



PUBLIC ADMINISTRATION

# Today

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**COMMUNITY  
ENGAGEMENT**

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And, don't forget, we're always happy to hear from *Today* readers – brickbats and bouquets – at [rondent@faceworks.com.au](mailto:rondent@faceworks.com.au) – on any aspect of the magazine. **It's yours!**

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# So, are we engaged?



I hope so because that's what *Today* is all about. It's IPAA's members' magazine. Owned by IPAA and

distributed across Australia and the world – in print and in interactive online form.

*Today* aims to reach out to members everywhere; connect with and engage them with what's going on in their profession and in their professional association. It has no financial profit motive. Indeed, when it does have a good year financially, the whole IPAA community benefits through a dividend paid to the national body. Other than subscription support – which more recently has not covered costs – it has asked nothing in return. In its 10 year-history, IPAA National has never been asked for a single cent but has significantly benefited.

Besides promoting IPAA's divisional events, *Today* has engaged and communicated with the IPAA family and the wider world of interest in public administration about the really big events on its calendar. It has keenly promoted IPAA's national and regional conferences – worked hard on your behalf to put 'bums on seats'. And then – to engage those unable to attend with comprehensive coverage and articles based on the best of the presentations.

*Today* has invited the best of conference and workshop facilitators and speakers – plus other distinguished people in and around public administration – to write original, thought-provoking and sometimes controversial articles to engage you, our reader.

Another aim is to promote positive debate. The magazine also provides a platform for IPAA's national president to regularly communicate with members.

*Today* has celebrated achievements in public administration, presenting its most positive face, mindful of in-service morale and that the magazine also reaches a wider audience in the general citizenry. The magazine is a flag bearer for the IPAA brand and excellence in public administration.

**Today aims to give you an opportunity to kick back, put your feet up and have a thoughtful but relaxed read.**

*Today* is not able to engage in the 24-hour news cycle. We leave that to the mass media and ever-more-crowded cyberspace with its minute-by-minute capacity (but often superficial approach) and to Facebookers, tweeters (including twits) and bloggers. *Today* is interested in covering public administration news. But that's not our mission. We aim to give you an opportunity to kick back, put your feet up and have a thoughtful but relaxed read – more oriented to the news behind the news and feature material about public administration policy, projects and people that would otherwise rarely see the light of day.

As well, *Today* is a 'teacher'. Every edition seeks to not only engage readers but also leave them a little wiser through expert advice, opinion and relevant case studies.

This issue is no exception. There's a series of articles penned by experts within the service and by others who share experienced expertise in helping you more effectively engage with the communities of citizens you are specifically tasked to serve. Professional development is very much to the forefront of *Today's* editorial thinking.

Our editorial representatives in IPAA divisions and across every state and territory consult widely, then prioritise and choose *Today's* edition 'themes', democratically. They also follow up by nominating specific topics and potential authors of articles that fit those themes – and otherwise feed into the editorial pipeline contacts and stories that reach and engage you. In that way, *Today* stays true to its determined aim to represent IPAA's national and local interests – to 'give everyone a go'.

*Today* is your publication – a national conversation – in print and online. It is owned by IPAA – and serves no shareholder or profit motive. IPAA, nationally, shares any financial surplus and has every opportunity to contribute to and share its main 'profit' – its content – with you our readers, our key stakeholders.

So, are we engaged? Again, we invite feedback. Please keep giving us hints – story ideas, contacts, suggestions, complaints and compliments – whatever.

All the best for 2015 and the future from everyone connected with bringing you *Today* – your own magazine. ■

Ron Dent

**Editor**

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# IMPROVING ORGANISATIONAL PERFORMANCE

The Centre for Public Management (CPM) offers high quality capability development approaches to improve organisational performance and support the achievement of individual excellence.

Our programs build management and leadership in the public sector by focusing on understanding people and improving individual performance.



# Indigenous engagement: greatest challenge, opportunity



**Terry Moran.**

The theme of this edition is community engagement and one of the ways that IPAA engages with its own community

is through its annual conference. In an increasingly digital world, whether it's a G20 meeting or a community consultation, there is still something special about the nature of a face-to-face meeting. Our recent National Conference in Perth (*see reports later in this edition*) was a reminder of that and I want to congratulate everyone involved in its organisation.

Coinciding with the Conference was a meeting of IPAA's National Council, also an opportunity to hear directly from IPAA's Divisions about the range of work happening around the country. Victoria is broadening its reach to meet the needs of administrators working in regional centres like Geelong. New South Wales has started an exciting digital transformation, which will completely change the way it provides services to its members. ACT has led the development of new National Capability Standards that will create higher quality and more consistent public sector performance and enhance the careers of those working in the public sector. In Queensland, we have been able to build a very successful partnership with the senior leadership cohort of the public sector. Tasmania and South Australia have linked some of their program offerings with those of other states, so their members get the opportunity to hear from international guests coming to Australia. And, the Northern Territory division continues to operate in its unique environment.

The centrepiece of the Conference, the 2014 Garran Oration by Noel Pearson, was a stark reminder about the need to avoid complacency.

**Whether it's a G20 meeting or a community consultation, there is still something special about the nature of a face-to-face meeting.**

As professional public administrators, we need to have the humility to accept that since the arrival of Governor Arthur Phillip, public administrators have singularly failed to respond to the needs of Indigenous Australians and at times in the past have been complicit in their murder, dispossession and criminal neglect. It is particularly noteworthy that happened despite a series of prime ministers, from Harold Holt onwards, wishing to achieve major reforms and rapid improvement.

It seems to me we must therefore listen carefully to the authentic voices of contemporary Indigenous leaders and respond to their views. There is a great risk in the all too common and intellectually lazy view that Indigenous disadvantage is a 'wicked' problem, somehow beyond our ability to remedy.

To use the directness of speech Sir Robert Garran was famous for, that is simply bullshit. The challenges that Noel Pearson eloquently described in his Oration and in his many other major contributions to public debate simply require a powerful and determined effort to fix things. In doing so, they demand that public administrators engage beyond the boundaries of thought created by the silos inherent in our current evolution of public administration and government service delivery systems. Successfully undertaking this form of community engagement remains one of public administration's greatest challenges. It is, likewise, one of our greatest opportunities. **■**



**ENGAGING** 2014 Garran Orator Noel Pearson **PHOTO** Abigail Harman

# When ‘PR’ became ‘engagement’



**Rhodri Ellis-Jones, left, explores the contribution of market research and public relations to community engagement.**

Like a tired old boot lying shapeless and worn on a window ledge, the definition of

‘engagement’ is fast becoming amorphous and ambiguous.

In the 21st century, previous meanings for this venerable word – such as a preparation to be married or a meeting of two people – are joined by ‘social media engagement’ and ‘consumer engagement’, disciplines now taught in university communications and public relations courses.

Semantics can be tedious but we should never forget the nuance of language and how meaning is embedded in words.

Accurately defined, engagement is ‘*an arrangement to do something or go somewhere*’.

Engagement is a commitment between two parties to a shared journey, over time.

It has a clear purpose and future actions for both the person and entity initiating the communication and the recipient of that entreaty.

That definition has never been more apt than in modern, two-way communication between governments, community organisations and business. Why? Because these sectors are merging in powerful ways.

The social sector is reinventing itself as ‘social enterprise’ and challenging the relevance of ‘not-for-profit’ as a model for addressing social needs. Business is investing in industries once the domain of public and social sector organisations, such as health, housing and social finance.

And governments are seeking social and private sector partnerships to meet ever-growing demands and increasingly difficult funding constraints.

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**In today’s world people expect to be engaged – heard – and know institutions will act in their best interests and deliver services on demand.**

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That change, at every step, requires engagement with stakeholders – on their terms.

## **Enter a new term: ‘co-creation’**

Co-creation is a rethink on how to leverage ideas, map expectations and channel data to policy and program development and innovation.

Whereas ‘consultation’ has been a field for many years, it was generally conducted via surveys and forums at intervals and with limited influence on outcomes. A shift in social norms and the advent of online platforms has made this type of interaction with stakeholders look as 1980s as perms and Wham (*Ed - English musical duo George Michael and Andrew Ridgeley*).

Consider this scenario. Carefully select ten smart people – with enough wisdom and humility to listen as well as contribute – and place them in a room. Add a challenging problem, a reasonable amount

of time and a good facilitator. What is the chance an answer, or a pathway to one, will be found? Done well, it is like watching magic happen!

In the commercial industries co-design is being used to ensure a market for products before they are delivered, or to empower customers to create their own experiences and products online using interactive tools. With NIKEiD you can now customise your sneakers and have them sent to your door.

## **Changing world**

To fully understand engagement we need contemporary context.

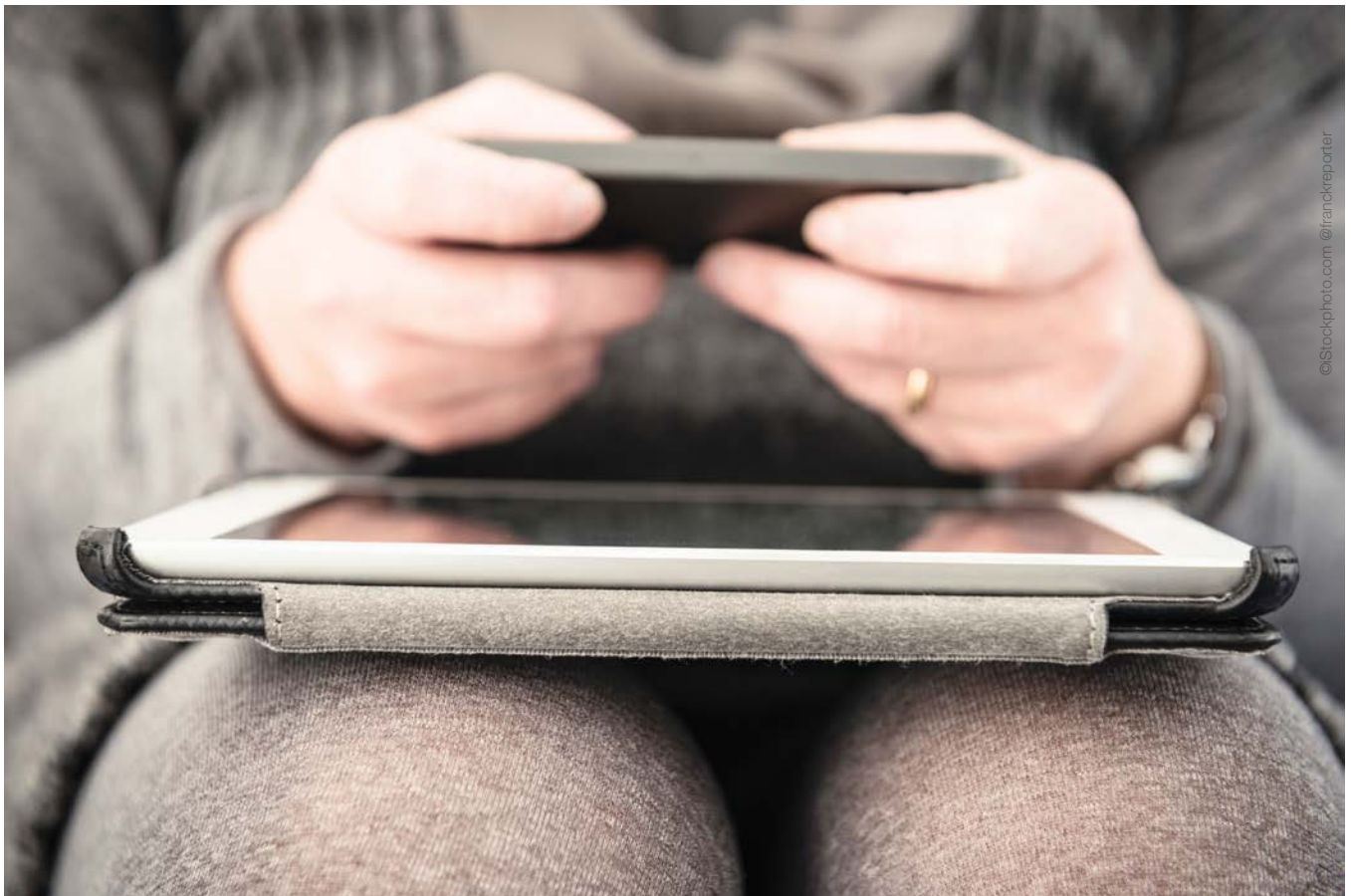
In today’s world people expect to be engaged – heard – and know institutions will act in their best interests and deliver services on demand.

Consumers now – more than ever – expect more. An organisation that grasped this dynamic early on is GetUp – ‘an independent, grass-roots community advocacy organisation, which aims to build a more progressive Australia by giving everyday Australians the opportunity to get involved and hold politicians accountable on important issues’.

It completely relies on consistent engagement with Australians who feel disengaged with the political process, or frustrated because their needs are not being acknowledged.

Coming from way behind, major political parties have now adopted many of the engagement practices evolved and led by GetUp.





## Digital revolution

Access to consumers and stakeholders is often not possible by traditional means. The number of channels and analytical tools we can use to assess markets, networks, products and policies multiplies exponentially every year.

