as he had with his prepared material. **T**



EVENT HOST IPAA SA President Erma Ranieri

Integrity Breaches

Corruption, misconduct and maladministration have the potential to undermine the fabric of government.

On July 15–18 and July 21, IPAA SA held seminars at the Stamford Plaza Adelaide to help more than 450 public sector leaders to identify, analyse and respond to integrity breaches.

At the podium were speakers Adam Graycar, Professor of Public Policy at the Australian National University; ICAC

Commissioner Bruce Lander and Patricia Christie, CEO for ICAC and the Office for Public Integrity.

In addition to receiving and investigating complaints and reports about corruption, misconduct and maladministration in public administration, ICAC is charged with delivering educational programs designed to prevent or minimise integrity breaches.

This ‘Identify, Analyse and Respond to Integrity Breaches’ seminar was designed

to begin the conversation about culture, values and ethics and how these impact public administration.

It helped its audience to identify and analyse corruption, misconduct and maladministration, place it in a broader context and identify the key operational goals that need to be achieved to minimise breaches and also addressed practical operational issues, arising from the legislative framework. **T**

Renewal and Change



ALL SMILES From left, Dan Butler, Erma Ranieri and Raymond Spencer

‘The next stages of renewal and change in the public sector’ was the seminar topic at Adelaide’s RIAUS Science Exchange on August 26.

Following establishment of the Office for the Public Sector and the appointment of a new Commissioner for Public Employment, IPAA SA presented this special briefing for all members of the public sector.

Moderator Raymond Spencer, Chair of the Economic Development Board facilitated discussion led by the Minister for the Public Sector, Minister for Manufacturing and Innovation, Minister for Automotive Transitioning Susan Close, supported by Erma Ranieri, Commissioner for Public Sector

Employment and Dan Butler, Manager, Change@SouthAustralia.

During the 18 months Change@SouthAustralia has established a powerful reputation for creating a practical and innovative approach to reform. In particular, the ‘90-day projects’ have established the South Australian public sector as a collaborative and productive force in the state’s development. Over the next 12 months the Office for the Public Sector will build on this work by focusing on the development of public sector leaders and partnerships with non-government sectors (*see article page 46*).

This session outlined future direction and how leaders from all sectors can become involved in the exciting program. **1**

First referral



ICAC COMMISSIONER
Bruce Lander

In an ‘exclusive’ interview with Nigel Hunt published in *The Advertiser*, ICAC Commissioner Bruce Lander revealed that a case involving a ‘middle ranking public servant’

was the first to be referred to the Director of Public Prosecutions for possible criminal charges.

Several other significant investigations underway included one major enquiry into the ‘conduct of a senior person in public administration’.

The report said less than 60 of more than 900 complaints made to ICAC in its first year were under investigation and ‘had been given priority because of their “significant” nature’.

The Commissioner also pointed to councils being ‘over represented’ in corruption complaints and that he would be warning all local councillors of their legal responsibilities. **1**



Get in first. Stay in front.

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Tasmania

New social change institute



LAUNCH From left, Dr Rebecca Dorgelo, Professor Richard Eccleston and Professor Ross Garnaut

The University of Tasmania’s (UTAS) has launched its Institute for the Study of Social Change.

UTAS professor of politics and international relations, and IPAA council member Professor Richard Eccleston is its founding director.

The Institute will examine all aspects of social change – environmental, political, economic, technological and cultural.

‘Part of our objective is trying to focus our research expertise and potential, specifically

addressing the social, political and economic challenges faced nationally, but particularly here in Tasmania,’ Richard said.

‘That is our claim to distinctiveness. In terms of what is shaping or affecting Australian society, I think it is felt earlier and more acutely here in Tasmania.

‘There is an argument that Tasmania is a lead indicator, whether we are talking about some of the challenges associated with improving levels of education, engagement or performance, changes in

patterns of inequality, or promoting health and well-being.’

He said Tasmania’s size was an advantage for conducting social research and ‘trailing strategies on a manageable scale’.

Contributions to *The Mercury* would bring the work of UTAS academics to a wider audience, while ‘providing Tasmanians with expert, nuanced analysis of important issues’.

A series of ‘flagship projects’ that fit the Institute’s research themes would receive funding and support. Those projects would demonstrate engagement and collaboration with Tasmanian communities and the proposed research impact on local social transformation.

The Institute’s launch filled the university’s largest lecture theatre and featured renowned economist and political policy adviser Professor Ross Garnaut. **T**

Victoria

Public sector firepower

The second IPAA Victoria Fellows Forum for 2014 saw almost 30 Fellows and corporate member heads enjoy a guided tour of the BAE Systems facility in Williamstown, where the most sophisticated air-land-sea amphibious deployment system in the world is under construction.

The group saw and were briefed on construction intricacies of the two Amphibious Assault Ships, also known as Landing Helicopter Docks (LHD) commissioned for the Australian Defence Force at a cost of \$3 billion.

These are the largest ships ever built for the Royal Australian Navy, being built by Spanish state-owned company Navantia

and BAE Systems Australia. Each ship is designed to land a force of more than 2,000 personnel, by helicopter and watercraft, along with their weapons, ammunition, vehicles and stores. The 360-strong crew on each ship will include up to 60 army and air force personnel, as well as 300 sailors.

Construction of the ships involves precisely fitting more than 112 modules from across Australia and around the world.

The tour provided an overview of the steel profile cutting and bending machines and panel fabrication line. Fellows visited the machine shop where structural fabrication, welding and outfitting of ship sections and blocks were being



LAUNCH PADS Amphibious Assault Ships

undertaken; and the Alfred Graving Dock, a dry dock constructed in the late 1860’s from stone blocks laid generally against basalt rock. **T**

Reaching the Summit



PRESENTERS From left, Helen McDonald and Stefanie Bradley

More than 300 delegates attended the 2014 IPAA Victoria State Summit, which featured more than 80 speakers over ‘two days of big ideas, careful reflection and intensive discussion’.

Under the broad theme of ‘New Horizons’, the Summit began with a discussion of the four new ‘Scenarios for Australia’s Future’ and their implications for the public sector.

Former Secretary of the Department of Justice Penny Armytage laid out an ambitious plan for public sector reform, while two former ministers and political heavy-weights, John Thwaites and Alan Stockdale, discussed the challenge of

implementing major reforms and what they looked to the public service to provide in planning and delivering their reform agendas.

Victorian Police Commissioner Ken Lay gave a standout talk that revealed the thinking behind Victoria Police’s recent Blue Paper and Patricia Faulkner revealed new data analysis to argue that progress towards greater representation of women at the senior levels of the public service had stalled.

The second day included discussions about why performance management in the public sector is seen to be so poor, involving IPAA National President Terry Moran

and University of Melbourne Professor of Public Management Janine O’Flynn.

Other sessions included a revealing ‘Public Service Book Club’ – where four public sector leaders each discussed a book they believed captured an element of working life in the sector; a frank discussion about what the public sector of the future would look like; and international perspectives on how to make better use of the desire that almost all public sector workers have to serve their community.

Melbourne’s Summit closed with a series of fascinating and uplifting presentations from EIDOS on using crowd-sourcing technology in public policy creation and from TACSI on how design and innovation could help public administrators and the community create game-changing solutions.

After scaling those heights, IPAA Victoria then went on the road to Bendigo with a Regional Showcase program that re-presented many of the Summit’s best sessions as well as encouraging discussion of regionally specific issues.

Audio highlights of the Summit are available at www.vic.ipaa.org.au



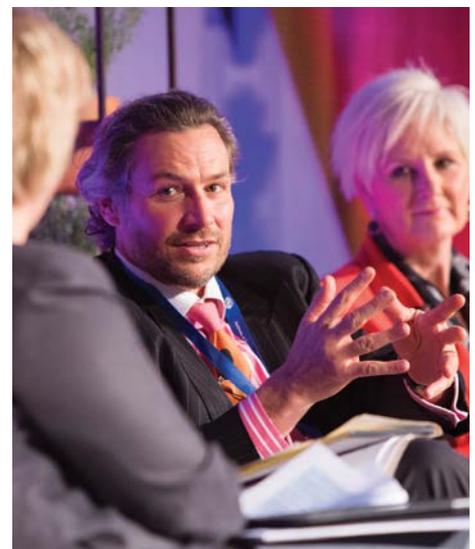
PANELISTS From left, Phil Martin, Anne Tiernan and Colin Radford



GUESTS From left, Denise Cosgrove, John Merritt and Monique Dawson



GUESTS From left, Jacinta Wheelan, Colin Radford and Kate Wheeler



ENGAGED From left, Tim Orton of Nous Group and Gill Callister, IPAA Victoria President

Western Australia Power of Information



KEY ADVICE From left, Isabel Smith, State Records Office of Western Australia; Jill Jones, Department of Health WA; Jonathan Toquero, Department of Education; Deborah Talbot, Rio Tinto Exploration and Dr Scott Gardner, Murdoch University

‘The Power of Information: Driving organisational performance through effective knowledge management’ seminar, held at the WA Cricket Association on August 21, proved to be a popular topic.

Key advice offered by presenters was that information management had no ‘one size fits all’ approach. Session MC Cathrin Cassarchis, State Archivist and Executive Director of State Records, observed: ‘Records are dynamic, over time

in storage their value to the organisation may change’.

Case studies from Rio Tinto, the departments of health and education and Murdoch University provided valuable insight into effective data and records management. Rio Tinto Exploration information specialist Deborah Talbot said: ‘Information and data are not knowledge until we know how to extract it’.