We now live in a world where digital platforms and devices offer new possibilities and unprecedented access.

Ideas are created, implemented, developed and re-hatched at a rate unfathomable just ten years ago. We build on the textbooks we are given at university, follow blogs, attend conferences, share findings with peer networks via social media. We do this, every day, via smart phones and tablets, desktop and laptop computers and the like.

Institutions can engage people of all ages with varying abilities via a channel or medium relevant to them. What the public relations (PR) industry calls 'owned content' also allows governments to present the facts in interactive formats such as infographics and data visualisation.

Computers, tablets and smartphones have changed the way consumers view information. We scan the information, screening it via our selected feeds. Different people use different devices and different platforms at different times for different purposes.

### Media is complex

We are experiencing a constant deluge of information 24/7 but a narrowing of news content. We have more news sources but the same story is reported over and over.

**We now live in a world where digital platforms and devices offer new possibilities and unprecedented access.**

This narrowing of news content emphasises the importance of government-owned content and interfaces to raise awareness of challenges, policies, programs and opportunities to be engaged and empowered.

When you communicate, how – the 'tone of voice', the visual expression of your idea – are important to being heard and understood.

PR has evolved to adopt new media such as social channels, web video casting and crowd sourcing. While mainstream media is still a highly effective channel, PR more regularly comprises an integrated series of tactics across multiple platforms and channels.

### Trust

Trust is a major influence on consumer behaviour.

However, according to the Edelman Trust Barometer 2014, we are seeing, globally, an historic gap between trust in business and government – with trust in government 14 per cent lower than in business. Public discourse, 'back flips' on policies and program decisions and unpredictable electoral outcomes point to a deep mistrust in the political class.

That is an important dynamic to consider for government engagement activities.

*Continued.*

So whom do consumers trust? Peers: ‘word-of-mouth’ has never been more important, particularly when social media and the coordinated activities of local action groups supercharge it. We also trust experts to a point but still seek second opinions from family or friends. Increasingly, we trust business to create opportunities but also do the right thing by society.

**Where does professional public relations fit?**

Professional public relations practice is based on two-way communication – absolutely the expectation of Australians empowered to express their opinions at work and in their local neighbourhoods.

Public relations focuses on building relationships. If engagement is a journey, you want to know who is sitting next to you on the bus. How do you relate? Shared experience, shared goals, or shared interests?

PR people invest in understanding human behaviour. If we are not hungry we don’t think about buying food. If governments are implementing education campaigns, the PR team will work out the time of day, the social context, the channel, the medium and the message most likely to bring about a shift in behaviour.

It has been interesting to see the emerging fascination with ‘nudge theory’ that evolved out of British Prime Minister David Cameron’s office. For PR people, ‘nudging’ – reminding people about an option at the time they should be considering it – is what we are trained to do. *(Ed – Yes, but as Today readers have been shown, ‘nudge theory’ involves psychological ‘triggers’ to stimulate specific behaviours.)*

That has never been more important than in the area of health as Australia tackles mainstream conditions such as obesity. We need to remind people of consequences as they make a negative health decision: at the counter, on product packaging, in the home, or among peers.

Professional public relations practice promotes effective and interactive communications between government and the public. It creates a positive communication environment and should enhance the quality of government information and communication.

**PR finds opportunities, taps into the zeitgeist and creates the ideal environment for engagement.**

One of the most important qualities of good PR people is awareness, vital to effective engagement.

We all have a set of values, beliefs, attitudes, cultural norms and worldviews that inform how we perceive and react to different types of engagement. We also have personal and professional objectives to achieve. Influencing our decisions and behaviour are a complex range of social, cultural and economic factors.

Effective engagement begins with market economic, social, stakeholder influence and empathy mapping, to firmly understand and put in context engagement questioning and exercises.

PR finds opportunities, taps into the zeitgeist and creates the ideal environment for engagement.

**From ‘CSR’ to ‘shared value’**

As expectations of consumers have changed, so too has the role of institutions in defining, measuring and promoting social impact.

Beyond reputation, commercial companies are progressively making social impact a growth strategy. We are witnessing the evolution of corporate social responsibility (CSR) to ‘shared value’. It requires partnerships and long-term investment in solving social problems *(see also Books at page 76)*.

Relationships between government, business and the not-for-profit (social) sectors are being recast. Business is playing a bigger role in health. Welfare organisations and community health services are rethinking their business models.

As less of the services we receive are from government, how will we perceive its role – taxes, regulation and administration? Those are harder areas in which to form relationships of trust with consumers.

However, some government agencies like VicHealth are leading innovation through targeted investments in research and engagement that have broader impacts via its networks in the private and social sectors.

Engagement for co-creation sees government and partner organisations innovate services with consumers, going beyond standard market research and community consultation methods to sustained, ongoing co-development of services. In this way, governments can be confident of meeting demand and

expectations that, in turn, represents accurate decision-making and lower risk.

So what is the best way to engage with community?

### Research as engagement

Never lose sight of the power of nuance in research: not only in questioning

but when creating an environment for information exchange.

Market research is personal. I want to be satisfied you will meet my expectations. I want the outcome to work for both of us. We all buy products and demand government services, so why wouldn't we want input to their development?

That is a powerful proposition when effectively put into a context of change.

People like to share their opinions. However, sometimes, getting them to share requires trust. The market research phone call at night is mostly seen as disruptive, not constructive.

*Continued.*

## CASE STUDY

### City of LaTrobe

The Latrobe Valley provides around 85 per cent of Victoria's electricity. With the introduction of a national carbon price in July 2012, state and federal governments were focused on negotiating 'transition' – decommissioning brown coal-fired power stations and shifting to gas and renewable energy sources. With almost all media coverage and political debate centred on 'dirty' brown coal, the region needed to raise the profile of its other key industries.

#### Challenge

Latrobe is not a city; it is a cluster of individual towns and much of what makes the region attractive is not in the urban centres (even if most people live there). There is no Eiffel Tower or Big Pineapple; no Guggenheim or Disneyland. The challenge was to benchmark current perceptions while

defining life in the valley and celebrating the many things that make Latrobe an attractive region for investors, tree-changers, workers, and tourists.

#### Response

We developed an integrated research and engagement exercise – a hybrid program of brand perception study, local community engagement (on and offline), city benchmarking, publicity and expert interviews.

Over a three month period, the project comprised:

- Online engagement – via a specifically developed Latrobe Story microsite, Twitter and Facebook – to generate dialogue, capture diverse opinions, harness rich content and pave the way for future marketing and branding exercises.
- Quantitative and qualitative research to confidently know how Latrobe sees itself.



- Quantitative research to know external perceptions of Latrobe: the place and people.
- High-level stakeholder engagement to strengthen relationships and gain insight from acknowledged experts.

#### Result

City of Latrobe gained a wealth of user-generated content, accurate insight and a network of advocates to take city branding and marketing forward. The perception study and 'Latrobe Story' campaign set the standard for regions facing periods of great change, particularly as a result of climate change related policy. We were very fortunate to have a visionary client willing to adopt the agency's 'research as engagement' model. **1**



If it feels like an intrusion, people are less likely to want to share their opinions. Once trust is established, the flow of information and access to social networks acts as a continuous source of insight for companies and a better product, service or program for the communities with whom they engage.

To ensure decisions are made with confidence and gain the most value from engagement there are core elements to follow: shared purpose; mix methods; create excitement; market readiness; and continuous co-creation.

**Shared purpose.** People participate when the purpose fulfils their needs,

desires, or appeals to values. Preliminary research can be undertaken to scope the economic and social environment, influencing factors and opinion leaders.

This level of engagement speaks directly to the needs of respondents and creates a sense of belonging.

CASE STUDY

Southern Metropolitan Cemeteries Trust

Southern Metropolitan Cemeteries Trust (SMCT) is a community based, not-for-profit organisation, established by the Victorian Government to administer many of Melbourne’s most admired and historic cemeteries, including Bunurong and Cheltenham Memorial Parks, Brighton General, Cheltenham Pioneer, Dandenong Community, Melbourne General, Springvale Botanical and St Kilda cemeteries.

**Challenge**

Initially, Ellis Jones was commissioned to undertake qualitative and quantitative research into the perceptions and decisions of Italian Melburnians regarding burial choices, particularly mausoleum.

When this project neared completion, our researchers began work with the Chinese Buddhist community of Melbourne to gain community feedback to the next stage of the beautiful Song He Yuan temple area at Springvale Memorial. In addition to the research brief, we were required to ensure language was not a barrier and did not create bias.

**Response**

It was the Ellis Jones Research as Engagement model that SMCT identified as ideal for the dual purpose of engaging communities and sourcing structured input on development plans. Our researchers used a combination of in-depth stakeholder interviews, focus group testing and

telephone surveying to source a comprehensive data set before analysis and presentation to the executive.

‘With new insight and valuable community relationships, SMCT has measured demand for million-dollar investments and paved the way for pre-construction sales.’ Jane Grover, Acting Chief Executive Officer, Southern Metropolitan Cemeteries Trust.

**Result**

The ‘Research as Engagement’ approach not only secured the required insight within the Trust’s budget constraints, it paved the way for future consultation and collaboration with important community stakeholders. **1**



FINAL RESTING PLACE Artist’s impression of SMCT’s mausolea



You establish a proposition, undertake a journey, and arrive at a destination together.

**Mixed methods.** In today's society, with the plethora of technologies and platforms, PR practitioners and companies cannot rely on one method.

Using a blend of research techniques enables the matching of methods and tools to the audience profile, with a preference for interpersonal when influence is required.

This blending allows for changes in the speed of execution – when there is the need for a fast turnaround, using tablet technology can dramatically reduce the turnaround time for data compilation and analysis.

**Excite.** We are all fundamentally attracted to something that sounds, looks and is exciting. The aim of a compelling and creative PR campaign is to create a sense of potential. Hire facilitators with charisma and credibility.

Give the project a name, a logo and an online home. By applying branding and communication theory, a groundswell of support for the outcomes extends way beyond the project. That's 'adding value'.

Support research undertaken with messaging and materials that communities can share to boost participation levels, achieving sample size and segmentation.

**Co-create.** The consumer knows best. They know what they want, where and when they want it, and how much they are willing to pay.

The job of a government or business is economically viable fulfilment of consumer need. But social trends change community attitudes and new technology changes behaviour.

How to stay abreast and meet the growing demand for consumption? Research as engagement establishes a platform for continuous idea generation and testing; a welcoming space for consumers to pose questions and suggestions.

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### Social trends change community attitudes and new technology changes behaviour.

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Use methods and channels that work for the participant and client, processes and avenues like social media and innovation workshops that offer different ideas, ways to engage that suit different audiences.

#### End result

The services provided by the public sector are often what consumers need most. Transport, electricity, medical – we all need these services.

Engagement needs to be high, providing a service a consumer needs does not mean there is no need to engage. A lack of engagement and ignoring the consumer voice will see the market moving ahead of the public sector. Private entities will begin to develop products and services as an alternative based on consumer feedback.

Development of ideas and processes is without end. Even when technology is completely superseded the ideas behind its original development continue to course forward, unabated.

To give is to receive – once you take that step to give out information others

would not, you immediately attract smart people with similar values and the shared energy takes the ideas forward much faster than if you had relied on recruiting expensive staff in the hope they can be transformative.

It will be worthwhile to take the time to engage with the community, to reach out and begin a conversation.

The result will be significant improvements in government decision-making, policy and outcomes. ■

*Rhodri Ellis-Jones is the principal of Ellis Jones 'an integrated marketing, communications and management consulting agency ... with specialists in market research, brand identity, public relations, social media, design and website development. [www.ellisjones.com.au](http://www.ellisjones.com.au) He was recommended to Today to author this article by the Public Relations Institute of Australia – the 'national industry body for public relations and communication professionals in Australia'. [www.pria.com.au](http://www.pria.com.au)*



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# Engaging youth in the top end paying dividends

**Northern Territory's Manager, Community Engagement, Department of the Chief Minister, Siobhan Okely, below left, and the Coordinator of the Chief Minister's Round Table of Young Territorians, Prue Jezierski, below right, report the on-going success of this community engagement program specific to youth.**



The Northern Territory Chief Minister's Round Table of Young Territorians (Round Table) was first appointed as a youth advisory group in 1997. The Round Table is an independent group providing a direct communication channel between young people and the Northern Territory Government (NTG). Membership reflects the geographic, cultural and ethnic diversity of young people in the Northern Territory (NT).

The Round Table is re-formed each year with up to 16 young people aged 15 – 25 years appointed forming a demographic representation of young Territorians. Soon after forming the annual Round Table, appointees are tasked with surveying their peers across the NT. Using this mechanism the NTG is able to both tap into the voice of youth and sponsor the direction and content of the Round Table's work throughout the year. Projects are typically community-based and focus on addressing the survey findings.

Meeting four times a year, the Round Table provides advice to the NT Government on youth issues, policy and other proposed initiatives. At the final meeting of the year, Round Table members present a community-based project to cabinet ministers and departmental chief executives at Parliament House. Members' projects and presentations are a culmination of their immense efforts put into yearlong community consultations, linkages with non-government organisations (NGOs), research, surveys, and attendance at events and on panels. Through these projects, members offer recommendations for NTG consideration aimed at improving the lives of young Territorians and that positively contribute to the advancement of the NT.

**Input from the Round Table and public consultation will provide the material in forming future NT Government Policy.**

In 2014, members were consulted by the Chief Minister, Minister for Young Territorians and the Northern Australia

Development Office and offered valuable input into the 'Developing the North' initiative and how it may affect young Territorians, or how they can ensure positive contributions will be made to NT's future economic and sustainable development. A briefing paper prepared by the Round Table was provided to the Chief Minister for which public comments were invited through an online blog. The input from the Round Table and public consultation will provide the material in forming future NT Government Policy. A copy of the briefing and consultations can be found at [haveyoursay.nt.gov.au/developing-the-north/news\\_feed/young-territorians-share-their-thoughts-on-the-north](http://haveyoursay.nt.gov.au/developing-the-north/news_feed/young-territorians-share-their-thoughts-on-the-north).

During the past 17 years, over 250 young members have sat at the Round Table and have developed from being young aspiring achievers to become company directors – including many young lawyers who have played key roles as leaders in their communities.

Through volunteering their time on the Round Table and promoting the values of a civil society, some member's projects have become a way of life after completing their term on the Round Table. One excellent example of a project that has continued for more than four years



**YOUTHFUL ADVISERS** The NT Chief Minister's Round Table of Young Territorians



**ASPIRATIONAL** Round Table members at NT Parliament House

and assists young people by promoting positive body image and eating disorder support is the 'Skin Deep Project'. Other recommendations and programs have been considered within the NT Government's policy and programs such as in sexual health education, career pathways, mental health and wellbeing spaces.

Projects produced through the Round Table, with objective guidance from the Office of Youth Affairs, reflect the creative and collaborative ways young people can inform and shape innovative policy design. Members' efforts are stimulated knowing they are responsible for relaying youth-related concerns and recommendations directly to the Government of the day.

### **Community engagement key to success**

Community engagement is key to the success of a holistic approach to projects, with many members changing their personal views on issues within their community over the year. The ideas and recommendations produced by young people through their projects

and community consultations assist in developing evidence-based policy that underpins much of the work produced by the small Office of Youth Affairs.

**The ideas and recommendations produced by young people underpins much of the work produced by the small Office of Youth Affairs.**

The Office also assists members to connect with NGOs that specialise in their area of concern and believe it is a fundamental part of members' projects that they hear from both the public and private sectors. This provides greater opportunities for private and public sector collaboration and capacity building, with members being an independent conduit between the two. As independent members, there is a limited burden of 'red

tape' in how they collect and process data and information provided to them.

Members are encouraged to consult widely with community, private, public and NGO sectors; however, without the requirement to obtain typical approval processes required within the public sector. The independence of this youth advisory committee provides an opportunity for an efficient and effective process of collecting, assembling and analysing qualitative and quantitative evidence to present in support of projects.

The encouragement of connectedness with members across the NT Government ensures their projects have information from a whole-of-government perspective and most importantly links them to the people who run programs ensuring a holistic, evidence-based report.

Throughout the year members have the opportunity to sit on Territory and national boards and committees and travel interstate and overseas to attend events and connect with other young people. Some examples of Round Table representation over the past 12 months at conferences, events, advisory committees and input into government policy and programs include:

- East Timor Youth Conference.
- KidsMatters/MindMatters Reference Group meetings.
- NT Early Intervention Pilot Program.
- Briefing and consultations into 'Developing the North'.
- Foundation for Young Australians 'Unleashed' conference in Melbourne.
- ANZAC Centenary Advisory Committee.

*Continued.*

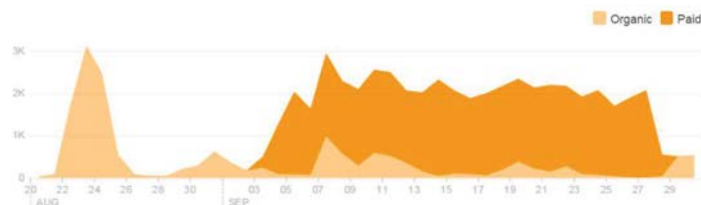
- National Student Leadership Forum on Faith and Values, Parliament House, Canberra.
- Regional Development Australia NT.

A key tool for Round Table team members to engage with each other and others throughout the Territory is through their recently established Facebook page ‘Chief Minister’s Round Table of Young Territorians – NT’ [www.facebook.com/pages/Chief-Ministers-Round-Table-of-Young-Territorians-NT/675831345773959](http://www.facebook.com/pages/Chief-Ministers-Round-Table-of-Young-Territorians-NT/675831345773959)

Facebook is an excellent example of community engagement in the youth sector – through sharing posts of interest and through paid advertising to promote

**Total Reach**

The number of people who were served any activity from your Page including posts, posts by other people, Page like ads, mentions and checkins.



the 2015 recruitment. As seen in the accompanying graph, up to 3,000 people are engaged daily through interest and active participation using this medium.

Providing opportunities to young members from the metropolitan, rural and remote ends of the NT – outside of their

comfort zones – encourages their personal development. That is reflected at the conclusion of their term as they stand up at Parliament House in front of ministers and government officials to confidently present their passions. Members are guided over their term on how they can have a positive impact on government policy and influence decision-making processes. Recommendations are often output-based and many have successfully led to positive government outcomes.

A key success story from the 2014 Round Table is that a member was awarded a NT Law Society Public Purpose Trust fund grant for 2015/2016, to run her ‘Peer Panel Pilot Program’ in collaboration with various interested organisations. This young person consulted heavily in 2014 with both the NT Government and NGO stakeholders to progress her ‘Peer Panel’ project, also commonly known as ‘Youth Courts.’ **T**

*For up to date information regarding the Round Table and to view previous reports visit [youth.nt.gov.au](http://youth.nt.gov.au)*

*And, to find out where some former Round Table members are now and what they have achieved follow the link to the [Where are they now? report](http://Where%20are%20they%20now%20report.youth.nt.gov.au/youth_round_table.html)*

**PROFILE**

**2004 Round Table member, Dan Bouchier**



Dan Bouchier opened the first Northern Territory bureau for SKY News and National Indigenous Television.

His work involves covering breaking news throughout the Northern Territory and reporting broadly on all facets of Indigenous affairs.

He believes his life and career owes much to the many opportunities he has been offered, including participating on the Round Table.

Dan says his current role with SKY News gives him the opportunity to cover

breaking news in the Territory, as well as stories about Aboriginal and Torres Strait Islander affairs and Indonesian politics. Growing up in a predominantly Indigenous township together with his coastal Victorian Aboriginal heritage has instilled an interest in the culture, history and social justice issues of Australia’s first peoples.

The highlight from his participation on the 2004 Round Table was the friendships he made with fellow members from every walk of life, which affected him greatly through shared experiences and stories. The friends Dan made at the Round Table are still friends today almost a decade later and, although they are in varying stages of their lives and careers, he says ‘the Round Table afforded us all an invaluable opportunity to become lifelong mates’. **T**





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*(see page 36).*

# Community engagement writ large!



**Thomas Parkes, left, reports that community engagement by the Department of Human Services is a massive, never-ending interaction.**

From the old to the young, from the city to the country, the Department of Human Services (DHS) connects

with the Australian community in ways that could only be dreamt about when the Commonwealth introduced the first aged pension schemes in 1909.

Today's challenge is to keep up with the technology – and the expectations of the community that government services will be delivered instantly – in their millions.

## Community engagement

While managing these millions of one-to-one interactions, the DHS also maintains close relationships with the sectors that make up the Australian community, including the department's stakeholders.

The community engagement framework ensures the department has productive and collaborative relationships across the Australian Government, with community and health professionals and the not-for-profit and private sectors, including through advisory groups and forums.

This approach reflects DHS's aim to improve effectiveness and ensure genuine and constructive stakeholder engagement that is strategically driven and helps improve the delivery of payments and services across the welfare and health sectors.

The department continuously improves its consultation with others by including engagement and communication plans as a mandatory requirement for all major projects.

## Special interest advisory groups

In 2013–14, DHS facilitated several national advisory groups and forums. These involved representatives from peak advocacy groups, service providers, professional and industry bodies, and employers.

**The department continuously improves its consultation with others by including engagement and communication plans as a mandatory requirement for all major projects.**

The role of these advisory groups is to raise operational and program level issues affecting the customer groups they represent, discuss enhancements to service delivery, and participate in co-design of services.

The 'Stakeholder Consultative Group', for example, is the department's peak stakeholder consultation forum on health issues. It includes representatives and professionals from consumer, medical, allied health, pharmaceutical and aged-care fields.

The group provides advice on emerging operational matters as well as input into the implementation of government measures. This helps improve the effectiveness of the service delivery aspects of the health programmers the department administers.

The 'National Welfare Rights Network' includes 16 community legal services specialising in social security and family assistance law and its administration by DHS.

This network's member organisations provide assistance to individual clients, conduct training for community workers, and produce publications to assist social security recipients and community organisations to understand the system.

The 'National Student Services Partnership Group' continued to work with DHS on all aspects of service delivery to students and includes representatives from education and parent peak bodies. Members are advised of any changes to student income support policy, and service delivery.

Group representatives provide feedback on issues affecting students, parents and educational bodies. DHS maintains a student payment resource guide to help members of the group and student advisory bodies to understand student payment policy.

DHS and the Departments of Social Services jointly convene the 'Child Support National Stakeholder Engagement Group'. It connects a broad cross-section of advocacy groups, the legal community, academics and peak bodies of support service providers. The group discusses current child support policy, service delivery and administration.

Group members also help develop and test new products and services to support separated parents better understand their responsibility for providing financial and emotional support necessary for their children's wellbeing, during and after separation.

## CASE STUDY

# Talkback radio: not just the province of shock jocks and outspoken commentators.

For the Department of Human Services, talkback radio is an important listening post – and a means of reaching the community.

It was described in one study as ‘a homeland and a heartland for listeners – a place where they feel safe to air their opinions – and ask questions’.

According to industry body Commercial Radio Australia, commercial radio listeners

reached a record 9.7 million last year. Across Australia up to 60,000 people are tuning into individual talkback programs.

This kind of reach into the community in every state and territory is one of the reasons DHS engages with customers through the interactive medium.

Hank Jongen, General Manager of the Communication Division and the department’s spokesman is a firm believer in the role of talkback radio.

‘Radio is not a dying medium. Talkback, in particular, has a very engaged audience that listens on their radios, in cars and, increasingly, on smart phones,’ he said.

‘We mostly get genuine callers who choose to engage with us through talkback, which means we can help resolve their issues and demonstrate to the broader audience that we’re here to help.’ **T**

The ‘Lesbian, Gay, Bisexual, Transgender and Intersex Working Group’ was established in October 2011, specifically to engage with stakeholders in implementing the *Same Sex Relationships (Equal Treatment in Commonwealth Laws-General Reform) Act 2008*.

DHS has partnerships with an extensive range of stakeholders from community and government organisations across all levels of government that work on issues relating to service delivery for culturally and linguistically diverse (CALD) customers. The ‘National Multicultural Advisory Group’ includes members from government agencies and peak bodies representing communities from culturally and linguistically diverse backgrounds.

This group provides advice and feedback about the quality and effectiveness of DHS service delivery to multicultural customers.

At its annual face-to-face meeting issues discussed include cultural awareness training in the department, its ‘Agency Multicultural Plan’, challenges for refugees in accessing services, and future service delivery design.

DHS also convenes multicultural advisory committees and forums to consult regularly with multicultural communities at local, state and territory levels.

These committees and forums operate in areas with high multicultural populations including most capital cities.

In 2013–14, issues raised by these groups included online and mobile apps for culturally and linguistically diverse customers, employment and training initiatives in local areas and multilingual services.

### **An important part of the relationship with the community is to keep them informed of policies, changes and opportunities across the social services sector.**

DHS also meets regularly with its ‘Older Australians Working Group’. It has representatives from 13 peak organisations and customer groups and offers feedback on the current and potential impacts of service delivery on older Australians. In 2013–14 the issues discussed included strategies to improve take-up of online services and opportunities for red tape reduction.

### **Communication with the broader community**

Concurrent with these business interactions, the department has a wide-ranging program to promote access to payments and services.

An important part of the relationship with the community is to keep them informed of policies, changes and opportunities across the social services sector.

This is done through a range of channels including the department’s website, other government department and agency websites, publications and third party and community organisations.

DHS also focuses on the mainstream media to deliver messages to wider audiences.

### **Social media**

DHS uses social media to listen, engage and consult with the community.

Through social media monitoring, the department listens to what people are saying about government services and responds to their questions with helpful information about our payments and support services.

The feedback on social media also helps improve service delivery.

Engaging in social media – both on official social media accounts and in other online spaces – means DHS can effectively deliver information and support to people where and how they choose to receive it.

DHS established ‘speechbubble’ as an online discussion forum to inform and engage with customers, staff and stakeholders. It is an online collaborative platform where people can post comments, suggestions and feedback, providing a less formal and more immediate way for the department to consult directly and widely with the public to develop citizen-centred products and services.