Other speakers included Isabel Smith, Director State Information Management,



PRESENTER Dr Scott Gardner, Murdoch University

State Records Office; Jill Jones, Senior Information Management Officer, Health Information Network, Department of Health; Jonathan Toquero, Corporate Information Services Manager, Department of Education; and Dr Scott Gardner, Senior Lecturer, School of Management and Governance, Murdoch University.

To download the resources, visit: www.wa.ipaa.org.au/EventResources.aspx?id=97



GUESTS From left, Rabin Rawal and Natasha Romeo, Public Sector Commission WA; Anna Duffield, Carol Veneziano, Lauren Binks, Kylie Davis; Grace Chiu and Jennifer Miller



GUESTS From left, Renae Clement and Michelle Rosenberg; Larry Knowles and Janet Bethell; Gavin Bagley and Craig Bennett

Member Mentoring



MENTORS From left, Sue McCarrey, Sven Bluemell and Richard Sellers

Within IPAA’s membership ranks there exists a tremendous amount of knowledge and wisdom now made available to members through informal, small group mentoring sessions – opportunities available exclusively to IPAA WA Personal Members.

The mentoring sessions are delivered throughout the year – with another due on October 15 and any Personal Member, regardless of career stage is invited to participate.

IPAA WA President, Sue McCarrey, kicked off the sessions in February, followed by Information Commissioner and IPAA WA Secretary Sven Bluemell in August. Department of Mines and Petroleum Director General, Richard Sellers – the 2014 IPAA WA Patron’s Award recipient – will host the October session.

To maintain a high level of personal engagement, a maximum of eight members are invited to participate in

each session and the sessions are driven by the individual’s needs as mentees.

Feedback about the most useful components of the mentoring session included:

‘The chance to participate in quality dialogue with a small group of people meant we all felt very comfortable and each was able to raise issues relevant to our current work. This is exactly why I joined IPAA – to have access to these affordable professional development and networking activities. Please keep it up!’

‘I found sharing experiences and insights; hearing innovative ways of working, and being alerted to ideas and different ways of working were most useful.’ Hilary MacWilliam, Department of Housing. **T**

Young Professional Events

On September 3 and 4, Young Professionals were treated to consecutive events.

First, IPAA WA’s Young Professional Advisory Committee (YPAC) invited those aged 35 and under from across the sector to join them for a special breakfast presentation at the WA Cricket Association from The Lord Mayor Lisa Scaffidi.

The following evening YPAC also hosted a ‘Battle of The Agencies Quiz Night’ at Gordon Stephenson House at 140 William Street in Perth.

Both events achieved their aims – to inspire and encourage young professionals in the public sector to take an interest in the political environment in which they work and connect with young professionals across the sector. **T**



SPECIAL BREAKFAST PRESENTER
Lord Mayor Lisa Scaffidi



ALL EARS Quiz Night gets underway



ROUND TABLE Breakfast at the WA Cricket Association

National

www.ipaa.org.au

AUSTRALIAN AWARDS FOR EXCELLENCE IN PUBLIC SECTOR MANAGEMENT

27 NOV 6³⁰ PM

There are a very healthy 30 nominations for this year's Australian Awards for Excellence in Public Sector Management – with great representation from every state and territory except Tasmania.

**NATIONAL PRESS CLUB
16 NATIONAL CIRCUIT, BARTON**

Australian Capital Territory

www.act.ipaa.org.au

BETTER REGULATION: CARROTS, STICKS AND A LIGHT TOUCH

23 OCT 9³⁰ AM 11³⁰ AM

A line up of influential speakers will discuss the government's agenda for reducing red tape and regulation. Livestreamed and recorded. Join the audience or watch the webcast.

50 MARCUS CLARKE ST, CIVIC

YPN INNOVATION BREAKFAST

06 NOV 7³⁰ AM 09 AM

A new event for the YPN that celebrates public and private sector collaboration in solving public sector problems using technology. ACT Chief Minister Katy Gallagher is the keynote speaker.

NATIONAL PORTRAIT GALLERY

New South Wales

www.nsw.ipaa.org.au

10TH NATIONAL INVESTIGATIONS SYMPOSIUM



5-7 NOV 09-05 AM PM

Held only every two years, the 2014 Symposium offers two compelling conference days, plus an optional day for intense workshop sessions. Featuring: ABC *Media Watch* host Paul Barry and Kate McClymont, investigative journalist with the *Sydney Morning Herald*; Counsel Assisting the Royal Commission into Institutional Responses to Child Sexual Abuse, Gail Furness; Tim Prenzler from the Australian Research Council Centre of Excellence in Policing and Security; and former US Marine Corps counsel, Lt Col (Ret) Dan Mori.

www.nsw.ipaa.org.au/National-Investigations-Symposium.aspx

**FOUR SEASONS SYDNEY
199 GEORGE STREET
THE ROCKS, SYDNEY**

PICNIC IN THE PARK

13 FEB 05-07 PM PM



It's FREE! And it's very popular! Join the celebration and welcome the New Year. Enjoy canapés and drinks while networking with our President and CEO, fellow members and colleagues. Learn more about IPAA NSW and how we work to connect people and ideas.

**ROSE GARDEN PAVILION
ROYAL BOTANIC GARDENS
MACQUARIE STREET SYDNEY**

Northern Territory

www.nt.ipaa.org.au

CHALLENGES AND OPPORTUNITIES

03 OCT 07-8³⁰ AM PM



Craig Allen, left, NT's Commissioner for Public Employment will provide an insightful view of the challenges and opportunities in the NT public sector.

Cost: \$25 members, \$35 non-members.

**BROLGA ROOM, NOVOTEL
ATRIUM HOTEL, THE ESPLANADE**

Tasmania

www.tas.ipaa.org.au

EMERGING LEADERS' BREAKFAST

21 NOV 7³⁰ AM 9³⁰ AM



IPAA Tasmania's 'Emerging leaders breakfast forum – New directions for the public service' on November 21 will feature as keynote

speaker Peter Harris, left, Chairman of the Productivity Commission.

The forum will focus on policy problem solving in relation to the national developing reform agenda. It also will provide an opportunity to foster engagement between emerging and long-standing leaders in the public service.

For more details contact IPAA Tas 6232 7122 or email info@tas.ipaa.org.au

**RACV HOBART APARTMENT HOTEL
154-156 COLLINS STREET
HOBART**

South Australia

www.sa.ipaa.org.au

MAKING COMMUNITY GOVERNANCE WORK

02
OCT

09-4³⁰
AM PM

Community or neighbourhood governance is emerging as an important new way governments work with communities and neighbourhoods. The key features of community governance is flexible, locally based, remotely focused-on-place shaping, with a strong emphasis on collaborating ways of working.

This one-day workshop 'Making community governance work for you and your communities' will be presented by Paul Leistner and Peter McKinlay who will provide an overview of international good practice. They will look at both statutory and non-statutory forms of community governance and show how different stakeholders – ranging from councils, to higher tiers of government and the private sector – are taking the lead, all focused on working positively with communities.

At the end of the workshop you will have a good understanding of the options available for you and your agency. Benefits will include learning how community governance can assist the better management of programs and expenditure, improve relationships with citizens and communities and lead to better outcomes.

**PARKVIEW ROOM
ADELAIDE PAVILION
CORNER SOUTH TERRACE
& PEACOCK ROAD ADELAIDE**

WHEN COMPASSION HURTS

31
OCT

09-12³⁰
AM PM

Samantha Young, Director, Broomhall Psychology will deliver this workshop – 'When compassion hurts - vicarious trauma and burnout'.

It will explore the 'costs of caring' and will provide information, self-audit, skills and self-care processes and tools to support professionals working with complex clients and caseloads and those in roles with close connection between service provider and client.

DON DUNSTAN ORATION 2014

08
OCT

05-7³⁰
PM PM



AUTOMOTIVE TRANSFORMATION TASKFORCE
Greg Combet,
Chair

As Premier of South Australia, Don Dunstan set new directions for public administration that had far-reaching national impacts. Shortly before his death in 1998, Don Dunstan entrusted to IPAA SA, as the key advocate for effective public administration, the honour of carriage

of the annual Don Dunstan Oration on Public Administration, and was in fact its first orator.

This year's orator will be Greg Combet, Chair of SA's Automotive Transformation Taskforce (see also page 36) with the evening facilitated by the Minister for Manufacturing and Innovation; Automotive Transformation; and the Public Sector, Susan Close.

**IAN MCLACHLAN ROOM
ADELAIDE OVAL
NORTH ADELAIDE**



Samantha Young,
Director, Broomhall
Psychology

Key concepts will be defined, then 'early warning signs', symptoms and observable behaviours identified and discussed. The personal and organisational aspects of practice will be reviewed and numerous individual preventative strategies discussed.

**LEVEL 2, ROOM 2
FLINDERS UNIVERSITY BUILDING
182 VICTORIA SQUARE ADELAIDE**

Victoria

www.vic.ipaa.org.au

GET TO THE POINT

15
OCT

9³⁰-02
AM PM



Angela Scaffidi

We all know the importance of documents that 'get to the point'. But how do we do that without wasting time on endless drafts? This half-day course, facilitated by Angela Scaffidi, uses a conceptual framework for clear and concise professional writing that will help you craft strong, targeted messages for your readers that get to the point and help get it across.