*Continued.*

Speechbubble provides a forum for anyone with access to a computer and Internet connection to participate from wherever they are located, and it works alongside face-to-face forums such as workshops and focus groups, providing an alternative location for participants or a complementary platform for discussion.

A quick check of the action on the social media front shows a busy DHS leading the way for the public sector. In 2013–14, the department's initiatives included:

- Re-establishing Facebook and establishing Google Plus accounts.
- Hosting on Facebook a series of live Q&A events for older Australians, carers, students, and families.
- Using Facebook and Twitter to share important information and engage with customers and the broader community.
- Monitoring online forums and social networking sites to actively respond to customer questions and complaints.
- Providing immediate updates and alerts on Australian Government assistance during emergencies.
- Creating and sharing informative videos and podcasts on the department's website and on YouTube.

The website continues to strengthen and support customers with 96 million visits in 2013–14 compared to 90.5 million visits the previous year. **T**

*Thomas Parkes is Chair of the Public Relations Institute of Australia's College of Fellows. Long-time observer, teacher and participant in government communication.*

## More than half a million contacts – daily!

The Australian Government Department of Human Services measures its engagement with the Australian community in millions.

It touches the lives of about 99 per cent of the Australian population through the delivery of government health and welfare payments and services.

In 2013–14, DHS delivered \$159.2 billion in payments to customers and providers – each one of those an individual interaction – covering Medicare, Centrelink and child support programs.

Services and support are provided through a variety of channels including digital, telephone and a network of over 400 service centres across Australia with almost 360,000 face-to-face contacts, daily! That's equivalent to filling the MCG three and a half times.

People call DHS from their homes, workplaces, or on the move at the rate of 220,000 calls a day, or 59 million calls over the year.

Every year DHS also posts 92 million letters and digitally transmits approximately 184 million more!

### A mobile, digital world

The hand held device changing the communication habits of millions of DHS customers is the smart phone.

According to the Australian Communications and Media Authority, the communications market continues to rapidly transition from a fixed to a mobile-dominated landscape – 48 per cent of Australians now identify the mobile phone as their most-used communications device – for both data and voice services.

The take-up of smart phones increased from 25 per cent of the adult population to 49 per cent, which equates to an estimated 8.7 million smart phone users.

That device in the palm of your hand is a new way to do business with DHS – from the lounge room, the office, or park bench – wherever the customer is.

In August 2014 alone, the department's Centrelink customers tapped in 4.25 million transactions using mobile apps.

Centrelink transactions using the range of smart phone applications topped 36 million in 2013–14.

All the Centrelink online transactions topped 59 million – more than two transactions for every Australian.

Over the year, Medicare online account transactions came in at four million and child support transactions at 183,000.

Those same mobile phone users are likely to get an SMS message telling them about a payment or a benefit – or, in the case of disaster, that their emergency payment has gone into their bank account.

More than 29 million SMS messages were sent last year.

The government has recognised the importance of providing digital access to all its services.

The central myGov site now offers access to seven different sets of services.

A secure myGov account lets the community link a range of Australian Government services with one username and password, all in one place.

More than five million Australians now have myGov accounts. **T**

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# Community engagement is about relationships



**Engagement is not a task, writes Jennifer Cromarty, left. It should be embedded into the culture of an organisation.**

Like any culture, like any relationship, engagement needs to be nurtured and developed. How do we engage

more effectively with our publics to improve relations and subsequent benefits?

The key question is why should we adopt such a culture? Apart from being common sense, it results in better results, greater buy-in from stakeholders of those and an increased chance of achieving organisational goals.

At the beginning of any public relations strategy, practitioners set SMART objectives – specific, measurable, achievable, realistic and time bound – that focus on ‘raising awareness’, or ‘increasing brand recognition’, or that seek to ‘increase satisfaction levels’.

I’ve always thought it interesting that most SMART objectives like these, fail to recognise the fundamental purpose of public relations. (*Ed. But the SMART formula is useful when setting objectives for any plan – not just PR – because, done properly, your objectives are measurable and, therefore accountable. ‘If you can’t measure a result, it won’t happen.’*)

The most accepted definition of PR is ‘a strategic communication process that builds mutually beneficial relationships between organisations and their publics’. It’s a basic concept meant to guide all communication activity but, too often, the ‘relationship’ aspect is forgotten.

This may be because the definition is fundamentally flawed. Despite what some

marriage counsellors will tell you, to build a long lasting, successful, mutually beneficial relationship you need more than good communication.

Through years of research and experience, Socom’s Managing Director David Hawkins has developed a model of relationships and how to measure them. In his book *Valuing Relationships*, this model is explained.

**Good engagement is about more effective and strategic relationships with those people and groups important to your organisation.**

In it David writes that any relationships, personal or communal (between an organisation and community groups for example), can be measured by the combination of the three elements:

**Governance:** the way an organisation treats people and behaves when dealing with its stakeholders.

**Value:** the tangible and intangible benefits that the stakeholders desire from the relationship with the organisation, and,

**Communication:** how and what information is provided and how the organisation manages expectations.

The elements used to measure relationships help explain why the success of an organisation – or even just one of the organisation’s projects – is reliant not just on good communication but include a deeper level of engagement.

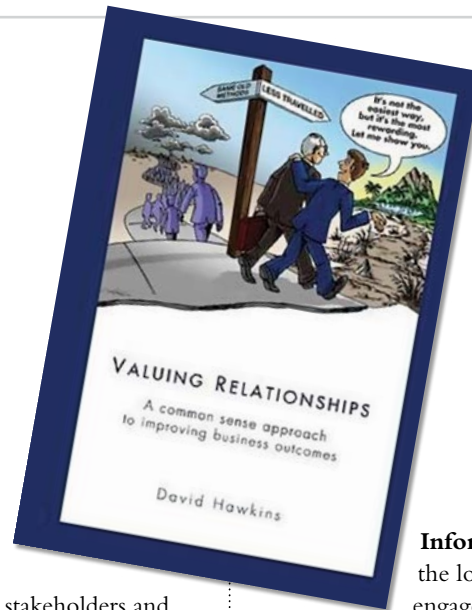
It must incorporate the governance of the relationship between the organisation and its stakeholders and also the value stakeholders desire from the organisation.

A wide range of tactical services is offered by a professional public relations consultancy, including output services like media relations, event management, corporate publication management and, more recently, social media management. At the strategic end of the scale, are other public relations service areas including crisis communication management, strategic communications, issues and risk management and stakeholder engagement.

Stakeholder engagement can mean engaging with the community, internal audiences, government, industry, regulators or consumers. Good engagement is about more effective and strategic relationships with those people and groups important to your organisation.

From a public administration perspective this means identifying and listening to constituencies or communities in which they operate. This listening will help with an analysis of their attitudes and behaviours. These are the first steps to developing an engagement strategy and establishing good governance structures for the relationships. As well, this initial conversation will give clues as to the benefits different community members desire from their relationship with your organisation. Once you understand that, it makes it easier to start working with them.

The old adage that the key to a successful marriage is good communication may be partially true. But it’s not the complete picture. Communicating with your partner lets them know what you’re doing, feeling or thinking but it doesn’t necessarily



invite them to come along for the ride. If you're to create successful relationships, in business or in life, both parties need to feel like they're in it together.

When it comes to community engagement, feeling like they're part of a team, means community members are more likely to feel satisfied with the outcome of particular projects they've embarked on together with your organisation. It also means they're more likely to show understanding and tolerance in tough times.

Creating a reservoir of goodwill means if an organisation's stakeholder relationships are already strong, it's more likely the stakeholders will support the organisation through difficult situations like during a crisis, or media backlash. For public administrators, it is valuable to identify opportunities to grow goodwill among the community through collaborative engagement activities and recognise how this may pay off in the future.

Of course, not all stakeholder engagement strategies are created equal. There is a spectrum of engagement and no level on the spectrum is wrong or necessarily better than others.

But different levels of engagement are required for different stakeholders and different projects – depending on the level of public impact and ability for public to have input. The key is to conduct a stakeholder analysis to determine the roles stakeholders will play in achieving your organisation's goals. That will determine the level of engagement you need to have with them.

### IAP2 stakeholder engagement spectrum

The International Association of Public Participation has produced the 'IAP2 Stakeholder Engagement Spectrum', which may help public administrators decide how deeply they need to engage with their communities.

### Not all stakeholder engagement strategies are created equal.

The spectrum moves from 'inform', to 'consult', to 'involve' and 'collaborate', and finally to 'empower'.

**Inform.** This is the lowest level of engagement you can

have with your communities and while sometimes it may be the only and best option, it usually forms one part of a more comprehensive engagement strategy.

Examples of tools used to inform communities are fact sheets, website and online information, open houses.

**Consult.** Much the same as the idea that listening is key to a successful relationship, a good community engagement strategy needs to involve mechanisms to collect feedback and measure community sentiment and/or opinions.

**Involve.** For decisions that may attract a high level of community interest or for contentious issues likely to cause community concern – such as local infrastructure developments – organisations should try to involve their communities in decision-making.

The types of tools and activities to use in the 'involve' level of engagement are things like workshops and deliberate polling.

*Continued.*

## CASE STUDY

### Development Australia Forum

Socom was asked by the Federal Government to undertake a national consultation program to provide feedback on a new development assessment model developed by Charles Sturt University.

We travelled to every state and territory and managed meetings

with a range of different stakeholders who had an interest in the development application process.

The consultation program used a framework to ensure the report provided consistent feedback to the department from all stakeholder groups.

The results of the stakeholder consultation showed areas of agreement around the new model but also any areas most stakeholders agreed needed to be reworked. **1**

**Collaborate.** Public administrators can collaborate with their communities through advisory committees, consensus building and participatory decision-making.

**Empower.** Placing final decision-making in the hands of the public through ballots and citizen juries or panels. If public administrators choose to go down this path, it's important to define the scope of the public decision-making role. That way, organisations won't be left with a decision that is impossible to implement and raise unrealistic expectations.

Regardless of which level of stakeholder engagement is used, it is important organisations follow engagement principles or guidelines that comply with the international standard. Adhering to engagement guidelines ensures the 'governance' part of the relationship equation described earlier. Quality stakeholder engagement should be based on a commitment to the AA1000APS principles that stipulate engagement must:

- Clearly define the scope.
- Have an agreed decision-making process.
- Focus on issues relevant to the organisation and/or its stakeholders.
- Create opportunities for dialogue.

- Be integral to organisational governance.
- Be transparent.
- Have a process appropriate to the stakeholders engaged.
- Be adequately resourced, timely, flexible and responsive.

**Don't wait until the end of the campaign to get a shock that your objectives haven't been achieved.**

When Socom consultants assist organisations to engage with their communities, we use a tried and tested methodology that includes the following steps:

**Be clear on outcomes**

The first question all organisations need to ask themselves at the beginning of any engagement is 'What does success look like?' The answer to this question needs to be top of mind throughout the entire process from strategy development right through to the measurement and evaluation phase.

Be clear on what you want, or need, your stakeholders and your community, to do to achieve success and share this with them.

**Assess the situation (Determine problems and opportunities)**

Identifying risks from the get go, means risk mitigation strategies can be included in the engagement strategy. That can prevent organisations from being surprised by problems during the engagement process and having to think of solutions on the run.

**Research – desktop and field research with stakeholder groups**

Talk to stakeholders about the process, but more importantly, make sure you listen to what they are saying. This is where you will identify the benefits each stakeholder desires from the relationship with your organisation.

**Strategy development**

The results of the three steps above will help guide the development of your organisation's community engagement plan that should define objectives. Include a stakeholder analysis that shows the likely concerns and value of the project for each stakeholder.

*Continued page 24.*

**CASE STUDY**

**A New Women's Hospital for Victoria**

The Victorian Government had committed \$64 million for the redevelopment of Carlton's 130 year-old Royal Women's Hospital. At the time, the new CEO quickly ascertained that would only provide a short-term solution. Her initial requests to government for more money were not met.

Socom developed a carefully targeted community relations' campaign in which 1,000 Victorians, mostly women, participated. The public demand for the full rebuilding of the hospital was created. Powerful and well-known Victorian women were recruited to a Community Steering Committee, which operated independently of

the hospital to lead a community consultation and recruitment program. Socom assisted it to build support from nearly 1,000 community leaders and members.

Then Premier Napthine, committed \$190 million to the full redevelopment of the hospital. ■



## CASE STUDY

### Places Victoria – Cairnlea

The Albion munitions factory, a 470 hectares block situated 17 kilometres from the city, presented the Urban Land Corporation with an opportunity to create Melbourne's newest suburb.

The site was unique, not only because of its history but because it also was home to two endangered species. The area contained contaminated soil, remnants of the factory operations. This waste was to be placed safely in an onsite repository; however, the Werribee waste dump had made local residents edgy towards any waste storage.

The Urban Land Corporation asked Socom to prepare a communication strategy, handle the environmental and contamination issues, communicate with the community and market the development to potential buyers.

The key to the success of the project was to ensure all communication clearly explained the vision for the end product and its benefits to the local community. Those included two new schools, sports facilities, expansion of the university, clean-up of the site and the natural surrounds, construction of several lakes and an improvement of the traffic management in the area – without



contamination and the storage of contaminated waste issues dominating media coverage. **1**

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CASE STUDY

**Benalla Rural City Council's Rating Strategy**

Council rates often evoke criticism of local government conduct and performance. That is what happened when the Benalla Rural City Council (BRCC) wanted to review its rating strategy.