**IPAA VICTORIA, LEVEL 3
37 LITTLE BOURKE STREET
MELBOURNE**

SPEECHWRITING

11
NOV

9³⁰-02
AM PM



Dennis Glover

'I need to make a speech!' Six short words that can make for a bad week. But there is a way to survive and even enjoy it. Drawing on two decades of experience

in ministerial offices and public sector departments, Dennis Glover provides a guide on how to produce a speech that gets the job done and more.

**IPAA VICTORIA, LEVEL 3
37 LITTLE BOURKE STREET
MELBOURNE**

Victoria

www.vic.ipaa.org.au

SALIENT CONVERSATIONS

02 DEC 9³⁰ AM - 4³⁰ PM



Elliot Epstein

Conversations, meetings and negotiations are the most used and influential tools in a public servant's repertoire. But too often our formal and informal conversations do not

deliver the outcomes we want. The result? Time, resources, budgets, ideas and innovative solutions are squandered. Let facilitator Elliot Epstein get you to the point – verbally – to help get your point across.

**IPAA VICTORIA, LEVEL 3
37 LITTLE BOURKE STREET
MELBOURNE**



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www.act.ipaa.org.au

Western Australia

www.wa.ipaa.org.au

IPAA 2014 INTERNATIONAL CONFERENCE

29-30 OCT



IPAA 2014 INTERNATIONAL CONFERENCE

Join the discussion with 70+ big thinkers on the 'shape of things to come' for public administration in Australia. You will not be disappointed with over 30 sessions across two days. Be part of the largest gathering of public administrators from across Australia and register today. It's featured here and in the National section of Coming Attractions because it is your national once-a-year conference and it's in Perth and we don't want you to miss out.

Find out more at www.ipaa2014.org.au

Better still, register now at

www.ipaa2014.org.au/register

PERTH CONVENTION & EXHIBITION CENTRE

OPPORTUNITIES IN CHANGE: IMPLEMENTING LOCAL GOVERNMENT REFORM

27 NOV 08-11 AM

This seminar will draw on the experience of Australian and New Zealand local government reform, the keys to success and opportunities in Western Australia.

Featuring authors of several reports from the Australian Centre for Excellence in Local Government (ACELG) and a senior state government executive, there will be a focus on the opportunities for state agencies that will come from the proposed changes.

IPAA 2014 RESEARCH DAY

31 OCT 8⁴⁵ AM - 4³⁰ PM



Professor R.A.W. Rhodes

IPAA's 2014 International Conference will be followed directly by a Research Day on Friday October 31. Hosted by the Sir Walter Murdoch School of Public Policy and International Affairs, Murdoch University, discussion will be led after an opening address by IPAA 2014 keynote speaker Professor RAW Rhodes, Professor of Government (Research), University of Southampton (UK) and Griffith University.

Registration for Research Day is \$120: \$60 for students. For more information and to register visit: www.ipaa2014.org.au/conference/research-day

MURDOCH UNIVERSITY



Jim Dodds

Speakers include Jim Dodds, left, Director of Environmental Health Directorate, Department of Health; Prof. Graham Sansom, Adjunct Professor, Centre for Local Government, University of Technology Sydney and lead author, ACELG report; and Peter McKinlay, Executive Director, McKinlay Douglas Ltd.

**ERNST & YOUNG
THE EY BUILDING
11 MOUNTS BAY ROAD PERTH**

Our Town

In the air or on the road again? Here's a list of eateries for all budgets and a snapshot of what's on and where, when you just might be in town.

WHAT'S ON

**World Tennis Challenge
MEMORIAL DRIVE**
Jan 10-15, 2015. Current champions and legends of the game will compete over three action-packed nights. Expect to see Martina Navratilova, Nicole Bradtke, Tracy Austin, Thanasi Kokkinakis, Mats Wilander, Pat Cash and more.
www.worldtennischallenge.com

WHAT'S ON

**Proximity
DUNSTAN PLAYHOUSE**
Nov 6-8. Critically acclaimed and award-winning – Australian Dance Theatre's *Proximity*. A tour-de-force that creates magical dialogue between dance and astonishing live video effects.
www.adt.org.au

EATING OUT

**Street-ADL and Orana
285 RUNDLE STREET ADELAIDE**
Jock Zonfrillo's new two-level restaurant, Street-ADL and Orana, focuses on local ingredients and dual dining. Downstairs is Street-ADL, an accessible bar offering informal dining, cocktails and 'street' food. Upstairs, Orana is a small, intimate restaurant offering more complex dishes. A must!
www.adt.org.au

EATING OUT

**Yakitori Takumi
60/55 MELBOURNE STREET
NORTH ADELAIDE**
Authentic Japanese gourmet BBQ grilled fresh and hot in front of you in the intimate open-kitchen bistro. Vegetarian or meat-lover, adventurous or considered, the exquisite Japanese BBQ has something special for you.
www.yakitori-takumi.com



WHAT'S ON

**Doctor Who
Symphonic Spectacular
ADELAIDE ENTERTAINMENT CENTRE**
Jan 24, 2015. Brand new show hosted by fifth doctor, Peter Davison. Expect Daleks, Cybermen and a host of other Doctor Who monsters in this musical celebration performed by the Adelaide Symphony Orchestra.
premier.ticketek.com.au/shows/show.aspx?sh=DRWHOSYM15

EATING OUT

**Stokehouse Q Brisbane
1 SIDON STREET SOUTH BANK**
Elegant, contemporary Mediterranean dishes drawing on local and Australian produce. Stylish, yet casual – Stokehouse Q offers relaxed sophistication.
www.stokehousebrisbane.com.au

WHAT'S ON

**Piece of Cake
REDLAND PERFORMING ARTS CENTRE**
Nov 1. From Abba to Pink Floyd and Beyonce to AC/DC – The Kransky Sisters have cooked up a very special sweet serving of well-known songs. The entire cabaret show is a whole lot of weird fun.
www.rpac.com.au



WHAT'S ON

**Queensland Theatre
Company – Gasp!
PLAYHOUSE QPAC BRISBANE**
Nov 18 – Dec 6. Imagine a world in which the air we breathe is just another commodity like food and fuel. Infused with the sarcastic, sharp wit that made Ben Elton a household name, *Gasp!* is a breathtaking, biting and brilliantly funny satire.
www.qldtheatreco.com.au

QLD

**Fritzsch Grand Finale: Mahler 3
CONCERT HALL QPAC BRISBANE**
Nov 29. Do not miss Mahler's epic Symphony No 3; Maestro Fritzsch's final performance as Chief Conductor of the Queensland Symphony Orchestra.
www.qpac.com.au

WHAT'S ON

EATING OUT

**Era Bistro
102 MELBOURNE STREET
SOUTH BRISBANE**
A sleek, contemporary space with a vibrant outdoor area for al fresco dining, this venue maintains a casual elegance that befits every occasion. Emphasis on fresh, local and seasonal produce, with a wine list featuring some of Australia's finest drops.
erabistro.com.au

WHAT'S ON

2014 Alice Springs Masters Games
VARIOUS VENUES, ALICE SPRINGS

Oct 11-18. The event provides opportunities for sports enthusiasts from all over Australia and other parts of the world with 33 sports represented.

alicespringmastersgames.com.au



NT

WHAT'S ON

October Business Month
VARIOUS VENUES ACROSS THE NORTHERN TERRITORY

A program of business events, comprising dinners, award ceremonies, seminars, business breakfasts, cocktail receptions, leadership events, conferences and workshops.

www.obm.nt.gov.au

EATING OUT

Wisdom Bar and Café
48 MITCHELL STREET DARWIN

Boasting an award-winning menu specialising in steaks, the outside dining area is popular with locals and visitors alike.

www.wisdombar.com.au

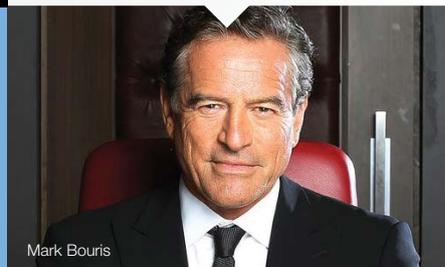
D Bar and Restaurant

81 SMITH STREET DARWIN

Modern Territorian cuisine in a relaxed setting – features fresh and varied local seafood and modern Australian dishes.

www.hhotel.com.au/dining-bar

EATING OUT



Mark Bouris

WHAT'S ON

Burnie Orchid Society Spring Show

**THE BURNIE ARTS AND FUNCTION CENTRE
77-79 WILMOT STREET BURNIE**

Oct 10-12. The beauty and colour of spring will be brought indoors with this annual event featuring sensational orchid displays, potting demonstrations, plant sales, posy sales and culture advice.

www.burnie.net/Community/Community-Directory/Burnie-Orchid-Society

TAS

Thirty Three Cups

**1-3 31 KING EDWARD STREET
ULVERSTONE**

Thirty Three Cups is quirky, with eclectic decor, amazing food, coffee, and super-friendly staff. The desserts will tantalise any taste bud. The pick of Ulverstone!

www.facebook.com/ThirtyThreeCups

EATING OUT

WHAT'S ON

The 14th International ACTS Conference: 'Bridging divides: connections for holistic sustainability'

**HOTEL GRAND CHANCELLOR
1 DAVEY STREET HOBART**

Nov 5-7. Exploring metaphoric and figurative divides between educational levels (primary to tertiary) as well as between education and the broader community. Bridging these divides is of utmost importance to delivering a more effective and sustainable education sector.