There was general community confusion surrounding council

rating strategy and the council's budget. Some community members were also questioning the fairness and equity of the proposed rating strategy.

Socom was appointed to facilitate a comprehensive community consultation process to define the

community's expectations, assist the community in reviewing and developing recommendations on the BRCC's Rating Strategy Transitional Proposals and feed this back to Council. The community praised the consultation process. **T**



*Continued from page 22.* The plan should also include the strategies you'll use to engage with your community and the activities you'll use to do this.

**Measure and track progress**

Don't wait until the end of the campaign to get a shock that your objectives haven't been achieved. Set up systems that allow you to recognise where you might be going off track as you're progressing. That way, you can steer the ship back on course before it's too late.

The longer I assist government organisations to engage effectively with

their communities and other stakeholders, the more I realise that all relationships – in life and in business – thrive under the same conditions. If you want to know how to engage effectively with organisational stakeholders, think about how you manage your personal relationships. Which are the ones that have survived and thrived? How did you manage those differently from the ones that were not successful?

Communicate, ask questions, listen; work on projects together; know when to stand back and let your partner take control; treat each other well – these are the things that build successful relationships. In life this

might mean a marriage that lasts a lifetime but for public administrators it means working together with communities to achieve organisational goals. **T**

*Jennifer Cromarty is a director of public relations agency SOCOM – [www.socom.com.au](http://www.socom.com.au) – focused on crisis management and engagement. The company also delivers the stakeholder engagement training for IPAA Victoria. Jennifer is a Fellow of the Public Relations Institute of Australia, which recommended her to Today as a credible source for commentary about this edition's 'Community Engagement' theme.*

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# A partnership approach

**Trucks and the Inner West – a community engagement story from VicRoads' Paul Matthews, Executive General Manager, Stakeholder Engagement.**

For more than 20 years, day and night truck movements have punctuated residential streets in Footscray and Yarraville in Melbourne's inner west – gateway to the busiest container port in Australia!

Air quality, noise, loss of sleep, safety around schools, enforcement of existing curfews, land use, congested streets and general liveability of the area are just a few of the community issues. Government agencies may be tempted to take the easier option of doing nothing rather than trying to negotiate through complex issues, competing demands and rigid opinions. But the community was frustrated, the industry disengaged and VicRoads was challenged to find solutions.

Long-term solutions require investment in infrastructure. Truck traffic continues to increase but road freight plays an important economic role. Several community action groups had been very vocal with street protests around schools, sleep outs and political petitions. The many differing views illustrated why this difficult issue had no easy answers. But what if there was a way forward through agency and council partnership? This is the story of a successful partnership united by a common purpose and genuine will to engage with the community to help find short-term solutions.

## In the beginning

Following the release of an EPA Victoria report on noise and air quality in Francis Street, Yarraville the 'Trucks and the Inner West Partnership' was formed between VicRoads, EPA Victoria, the Department of Health and the City of Maribyrnong. Chief executives came together to work on short-term solutions. From the first meeting one thing was very clear – we

needed to provide a better model of consultation with the community and involve them in helping to identify the issues and potential short-term solutions.

The community owned this issue and needed to be involved in discussing options and developing solutions with the industry and agencies. The partnership needed to be open and inclusive.

**This is the story of a successful partnership united by a common purpose and genuine will to engage with the community to help find short-term solutions.**

In December 2013, VicRoads commissioned a truck movement survey to better understand the problem. It measured 22,000 truck movements, monitored whether they had business within the precinct or travelled through it and what types of truck they were.

## Branding a partnership

A communications group planned how the agencies would engage the community and a technical working group was charged with data analysis and the development of options using survey results. It was clear we would need to produce plenty of information for the community. With this in mind, we made the call to drop all existing logos from any partnership material produced. This would speed up approvals, bypass branding guidelines and help the partnership develop its own identity. We developed the partnership brand using each agency name and an image of a truck.

## Open house community forums

The first open house forum was convened in February 2014 where the truck movement survey was outlined and community feedback gathered by mapping comments on a large-scale residential map. Residents were asked to flag where they lived and make suggestions or highlight issues through strategically placed flags.





**COMMUNITY ENGAGEMENT** Trucks and the Inner West consultation

The agencies' chief executives and senior staff helped explain the recent EPA Victoria noise and air quality data, curfew enforcement practices and health standards.

The aim was to listen and understand, not always to respond. A partnership email list was established for attendees and information was shared summarising each session, with copies of all material displayed or handed out. This included PDFs of posters and flyers all created and branded 'Trucks and the Inner West Partnership'.

The open house format gave a valuable insight into the issues faced by many residents. While VicRoads was focused on the issues around Francis Street, other hotspots emerged around Moore Street and Somerville Road – confirmed later by truck survey results.

At the next open house forum in June, a short video was shown and a handout distributed highlighting the results of the truck survey. A plenary session was held with the chief executives from each agency, updating the community on progress and continuing the conversation about short-term solutions. Questions from attendees were often fuelled

by emotion but there was a sense of optimism in the efforts of the partnership.

**The aim was to listen and understand, not always to respond.**

### **Community and Industry facilitated workshops**

While community action groups, Maribyrnong Truck Action Group (MTAG) and Less Trucks for Moore, were involved with briefings prior to each open house forum, it was clear that getting any traction on options would require the industry and community to better understand each other's positions. Another protest had been arranged by MTAG to stop traffic around schools on Somerville road for late October.

In September 2014, VicRoads convened an independently facilitated workshop with all partners, the Department of Transport, Planning and Local Infrastructure (DTPLI) and industry representatives from the Victorian Transport Association (VTA), including

local truck operators and members from MTAG. The industry workshop was the first time the VTA and MTAG had been in the same room together, a turning point in a somewhat tumultuous relationship. Truck representatives explained the productivity issues resulting from additional truck street curfews, potentially resulting in job losses and business closures. While the workshop did assist better understanding between industry and community, there was still an impasse.

Curfew options were developed for Somerville Road and Moore Street as well as a number of other actions including new signage, tree planting and road maintenance for the second industry workshop. Representation from the group Less Trucks for Moore boosted the community voice. Each option developed included an impact statement around community, traffic volumes on other roads, industry and the environment. Participants were asked to rate each option by physically moving to different areas in the room. The ratings ranged from 'love it', 'like it', 'live with it', to 'loathe it'.

*Continued.*

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## Truck breakthrough

**NIGHT BAN, SCHOOL RESTRICTIONS A WIN FOR RESIDENTS**

**Bridie Byrne**

TRUCKS will be banned from Moore St at night in a major win for a decade-long community campaign.

the port.

More than 150 people camped out on Moore St in sleeping bags

and this year to catch up on

Merritt said there was no easy fix but the Moore St curfew would remove up to 900 trucks during school crossing times.

## Stricter truck curfew for inner west

**Adam Carey**  
Transport Reporter

Residents of Melbourne's inner west have had a win in their long fight to curb truck traffic on neighbourhood roads, with new heavy vehicle bans set to be imposed on a street frequently used by school-

And trucks travelling to and

By Benjamin Millar

night community campaign to cut

has won two new

during school opening and closing

Somerville Road, is a narrow,

two-lane street used by almost

2000 trucks a day, which has one

primary school along it and another

close by. A nighttime curfew al-

ready applies to Somerville Road,

Moore Street too is a residential

street - and which has experienced

the time

**FOOTSCRAY**

## Solutions to truck traffic

MARIBYRNONG residents can hear what the short-term solutions are to truck traffic on suburban streets. The third Trucks and the Inner West Forum is on tomorrow and will

## New truck curfew a 'good start'

By Benjamin Millar

start but wants to see the toll for trucks using

Citylink overnight to be slashed to encourage

more truck traffic onto the freeway network.

Truck Action group president

aid school crossing

student safety but failed

start but wants to see the toll for trucks using

Citylink overnight to be slashed to encourage

more truck traffic onto the freeway network.

Truck Action group president

aid school crossing

student safety but failed

times," Mr Mulder said.

Western Suburbs Greens MP

Colleen Hartland said the new

curfews were the result of a long,

sometimes combative, local cam-

paign.

"It took a strong community

campaign, including blockading

roads, to force the government to

act on school crossing truck bans,"

she said.

roads,

and

health

When members of the community and the VTA met halfway on a number of options, we knew we were getting close to real progress. By the end of the meeting, there was hope that options could be agreed prior to the third open house community forum.

### New truck curfews announced

At the third forum, VicRoads announced a number of initiatives to the community. The partnership had agreed on curfews on Moore Street that involved a night ban for through trucks, a curfew around school times in Somerville Road and speed limit changes in Francis Street. As Chief Executive of VicRoads, John Merritt, announced each initiative, the audience applauded.

The Mayor of Maribyrnong, president of MTAG and a senior VTA representative

also addressed the audience, signalling that by working together, short-term solutions could be found. The Somerville Road protest organised for later in the month was then cancelled.

**As Chief Executive of VicRoads, John Merritt, announced each initiative, the audience applauded.**

The success of the evening was the result of comprehensive community and stakeholder consultation, enhanced through agency partnership. A common sense of purpose prevailed in every discussion. It wasn't easy, but perseverance proved effective community consultation could be achieved.

Listening to a range of views and ideas in order to understand, test, and arrive at a suitable compromise can be a challenge but is always worth pursuing. While the main truck curfew changes announced will begin early this year, the partnership continues to engage the community on this important issue.

### Lessons learned / top tips

When your issue reaches a standstill, bring government agencies together at a senior level.

Engage with the community as a united partnership, focused on making a difference.

Have independently facilitated workshops with all parties to seek further understanding and test options.

Don't let different agendas drive the outcome. Work to find the middle ground.

Be resilient and transparent. **1**

# Geek engagement reaps big benefits

**GovHack 2014 attracted more than 1,300 participants, sponsorship from all levels of government, and some of the biggest brands in Australian technology – a superb example of a very modern form of community engagement. Today reports.**

So, what is it, really? GovHack is now arguably Australia's largest platform for enabling collaboration, where government is able to tap into skills and ideas across the whole of society to develop new ways to respond effectively to new challenges and opportunities.

The event attracts the best and brightest in the country with the opportunity to work with government data to make a better society. It encourages and celebrates technical creativity in Australia by connecting citizens with government to achieve great outcomes that build social and economic value.

GovHack is not just a competition. It is a vision for a more participatory and effective democracy and public service in Australia. It provides a new framework that can aid government decision-making, inspire innovation, and drive more efficient and effective uses of public resources. It is an important part of a broader civic movement of geeks who want to make the world a better place, and have the skills and motivation to do so.

Working at any level in the public service today means finding ways to collaborate, consolidate, and be creative in finding solutions to everyday problems. GovHack enables that by providing a platform that brings together government, industry, academia and civil society to achieve amazing things.

In the space of one weekend, participants are given hundreds of datasets, example problems to solve and competition goals to aim for. They brainstorm ideas, develop teams, meet and talk with government agencies, identify obstacles to overcome, design solutions, build, and create. Team entries consist of a three-minute pitch

video, prototype, and descriptive team page that becomes a permanent record for the world to reference and build on.

## Collaboration and engagement drive GovHack's success

The success of this event is strongly linked to its ability to allow free flowing interchanges between participants and supporting government agencies. Not restricted by the traditional bureaucracy the participants choose their interests, undertake investigation and are able to ask and work with government subject matter experts to refine a data set or brainstorm ideas to shape a solution.

## They brainstorm ideas, design solutions, build, and create.

With minimal boundaries for what can be achieved other than 'use a particular data set' or 'help us build a better service', competitors are able to challenge existing approaches or simply build something that has only a slight tangible link with the supporting agencies' guidelines.

Government agencies support a wide variety of submissions for their categories. Over the course of the 48-hour weekend agencies gain the benefit of creative hackers doing some navel gazing and problem solving on their behalf. Agencies' subject matter experts can find out what inspired participants to take a particular approach, or build using a particular technology. Participants have the opportunity to solve real problems and quiz agencies about why they store data in a particular way, or why a service uses a particular

framework. This first-hand, honest and frank communication is refreshing for both government and members of the growing GovHack community.

The corporate sponsors gain the opportunity to demonstrate their expertise and tools, identify talent, and align themselves with the civic hacker movement in Australia.

From this perspective, GovHack provides a low risk environment where people working with government can make mistakes, generate myriad ideas, and enable innovation to flourish. The overall event is one that acknowledges creativity without significant risk to either party.

## Navel gazing and problem solving

Datasets and problems for solution range from extremely complex science or geospatial datasets and data services, to visually appealing ways to mash up various datasets, tools that enable government to do its work in a new or innovative fashion, through to website redesigns and basic public information services. The datasets may contain a range of images, spatial and scientific data, budget information and much more, with supporting agencies not limited in what they can contribute.

A nation of civic hackers does more than some navel gazing and awesome projects though. Over the years GovHack has inspired several significant and interesting changes in government.