www.actsconference.com.au

WHAT'S ON

Undercurrent Markets
NATIONAL PORTRAIT GALLERY

Nov 29-30. Need a Chrissie present – something unique? The Undercurrent Markets will have it. Ceramics, jewellery and textiles created by up and coming designers. Visit on November 29 for the night market with live music and refreshments. Free.

www.npg.gov.au



WHAT'S ON

Macquarie Digital Portraiture Award
NATIONAL PORTRAIT GALLERY

Until Nov 23. An annual event to extend traditional notions of portraiture and reflect the National Portrait Gallery's commitment to fostering emerging artists with an interest in contemporary technology.

www.npg.gov.au

DIGITAL VIDEO STILL Downhill 2013
Joey Knox (VIC, b.1995)

EATING OUT

Bentspoke
38 MORT STREET BRADDON

It's coming into the weather for a long, cold drink and Canberra's new microbrewery beckons. The food is way above the usual pub grub fare and the list of ice-cold beers (brewed onsite), is impressive. Takeaway ales also offered.

www.bentspokebrewing.com.au

ACT



WHAT'S ON

Gifted Artists: Donations by Patrick Corrigan
NATIONAL GALLERY OF AUSTRALIA

Until Jan 12, 2015. The exhibition ranges widely from books, manuscripts, bookplates and memorabilia to the visual arts with particular focus on Indigenous painting and photo-media. Free.

www.nga.gov.au

Cherine Fahd Home in her skin 2001
Gift of Mr Patrick Corrigan AM 2013 Donated through the Australian Government's Cultural Gifts Program National Gallery of Australia, Canberra

WHAT'S ON

Fremantle Festival 2014

VARIOUS VENUES

Oct 26-Nov 9. Fremantle is home to Australia's longest running festival, now in its 109th year and packed with more than 100 special events and happenings bursting with verve, colour and Freo-style.

fremantlestory.com.au/your-story/event-festivals/festivals/fremantle-festival-2014/fremantle-festival-2014.html

WA

The Color Run

LANGLEY PARK EAST PERTH

Nov 2. The Color Run is a unique paint-run that celebrates healthiness, happiness and individuality. The five-kilometre fun run, sees participants of all ages and fitness levels completely covered in colour by the time they've completed the course.

thecolorrun.com.au/perth/2014-11-02

EATING OUT

Bread in Common

43 PAKENHAM ST FREMANTLE

In an old Fremantle warehouse space sits this kitchen and bakery. Communal tables and dining, sharing food, drinks, wine ... with a focus down on the table.

The kitchen food philosophy is about locally sourced, seasonal produce and house made. Traditional rustic breads baked in house and available to take away.

www.breadincommon.com.au

WHAT'S ON

WHAT'S ON

**The King and I
SYDNEY OPERA HOUSE
BENNELONG POINT**

Sep 7- Nov 1. Christopher Renshaw's award-winning production stars Lisa McCune as English governess Anna Leonowens opposite internationally acclaimed baritone Teddy Tahu Rhodes as the King.

thekingandimusical.com.au



EATING OUT

Mexicano

**SHOP 2 209-211 OCEAN ST NORTH
NARRABEEN (RIGHT ON THE BEACH)**

Modern Mexican cuisine with fresh produce sourced locally. Recommended: Grilled chicken achiote tostada (achiote marinated chicken, lime, radish with a habanero gastrique), Beef chimichangas (shredded chipotle beef, cucumber and sweet vinegar salsa).

www.mexicano.com.au

NSW

WHAT'S ON

**Sydney International
Art Series: Pop to popism
ART GALLERY OF NSW**

Nov 1 2014 - Mar 1 2015. 'Popular, witty, sexy, glamorous' - pop art exploded onto the cultural scene in the 1960s.

www.artgallery.nsw.gov.au/exhibitions/pop-to-popism



EATING OUT

Le Bouchon

**104 WILLOUGHBY ROAD
CROWS NEST**

The word 'bouchon' means 'cork' but is used in Lyon to refer to bistros. Traditional but not stuffy - French bistro grub.

www.lebouchon.net.au

WHAT'S ON

**The Fashion World of
Jean Paul Gaultier: From the
Sidewalk to the Catwalk
NATIONAL GALLERY OF VICTORIA**

Oct 17 2014 - Feb 8 2015. The unconventional and playfully irreverent designs of Jean Paul Gaultier will be celebrated in the first international exhibition dedicated to this ground breaking French couturier.

www.ngv.vic.gov.au



WHAT'S ON

**2014 Melbourne Festival
VENUES AROUND MELBOURNE**

Oct 10-26. The 29th Melbourne Festival includes a celebration of circus, a giant mirrored carousel at the NGV, a choir of 40 teenage girls, the world premiere of Anouk Van Dijk and Falk Richter's theatre collaboration and a retrospective of revolutionary NYC choreographer Trisha Brown.

www.melbournefestival.com.au

VIC

EATING OUT

**Von Haus
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Specialising in both new and old world wines, Von Haus also offers a small but satisfying menu with a distinct European feel.

www.vonhaus.com.au



EATING OUT

**Rosa's Kitchen
22 PUNCH LANE MELBOURNE**

Simple, traditional, lovingly prepared and utterly authentic Sicilian cooking in the heart of the CBD.

rosas-kitchen.com

Renault's new Clio GT 'warm'... Subaru's new WRX 'stove hot'!