For instance, in 2012, the 'Open Budget' project took a lot of hard work, sweat and tears to show government how much more valuable budget data could be. In its first year in the competition, the team behind





**NATIONAL** Excited hackers watch the live stream of 2013 awards' ceremony **PHOTO** Sharon Scott

the project spent hours figuring out ways to extract data from the federal budget PDF documents. They were then able to visualise the data to provide an interactive user experience for digging deep into budget allocations across the government.

This year the Open Budget team worked formally with the Department of Finance and The Treasury with the first formal machine readable budget data release on data.gov.au. The data enabled journalists to quickly quantify and communicate budget allocations, civic-minded groups to analyse how the budget would likely impact their interests and supported start-ups looking to use government budget data in their businesses.

Since the inception of the Open Budget entry, we have seen a rise in government using infographics and data visualisations to improve how it communicates often complex policy and budget matters. For example, the Tax Office this year released a detailed breakdown of how much individuals pay towards particular public services.

### **Hackers take many forms – growing the community**

Perhaps the most successful element of GovHack is the motivated and skilled cross section of the community it has enabled government to engage with.

GovHack 2014 saw teams of people from technical, hacker, and maker communities, international consultancies, private enterprise, budding entrepreneurs, the public service, high schools, universities, and professional developer communities.

**A nation of civic hackers does more than some navel gazing.**

They all had skill sets ranging from coding, to user-centred and graphic design, visualisation, writing, project management, 3d printing, and data analysis.

It is a rare occasion where government can attract the attention of 1,300 people

nationwide, with such a varied range of skill sets and backgrounds and who care passionately enough about the country to volunteer their time to help it solve the problems it faces.

Canberra Grammar School has brought its 'Code Cadets' program to GovHack every year since 2012. With a focus on enhancing and building basic programming knowledge the school sees GovHack as an opportunity to pitch its students against seasoned veterans in a friendly, but competitive, environment.

Matthew Purcell who teaches Information and Software Technology at Canberra Grammar School highlights the importance of engagement opportunities like GovHack.

'Coding and programming within schools used to be something in which only the most serious of geeks would engage. Over the past few years, however, the advent of apps and ubiquitous nature of technology, particularly in terms of mobile devices, has shown the power of technology to help improve everyday life for ordinary people.

*Continued.*



**CO-WORKERS** Local hackers collaborate onsite at Canberra's Event 29 co-working space **PHOTO** Sharon Scott

'Being involved in tech is no longer niche – particularly in schools, it's the cool thing everyone wants to do. The challenge is how to engage students in meaningful ways, teaching them practical skills combined with providing real-world opportunities to apply these skills. GovHack allows that real world experience for my students.

'Unlike other events in which students participate, GovHack is not just a school event – it is for civic hackers from all backgrounds ranging from professional developers and designers through to passionate hobbyists. This provides relevant and authentic context for our students to further develop and apply their skills. The students learn to work collaboratively, engage with other teams, seek assistance from subject-matter experts ... and get to be involved in a major, nationwide event.

'One of the most valuable aspects of GovHack for our students is the freedom to make whatever apps, visualisations, or mashups they like – while conforming these to prize categories, providing some guidance and focus for their projects,' Matthew said.

Feedback provided to GovHack organisers each year helps them better understand what works and doesn't for the event and why competitors continue

to come back. Surprisingly for some, it's largely not about the prize money. Based on the feedback, organisers are able to say participants enjoy the community atmosphere, showing off their skills against the technical challenges and the professional development they can't get in the office. And, of course, the event is fun.

**It is a rare occasion where government can attract the attention of 1,300 people nationwide, to volunteer their time to help it solve the problems it faces.**

GovHack provides a 'sandpit' for experimentation many employers don't provide. Their office's benefit though – participants return to work from GovHack with new knowledge and skills they can use to improve and solve problems in their every day jobs.

Increasingly companies are encouraging this kind of innovation in-house. For instance, Google has a play time policy, where employees can use 20 per cent of their working time to work on whatever projects they want. The result: many of Google's key products have emerged as a result of allowing their geeks to do what they do naturally and innovate.

Additional feedback from participants describes the benefits of networking and meeting new people, the acknowledgement and opportunity to drive change in government through real world challenges.

That influences how the GovHack organisers take on and communicate with its government supporters. Participant feedback tells GovHack that when and if agencies support the event, it isn't so much the money that's important, it's the meaningful and fun community development and engagement.

If government agencies are creative, collaborative and take the small risk of exposing new and important data, or provide never-before-seen access to the inner workings of government, the benefit of their involvement is increased two or three fold. When they expose the new and unknown they gain more interest and more innovative ideas than just increasing the prize money for something participants can usually access on their own.

It is these sought after insights that make GovHack organisers wonder if perhaps government in general doesn't need to rethink its entire procurement and engagement approach. There are entire start-up communities and emerging industries that pride themselves on creativity and innovation with a secondary focus on money, that find traditional procurement and engagement approaches by governments too cumbersome to bother with.

**Building innovation back into government – no easy task**

Longevity of all that creativity is still one of GovHack's biggest challenges. While the event stimulates initial innovation,



**HOST** As host for the NSW node of GovHack in 2014, OPTIVER opened its doors to more than 150 hackers **PHOTO** Gavin Tapp

finding sustainable means to encourage government to take those next steps is still a trial-and-error process.

As an initial incentive all entries are to be open sourced. This means all code and concepts are available for others to build on. Supporting the open source community is a foundation stone of the ethics of GovHack. With all those ideas available it means government has an established ideas base to reference as a permanent piece of its innovation infrastructure.

In experiments with more structured longevity models, different wings of GovHack are trialling mechanisms to encourage ongoing support after the event.

For instance, 'Unleashed Adelaide' in South Australia has a Premier's Prize that funds ongoing development of an entry via financial winnings as well as mentorship via local corporate sponsors.

GovHack also partners with other community and industry organisations, hackfests, and events to support ongoing development of the hacker community.

In Canberra, 'Entry 29' – a start-up incubator that supports promising projects with space, resourcing, and a community of like-minded innovators with whom to mature ideas, backs the local event.

In 2014, the GovHack team also supported a new civic hacking group called 'Code for Australia' to get involved. Based on the American model, the group looks to partner

and embed data analysts or hackers as part of an 'in residence' program to work alongside public servants on the job. The aim of the program is to drive innovation with fresh ideas, and provide the incumbent experts with the ability to explore new concepts and feed them back into the organisation.

### **Recognition and history**

Showcasing what comes of such hard work is the final and most important step in the complex GovHack framework.

**It isn't so much the money that's important, it's the meaningful and fun community development and engagement.**

The event makes a great effort to ensure as many people are recognised as possible. This requires considerable energy and coordination. With more prizes than you can poke a stick at, judging for the event now takes almost a month. Supporting government agencies are strongly advised to take the judging seriously and to provide feedback to those participants who perform or create projects of interest. It is planned for 2015 to simplify the competition structure to support greater creativity.

The winners are announced at a grand Red Carpet Awards event, where representatives from each event around the country get to rub shoulders with

sponsors, VIPs, and, most importantly, each other. Winners are announced for major categories in an X Factor-style broadcast ceremony, with participants around the country tuning in live. It is an awesome and exciting celebration of technical excellence in Australia.

The feedback is two way, participants are able to identify issues they came across in their descriptive videos and team pages submitted as part of their entries. They are also able to use mechanisms such as the GovHack Data Rating Tool to grade the quality of the data provided by government. It all helps public servants better understand how to improve their offerings to the broader Australian public.

GovHack was initially run in 2009 for the Gov 2.0 Taskforce. It was established to advise government on policy reforms, technology innovations, and service improvements that would advance more open and transparent government practices in Australia.

Revived in 2012 by Gov 2.0 advocates and a volunteer team, the event attracted 150 participants across two cities. In 2013, the event tripled in size and almost went nationwide. In 2014, GovHack went national with support from all levels of government and attracted corporate support of some of the biggest global tech brands. **T**

*Information for this article was provided by GovHack Media through Today's editorial consultant in NT, Kevin Thomas.*

# Community engagement with early learning

**Rosie Pizzi on working with the community to ensure access.**

In 2011, Victoria's Department of Education and Early Childhood Development developed Access to Early Learning (AEL) to improve engagement of vulnerable children and families with universal early childhood education and care (ECEC) programs. AEL was developed in response to research that showed sustained participation in quality ECEC as being especially beneficial for vulnerable children in improving lifelong learning – social and economic.

Vulnerable children and families experience a range of individual and system-level barriers in accessing ECEC programs. AEL addresses the points of engagement with the service system that create barriers for vulnerable families to access these services. It improves access to quality early education and care for

vulnerable children; builds capacity of parents to support their child's ongoing learning and development and of ECEC services to offer quality, inclusive programs and environments that engage all families, including vulnerable families.

**Vulnerable children and families experience a range of individual and system-level barriers in accessing ECEC programs.**

And, it supports early childhood educators to develop skills and knowledge to respond to the needs of vulnerable children and families.

Given the complex characteristics of vulnerable families and the potential multi-agency involvement in supporting them, the AEL model was developed and continues to be refined in partnership with key stakeholders including families to ensure it is responsive to their specific needs.

Key peak bodies were involved in developing the model, including the Early Learning Association Australia (formerly Kindergarten Parents Victoria) – representing the interests of parents and children; the Municipal Association of Victoria – representing local government; and the Victorian Council of Social Services and Centre for Excellence in Child and Family Welfare – both representing the interests of vulnerable children and families. The Department of Human Services was also a key partner.





**ENGAGED** AEL Ballarat educators and key facilitation and family services workers

These organisations continue their involvement through the AEL Evaluation Reference Group set up to monitor the implementation of the program.

Parents' voices were specifically captured through KPMG's formative 2012 evaluation, which included site visits to kindergarten services and consultation with educators and parents. Through one-on-one interviews 16 parents gave detailed feedback about their experiences participating in AEL. Parents reported feeling increased confidence and support by participating in AEL, with one parent saying she now felt supported, and as a result, was gaining confidence in her own parenting skills. The formative evaluation and feedback from lead agencies, educators and parents has also been used to inform the revision and expansion of the model.

The experiences of families, educators and lead agencies involved in delivering AEL, was also captured through digital stories, filmed with participants. DEECD

drew on intensive interviews to develop these case studies in order to better understand and illustrate the impact of the model on families and practice change in both the early childhood and the family support services.

**Parents reported feeling increased confidence and support by participating in AEL.**

Three digital stories were produced; one focusing on the transformative nature of the educational experience for the family; a second focusing on the governance structures and partnerships required to maximise the interaction between the AEL components; and the third on an early childhood service and the collaborative practice that occurred with other agencies.

KPMG's formative evaluation of AEL identified that found: children had high levels of sustained participation in

education and care; families reported increased capacity and confidence in supporting their child's education and learning and negotiating with education and care services; and that greater levels of service collaboration were emerging through multidisciplinary approaches across the early childhood, family support and child protection sectors.

AEL is currently based in seven local government areas across Victoria. Continued engagement with families, service providers and key stakeholders in these communities, through ongoing evaluation, will be critical to ensuring AEL remains effective into the future. **T**

*Access to Early Learning Program was a finalist for Service Delivery in the 2014 IPAA Victoria Leadership Awards.*

*Rosie Pizzi is Manager, Early Learning Participation & Cluster Management, Early Childhood and School Education Group, Department of Education and Early Childhood Development.*

# Best of breed ... Australian Awards for Excellence



**WELCOME TO COUNTRY**  
Aunty Agnes Shea

The Victorian Department of Human Services 'Services Connect' initiative won the Gold Award for Excellence in Public Sector Management as well as the Innovation Award in the 2014 Australian Awards for Excellence in Public Sector Management.

The awards were presented in November by Senator Eric Abetz, Minister assisting the Prime Minister for Public Service, at the National Press Club in Canberra.

The Australian Government's Department of Human Services myGov Digital Services won a Silver Award and the Collaboration Award, with another Silver awarded to the Department of Industry for its 'Business Online Services' initiative.



**AWARDS COORDINATOR** Kerry Kennedy

Two Commendations were made – to the Western Australian North Metropolitan Health Services for Graylands Hospital 'Acute Care Service' initiatives and the Sydney Harbour Federation Trust for its 'Delivering a Leading Foreshore Park' program.

IPAA ACT administers these pre-eminent public sector awards that aim to encourage and recognise better practice and innovation at all levels of Australian government.

Awards Coordinator IPAA ACT's Kerry Kennedy said the awards honoured achievements of public sector work groups, units and teams rather than individuals.

'They focus on specific initiatives and are based on demonstrated success against four criteria – Plan, Implement, Monitor and Measure, and Sustain', he said. This was part of a rigorous two-stage assessment that also included the principles of the IPAA Excellence in Public Sector Management Model. Kerry said thirty nominations for this year's awards had been received from almost every state and territory as well as from commonwealth agencies.



**RETIRING** From left, distinguished guests Ian McPhee – Australian Auditor General, Stephen Sedgwick – Australian Australian Public Service Commissioner. For Steve Sedgwick's retirement speech visit: [Livestream.ssc.gov.au/ipaa/december2014](http://Livestream.ssc.gov.au/ipaa/december2014)

In presenting the awards, Senator Abetz said other governments at any level would not achieve anything without the hard work and dedication of federal, state and local public sector employees. 'The enthusiasm and professionalism of Australia's public sector workers is absolutely second to none,' he said.

National President of the Institute of Public Administration of Australia Terry Moran said it was gratifying that commonwealth, state and territory public sector organisations around Australia recognise the significance of these awards and of nominating areas of excellence, innovation and collaboration. **■**

For further information about the awards and how to enter visit [www.act.ipaa.org.au/Australian-Awards-for-Excellence-in-Public-Sector-Management/2014-award-winners-media-release.html](http://www.act.ipaa.org.au/Australian-Awards-for-Excellence-in-Public-Sector-Management/2014-award-winners-media-release.html)



**WITH QUEENSLANDERS** From left, Minister Abetz, Andrew Chesterman, Public Sector Commission; Ross Musgrove, Public Sector Renewal; Scott Peut, Department Premier and Cabinet and Mick Keilty, Consultant



**PRESIDENTIAL HOST** IPAA ACT President Glensy Beauchamp



# now Public Sector's 'night of nights'

## About the winners

### GOLD and INNOVATION awards



**GOLD** Lisa Buckingham, Services Connect, Victorian Department of Human Services

Victoria's Human Service 'Services Connect initiative' uses a streamlined model to tailor services to unique needs, goals and aspirations

of each client and their family, with an emphasis on building their strengths and capabilities to move out of disadvantage.

In 2011, the department's Human Services: the Case for Change outlined the narrow focus on immediate problems and an inflexible system that did not target effort where it was most needed. In response, the department transformed the service system to address client needs more appropriately, efficiently, effectively and in areas where disadvantage is most pronounced.

The new client support model at the heart of Services Connect was designed to deliver human services that support people to achieve lasting positive change in their lives.

### SILVER and COLLABORATION awards

The myGov digital services project, the single login for government services currently involves seven service delivery agencies with 4.1 million active accounts linked to at least one member service. An average of 34,000 new accounts are created daily.

myGov provides a whole-of-government digital service framework designed to significantly improve access to digital services in response to high demand from citizens for easier access to online services and the government's own digital agenda.



**COLLABORATION AND SILVER AWARDS** Australian Department of Human Services – myGov Digital Service Group

The new system provides customers with convenient secure access to government services through a single account with one username and password. Citizens access the services they need, when they need them, and without having to use alternative channels such as telephone and face-to-face. myGov has developed the capability for a co-ordinated response to future changes and opportunities within the digital economy.

### SILVER



**SILVER** Australian Department of Industry – Business Online Services Initiative

The Department of Industry's Business Online Service initiative is an innovative approach to connecting businesses to government grants and advice, including 'Smart Forms'.

The 2006 Council of Australian Governments took up a recommendation of the Rethinking Regulation Report that the commonwealth should 'work with the states and territories to streamline business name, Australian business number and related licensing registration processes and

report back to COAG; and improve information available to business'.

The result is an integrated service providing a seamless end-to-end business solution heavily used by businesses in all states and territories. Both ABLIS and ABA are fully integrated into business.gov.au with more than 3.5 million visits a month meaning businesses and business start-ups can learn about and use the services that reflect their position in their business lifecycle.

### COMMENDATIONS



**COMMENDED AWARD** Carmel McGregor, Andrew Marshall Hays, Senator the Honourable Eric Abetz accepting on behalf of Graylands Hospital Acute Care Service Initiatives

The Western Australian North Metropolitan Health Service's Graylands Hospital Acute Care Services initiatives allow people experiencing acute episodes of mental illnesses to receive professional care and treatment in an appropriate environment.



**COMMENDATION AWARD** Susan Culverston, Sydney Harbour Federation Trust

Sydney Harbour Federation Trust has transformed historic former Defence lands on the harbour – with significant environmental and heritage values – into financially sustainable public parkland.

# How young people – especially women – should ‘navigate’ their careers

**Just three days before IPAA’s International Conference in Perth, Carmel McGregor graciously agreed to deputise for the national president in giving the opening keynote address.**

**Fortunately, Carmel still had her notes from an address given to the YWCA Canberra. She gave those notes exclusively to *Today* but we do acknowledge her speech was similarly covered by the *YWCA Newsletter* and *Women’s AGENDA*.**

**Having a daughter** and knowing her enthusiasm and optimism for the future of the world and her place in it, I hope for her and other young women that she can continue to pursue her dreams and think big about her contribution. I hope she can derive happiness and satisfaction from her career.

I have often been asked for advice on what has influenced my career and what I would suggest to others. I am a long-term public servant and have been lucky to benefit from a varied career in many different workplaces and on many different topics. My advice applies equally to private and community sector women but does have greater relevance for the public sector and those in team-based environments. So, it goes a little like this: The McGregor Taxonomy!

**A career means many different things to people** and is often not as planned or deliberate as one would expect at the outset. That’s my first piece of advice – certainly have a goal but don’t over plan it so you close off opportunities that will help you grow and test the skills you may not yet know you have. I started out to be a psychologist – never practised it but my interest has never waned and my studies have helped in the very different paths I pursued.

**Have an opinion but use it constructively.** I am sure you know what I mean by the term ‘constructively’. Many people have an opinion, but it’s

a different thing to just be the negative naysayer. Make a contribution to the whole ... don’t just voice a view... share an opinion, debate it. But at the end of all the deliberations, be part of the decision and support it.

**I am a long-term public servant and have been lucky to benefit from a varied career in many different workplaces and on many different topics.**

**As you climb the management ranks and have responsibility for people, build a team that has diverse skills.**

By this I mean diversity of gender, background, thinking, age, and different cultural backgrounds. I’ve always found that different views and perspectives generate a much better result. We all need to be challenged and not be surrounded by people exactly the same as ourselves.

**I have deliberately sought out people who think differently,** people who are good at ‘closure and completion’ – who also often are the quieter voices. In the work I’ve been involved with, we can be oversubscribed with people who push for results and dream up ideas. But there is often a dearth of people who quietly achieve and make sure all the ‘i’s’ are dotted and the ‘t’s’ are crossed.

Without them, many major projects come unstuck. The message is you need different skills and perspectives.

Similarly, men and women bring different approaches. So we need a balance of gender and, equally, we need young people and those from different cultural upbringings, to bring richness to decision- making and approach. Allow them all to speak freely.

**Work on something important, connect it to the end game.** Sometimes the challenge may be daunting, but I urge young women in particular to ‘put their hand up’, ‘volunteer’ and ‘say yes’. Don’t doubt your abilities or wait until you are 100 per cent ready – the blokes don’t! My best boss of all time used say to us: ‘Fake it till you make it!’

Related to this, do different things where you build a variety of experience and breadth across a range of issues. Specialising too early in a career can have limitations. Although, having said that, ensure you become known for something, which itself requires a degree of specialisation.

**Work for someone credible who you will learn from.** Observe them in a range of situations and take note of what you like about what you see. Note how they handle a pressure situation, how they deal with disappointment, rejection ... and how they share success. These are key moments where you will learn and realise the leader you want to be.





**INSPIRATIONAL LEADER** Carmel McGregor

**Seek mentors.** However, be careful as sometimes prospective ‘mentees’ view a mentoring relationship as one that assures them instant promotion and recognition. It’s not about that but about finding someone you can learn from, who can advise you on all manner of things. So it cannot be a contrived relationship. It needs to be one where there is mutual respect and support and where growth is the positive outcome.

I have personally benefited from mentors, but the relationship has always emerged ‘organically’. I sought them out, but I can say I had runs on the board and had demonstrated a commitment, which, if I can humbly add, then meant they thought I was worth investing in.

**Also observe the bosses who are not so good** and if they are not credible or lack integrity, get out of there as fast as you can. I know this from personal experience as well as observing the damage bad bosses can inflict on their staff.

**Drive your own growth and take responsibility for your own learning and development.** Employers have a role, of course, but equally so does the individual and you need to stay ahead in terms of developments and trends in your profession or area of expertise.

**Join professional associations,** read widely and keep up with what’s happening in your profession and the world.

**Build strong networks and work at them continuously.** There will be many networks you can build throughout your career and you will derive strength and support through listening to and understanding the challenges that others face during similar times.

Networks are a mutual benefit. When I think about the difficulties I’ve faced in my career, networks and support groups were key to me getting back on track and succeeding. If you invest in these throughout your career and support

others as well, they will be there for you in the hard times. They will know that you are a credible, reliable person and speak up for you. And of course you need to be that same sort of advocate in return.

**As you take responsibility for a team, make sure you look after your people.** That means ensuring they’re able to contribute optimally ... but in times of stress and hardship look out for their needs and find support to offer them. It won’t always be you.

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**Those moments when a little voice makes the most sensible comment are important.**

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**Learn from the down times.** A career is not all plain sailing. I’ve learnt more from difficult projects, things that didn’t go well and from adversity. Look out for those moments and reflect on what you learnt about yourself and how you could ... and should, change.

**Use courage, integrity, work hard, and generate ideas.**

**Use honesty and optimism and be authentic.** You have to be yourself or people will instantly see through the facade.

**Be curious and challenge the status quo.** I love people who say, ‘What if? Why have we always done it this way?’ But who then go on to offer a solution.

Those moments when a little voice makes the most sensible comment are important. At the time it might seem quite small in impact but if they hadn’t spoken up, it would have meant we would have pushed forward to a sub-optimal result. That’s when I have said to myself: ‘Wow! Thank god that person was there.’ And it can be a chilling reminder as to why diversity in teams is so critical.

**Finally, have fun and enjoy the fruits of making a contribution and being part of something that hopefully makes a difference.**

I have had the benefit of working on great things. Public service affords enormous job and personal satisfaction. But it’s also about knowing you are contributing to a bigger cause that will have community-wide impact.

I have worked with wonderful people and on ‘big stuff’. And I am grateful for that. However, we always need to remind ourselves: ‘It’s not about you (me)!’ **T**

*Carmel McGregor recently retired as Deputy Secretary, Defence People Group and Policy in the Department of Defence and Australia’s representative and vice chair of the OECD’s Public Governance Committee from 2008-2012. She has held many other senior positions in a long and distinguished career.*

*Carmel is a Vice President of IPAA ACT, a National Fellow and was awarded the Public Service Medal. She was the driving force behind IPAA’s National Conference when the ACT division hosted it in 2013.*

## MEMORIES – REPORT



Here are memories for the more than 500 who attended and a taste for those who couldn't. Well done and thank you IPAA WA and Perth – it was brilliant! You can share it all in text, photographs, video and audio through the 'Resources' gateway at [www.wa.ipaa.org.au](http://www.wa.ipaa.org.au)



As National President Terry Moran says on page 5 IPAA's annual conference is 'one of the ways it engages with its own community' ... and ... 'in an increasingly digital world ... there is still something special about the nature of a face-to-face meeting'. Don't miss Sydney in 2015 (see page 50 and visit [www.nsw.ipaa.org.au](http://www.nsw.ipaa.org.au)). **1**

# 'The Shape of Things to Come'





# that was IPAA's October 2014 International Conference



# Recovering the ‘craft’ ... of public administration in network governance.

**Professor R.A.W. (Rod) Rhodes had them rolling in the aisles at IPAA’s International Conference in Perth. More importantly, his address was absorbing and important. Here is a summary, sans most of the jokes; you should have been there for those.**

What is the role of the state, especially public servants, in network governance?

We have seen a shift from traditional public administration to the new public management (NPM) and, latterly, to the new public or network governance.

The shift was driven by economic crises, the rise of neo-liberalism and the ever-increasing complexity of public policy-making. There has been an endless search for public sector reform. The Conference asks where next? I reply we need to look back to move forward.

The craft of traditional public administration remains essential. It is not a question of traditional skills versus the new skills of new public management or network governance. It is a question of what works, of what skills fit in a particular context. The pendulum has swung too far for too long towards the new and the fashionable. The pendulum needs to swing back towards bureaucracy with the craft of bureaucrats as part of the repertoire of governing.

## Waves of reform

### New public management

1. Managerialism and the ‘3Es’.
2. Marketisation: contracting out, privatisation.
3. Choice.

Public servants are now managers.

Strategic plans and KPIs abound.

One of the problems with my subject is that we are always looking for the next big sexy new reform.

Reform succeeds reform with no time for the intended changes to take place, no evaluation ... so no clear evidence of either success or failure. Rather, we are left with the dilemmas created by the overlapping residues of past reform. We have the ‘civil service reform syndrome’ in which ‘initiatives come and go, overlap and ignore each other, leaving behind residues of varying size and style. The inoculation theory of reform does not work – you are not immune after one bout.

**We have a shift  
from government to  
governance ... from  
rowing to steering.**

Do not think these changes are limited to the Anglophone or core NPM states of Australia, Britain, Canada, New Zealand and the USA. Introducing private sector management techniques in the public sector is an international trend.

### New public governance (NPG)

Managing networks lies at the heart of NPG. We have a shift from government to governance ... from rowing to steering.

So the state must work with and through a plurality of organisations drawn for the public, private and voluntary sectors. The boundary between state and civil society is being redrawn. The clarion call is ‘joined-up government’, or ‘whole-of-government’.

The role of the public servant is to ‘metagovern’; that is, manage the mix of bureaucracy, markets and networks by: campaigning for a policy (policy entrepreneurs); creating inclusive policy narratives; acting as boundary spanners; and facilitative leadership, including alliances with politicians.