Says motoring writer Ian Crawford.



For the first time in a decade, Subaru WRX buyers will be able to have their fun with an automatic transmission.

Strictly speaking, it's not an automatic. It's a continuously variable transmission or CVT that Subaru calls the Sport Lineartronic.

While most CVTs with pre-set ratios have six, the WRX goes two better and boasts eight and one of the secrets to its success is that it uses a torque converter.

To add to the fun, there are steering-wheel-mounted paddle shifts, or you can use the console shifter.

The new transmission has three modes from which drivers can choose – I (intelligent), S (sport) and S# (sport sharp).

Naturally, there's a new six speed manual gearbox on offer. Previously it was five.

The new 2015 Rex comes in two guises – WRX and WRX Premium, both offering manual or CVT transmissions.

The WRX manual opens the batting at \$38,990 – a \$1,000 price cut on the outgoing model. The CVT adds \$2,000.

Move up to the WRX Premium manual and the price rises to \$43,990 and, again, the CVT is an extra \$2,000. Statutory and dealer charges are extra.

The new model's turbocharged, double-overhead-cam 'boxer' engine now delivers 197kW at 5,600rpm compared with the outgoing version's 195kW at 6,000rpm.

Despite the extra power and torque, Subaru engineers have been able to significantly cut CO2 emissions and improve fuel economy by 11.5 per cent and the claimed figure now comes in at

9.2litres/100km instead of the previous model's 10.5litres. The figure for the CVT version is 8.6litres.

The newly tweaked engine can sprint the new Rex to 100km/h in an even six seconds.

Depending on whether you opt for the WRX or the top-spec Premium version, the new Subarus include a six-speaker AM/FM/single CD audio system that is MP3/WMA compatible, Bluetooth audio streaming, remote central locking, cruise control, a leather-wrapped, multi-function sports steering wheel, climate-control 'air', a 4.3-inch colour LCD multi-information display and 17-inch alloy wheels.

Importantly, like all Subaru models, the new all-wheel-drive WRX has been awarded a five-star ANCAP safety rating.

Australians love the WRX and since the stove-hot Subaru first arrived here in 1994, 37,600 have found their way into local garages, making Australia the third-biggest market worldwide for the car.

Preliminary driving impressions gleaned from a great national media-launch program on some of Tasmania's wonderful Targa roads confirmed what a remarkable car this is – especially with its new CVT transmission.

In one word, the 2015 WRX is sensational.

Renault has bridged a gap in its Clio model line-up by launching the two-version Clio GT, below right.

The new four-door warm hatch sits nicely between the standard Clio Dynamique and the stove-hot Clio RS 200.

Pricing kicks off at \$25,290 for the base-model GT and rises to \$28,790 for the GT Premium.

Both are powered by a surprisingly spirited 1.2litre direct-injection turbocharged four-cylinder engine that running on 95TON premium unleaded petrol delivers peak power of 88kW at 4900rpm and maximum torque of 190Nm at 2000rpm.

It's mated with a six-speed dual-clutch unit with steering-column-mounted paddles that allow drivers to play with the six speeds that are locked in.

Renault claims a sprint time to 100km/h of 9.4 seconds and a combined-fuel-consumption figure of a pretty miserly 5.2litres/100km.

The new Renault has been awarded a five-star EuroNCAP rating, achieved with the help of electronic stability and traction control, hill-start assist and ABS brakes with emergency brake assist.

Also in the safety department, are dual-front air bags and front-side air bags.

The entry-level GT comes with goodies including Renault's RS Drive system with normal and sport modes, 17-inch alloy wheels, automatic climate control, keyless entry and start, rear-parking sensors, and cruise control with a speed limiter.

Also standard are keyless entry and start, Renault's MediaNav entertainment system, LED daytime running lights and a leather-wrapped multi-function steering wheel with height and reach adjustment.

The GT Premium adds better-bolstered leather sports seats, a rear spoiler, a rear vision camera, a fixed glass sunroof, heated front seats and the classier R-Link entertainment system.

Preliminary driving impressions proved again the French are very good at making warm and hot hatches.

While certainly not a stove-hot hatch, it is spirited enough to bring a smile to the driver's face and its underpinnings are beautifully sorted. **T**





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