I do not dispute that the public service need the new skills of managing and networking. But it is a step too far to talk of these new skills requiring ‘a full blown cultural transformation’. Part of the problem is this call for transformative cultural change.

## Recovering the craft

### Why do we have the civil service reform syndrome?

Reform has had a chequered history not just because public servants obstruct it. Politicians are part of the problem. They lack the political will to sustain reform, preferring symbolism to the long slog of action.

More important, reform stutters not because civil servants are ill trained, stupid or venal, or because of a lack of political



will and ministerial inability to resist intervening. It is because such private sector management techniques do not fit the political context and can be neutered by:

- Bureaucratic games.
- Party political games.
- The demands of political accountability.
- The media spotlight, which pick up relatively trivial problems of implementation and threaten the minister's career.

There is a failure to recognise the continued relevance of the old, craft skills. Public service reform is characterised by contingency, guesswork, context, and personal experience. It is a sphere of knowledge in which practice, experience and local knowledge – craft skills are at a premium.

#### What is a craft?

To call something a craft rather than a science is to accept the importance of practical knowledge that is not systematised; learned on-the-job, is both complex and tacit and is often secret.

**The art of judgement lies in weighing the merits of competing stories and spotting the snags.**

#### What is the craft of the public servant?

Without pretending to be exhaustive, I suggest there are seven key attributes: counselling, stewardship, prudence, probity, judgement, diplomacy, and political nous.

#### Counselling

Including: policy advice; common sense based on experience; counterweight to partisan interests; speaking truth to power is dangerous; the task is to challenge, the skill is forensic interrogation.

#### Stewardship

Not entrepreneurs but conservers. Public leadership is analogous to 'gardening', requiring time, patience, experience and political awareness. They are 'quiet leaders' who are in 'for the long haul' and their craft is compromise. Much government is about coping, the appearance of rule and keeping things going ... about stewardship.

#### Prudence

Refers to 'practical wisdom', a combination of intellectual capacity and personal characteristics. *Continued.*

## IPAA 2014 facts and figures

**700+** delegates  
(at various times over the two days)

**70** speakers and facilitators

**27** sponsors and displays

**7,872** views on Twitter  
during the week of IPAA 2014

**240** active users on the  
IPAA 2014 App

**Sponsors and major supporters included:** The Sir Walter Murdoch School of Public Policy and International Affairs; EY; Melbourne Business School-Mt Eliza Executive Education.

**Ed:** *This is the 4th national conference covered for Today. Brilliantly curated, Perth's conference for IPAA nationally, was – quite simply – as good as it gets!*

This wisdom comprises:

1. Mastery of their craft; they are expert.
2. Practical learning.
3. A sense of identity; esprit de corps.
4. Taking responsibility for the exercise of one's craft.

### Probity Judgement

Involves the appreciative system or departmental philosophy; the web of beliefs about reality and the values through which public servants understand their world. It provides the everyday theory and shared languages for storytelling; and is the collective memory of the department ... a retelling of yesterday to make sense of today.

A craft involves judgement based on experience because science cannot provide the answers and the art of judgement lies in weighing the merits of competing stories and spotting the snags. Indeed, these skills can be seen as their distinctive contribution to the analysis of policy.

### Diplomacy

Diplomacy may be an old-fashioned word but the arts of negotiation and persuasion remain current.

**The pendulum has swung too far for too long towards the new and the fashionable. I argue for the pendulum to swing back towards bureaucracy and the traditional skills of bureaucrats as part of the repertoire of governing.**

The diplomatic virtues are: truthfulness; precision; calm; good temper; patience; modesty; and loyalty (to the government one serves). The budding diplomat is advised that: 'above everything, do not allow yourself to become excited about your work'; 'patience and perseverance are also essential to any successful negotiator'; and: 'personal vanity breeds self-satisfaction which leads to a loss of adaptability and a decline in imagination'.

We have several everyday expressions to cover this skill. We talk of sitting in the other person's chair, standing in the other person's shoes and looking at the world through other peoples' spectacles.

### Political nous

Public servants practice 'politics' with a small 'p'.

The public servant may be neutral between political parties but they are not neutral either in the service of their department or their minister.

The political antennae point out the hole to the minister before he or she falls in. They pull him or her out of the hole afterwards ... and then argue that he or she never fell in.

The art is coping. The aim is survival. Their work is 'about stability. Keeping things going, preventing anarchy, and stopping society falling to bits. Still being here tomorrow.'

Conclusions: It's the mix of old and new that matters.

Reducing the craft of the public servant to six skills over-simplifies.

1. We do not know what we do not know – tacit knowledge and ethnographic research.
2. The separation of the skills is artificial. In practice, they are warp and weft. Where does diplomacy end and judgement begin? How do you counsel a minister without calling on your political nous?
3. The most important skill of all ... the ability to choose between and manage the mix of skills.

Managerialism seeks to enhance economy, efficiency and effectiveness. It is like mum and apple pie ... everyone agrees it is a good thing. Who wants to defend waste?

Network governance requires new skills in managing both the mix of bureaucracy, markets and networks and



## Public Administration, New Public Management and New Public Governance compared

Paradigm/key elements	Theoretical roots	State tradition	Unit of analysis	Key focus	Resource allocation mechanism	Core beliefs
Public Administration (PA)	Political science and public policy	Unitary/Federal	The political-administrative system	Policy advice and implementation	Hierarchy	Public sector craft
New Public Management (NPM)	Rational choice theory and management studies	Regulatory	The organisation	Management of organisational resources and performance	Markets	Efficiency, competition and the market
New Public Governance (NPG)	New Institutionalism and network theory	Differentiated	The network	Negotiation of values, meanings and relationships	Networks	Trust and reciprocity

Source: Compiled from Osborne 2010; and Rhodes 1998

in steering networks. In adopting these new skills, we must not forget that traditional skills remain essential. It is a question of what works ... of what skills fit in a particular context. The pendulum has swung too far for too long towards the new and the fashionable. I argue for the pendulum to swing back towards bureaucracy and the traditional skills of bureaucrats as part of the repertoire of governing.

Why are the traditional skills important? The short answer is because the traditional craft assumes the primacy of politics and ministers need them.

They live in a closed world of overlapping roles and responsibilities. It is a cocoon of willed ordinariness that exists to protect the minister. Private offices, staffers and top public servants exist to domesticate trouble, to defuse problems, and to take the emotion out of a crisis.

Critics of the public service for its slow pace of change should look instead to ministers as the main wellspring of change in government to explain the tardiness. It is not public service reform that should be at the top of the reform agenda but ministerial reform to ensure they have the array of skills necessary for high office.

**We have had an era of thinking small. It is time to think big again and return to the craft ... to statecraft.**

Between 1854 and the 1950s, Britain's top public servants were seen as 'statesmen in disguise' for the counsel they provide their ministers. Given that we so love dichotomies like steering not rowing,

let me suggest that NPM is about the low politics of implementation and the craft is about the high politics of serving the minister. We have had an era of thinking small. It is time to think big again and return to the craft ... to statecraft.

### Postscript: sample humour

I'm from Yorkshire. When I give a lecture there, if they like it, they don't clap, they let me live! So, I hope you let me live at least long enough to drink a Margaret River chardonnay ... an Evans & Tate Redbrook Chardonnay 2011 will do nicely. 🍷

*R. A. W. (Rod) Rhodes is Professor of Government, University of Southampton, UK; and Griffith University, Brisbane, Australia. He was an extremely popular, international keynote speaker at IPAA's 2014 International Conference in Perth. For a fuller text enter the 'Resources' gateway at [www.wa.ipaa.org.au](http://www.wa.ipaa.org.au)*

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Christine Nixon and Amanda Sinclair  
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### **NAVIGATING ASIA**

Professor Michael Wesley  
*11-12 March 2015, Melbourne*

### **PARTNERSHIPS IN INFRASTRUCTURE**

Professor Tony Gomez-Ibanez  
*15-20 March 2015, Melbourne*

### **RECOGNISING PUBLIC VALUE**

Professor Mark Moore  
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# Making community governance work

**Tony Lawson reports the start of IPAA SA's efforts to engage with its communities of interest – this time exploring community governance.**

One of the key strategic directions for IPAA SA in 2014–2017 is to add value by building sustainable partnerships and collaborations with all tiers of government and the not-for-profit sector. This workshop, held in October 2014, was IPAA SA's first foray into this new and challenging area.

In sponsoring this innovative workshop with international keynote speakers from the USA and NZ, IPAA SA wanted to expose participants to new ways of thinking about community governance. It also was cognisant of the new approach by the SA Government to community engagement through the 'Better Together' program and its six key principles.

So, what does 'community governance' mean? It is normally discussed in terms of how organisations – government agencies, local government authorities or not-for-profit organisations – make decisions for their communities. Innovations in

community governance are seen as resulting from organisational initiatives.

Rather than being a means of conceptualising the different ways in which organisations are working with their communities, community governance may instead reflect an increasing predisposition within communities to play a greater role in how decisions are made which affect 'their place' and the options open to them for how they live, work and play.

**Innovations in community governance are seen as resulting from organisational initiatives.**

It also may be a necessary component of any effective response to the changes in the external environment that

have been significantly reshaping the opportunities and challenges for all organisations and communities from the very small to the largest. The roll call is familiar: demographic change, the rise of metropolitan centres, globalisation and the impact of technology.

## Council of the Future

The 'community governance' concept also was a very important topic examined by the Local Excellence Expert Panel in their report to the Local Government Association of South Australia – *The Council of the Future - Strengthening South Australian Communities in a Changing World (December 2013)* [www.lga.sa.gov.au/webdata/resources/files/LEPanel\\_FinalReport\\_December%202013.pdf](http://www.lga.sa.gov.au/webdata/resources/files/LEPanel_FinalReport_December%202013.pdf)

The Expert Panel made recommendations on two inter-related and connected themes – the establishment of Regional Councils and Community Governance. Regardless of the form of a Regional Council, the Expert Panel noted it was imperative the model adopted be appropriate for the circumstances and strengthened by embracing community governance. A Regional Council may be formed by several existing Councils, but the communities governed by the present Councils must continue to enjoy and develop governance over those community matters of direct concern to them.

The Expert Panel noted it was important to observe that effective sub-council governance arrangements will be a prerequisite to Local Government being able to act on behalf of its communities in bringing together state agencies and other stakeholders, and its communities, in regional partnerships. *Continued.*



**GOVERNANCE WORKSHOP** From left, Tony Lawson with Peter McKinlay

Fundamentally, the research makes it clear that a modern Local Government system should include provision for some form of effective sub council governance: ‘not just good engagement mechanisms, but some form of infrastructure at the community level capable of delivering an on-going involvement and involving individual communities in decisions about their preferred futures, including local place shaping’.

There is an increasing realisation that effective responses to the changes now confronting our communities are going to be far from a ‘one size fits all’ handed down from a higher tier, or tiers, of government. Instead, although higher tiers of government will continue to play an extremely significant role – partly by informed choice, partly by inertia – more and more communities will need to find their own solutions, and have the freedom to do so.

The emerging reality is that community governance is an opportunity for all organisations, individuals and groups of individuals.

The IPAA SA workshop focused on community governance by providing an overview of good practice internationally and nationally, looking at both statutory and non-statutory forms of community governance. It showed how different stakeholders are taking the lead ranging from councils, to higher tiers of government and the private and community sectors – all focused on working with communities to improve community outcomes.

**Paul Leistner**

The key facilitator was Paul Leistner, Neighbourhood Program Coordinator for the City of Portland’s Office of Neighbourhood Involvement. Before joining the city, Paul served as a neighbourhood activist in Portland for more than 17 years, holding leadership positions in his neighbourhood



**IN SESSION** Community governance workshop

association and district coalition and serving on many citywide advisory groups and policy committees. He also served for eight years as the research director of the City Club of Portland – coordinating citizen-based public policy research. He recently completed a PhD exploring the efficacy of citywide community involvement systems and drawing on the experience of Portland.

**Community governance is an opportunity for all organisations, individuals and groups of individuals.**

At the workshop Paul outlined the shift that occurred in Portland over some 40 years. Moving from the traditional top-down/expert-driven (‘adult:child’) form of relationships between local government and the community, to a community governance approach of a partnership between community and local government (‘adult:adult’).

Paul said community involvement was important because it;

- Ensured better local government decisions that more effectively respond to the needs and priorities of the community

- Engaged community members and community resources as part of the solution
- Engaged the broader diversity of the community – especially people who have not been engaged in the past
- Increased public understanding of and support for public policies and programs
- Increased the legitimacy and accountability of local government actions.

In terms of structural and organisational arrangements Paul set out how it worked.

Local and District Neighbourhood Organisations:

- 95 neighbourhood associations – self-defined, independent
  - Must meet basic requirements to be formally recognised by city government.
- Seven neighbourhood districts – governed by the community, funded by the city government to provide support to neighbourhood associations
  - Communications/outreach, leadership training, organisational management, strategic planning, information and referral, fund raising, dispute resolution, community organising, and policy advocacy.

City Office of Neighbourhood Involvement:

- Funding for community partner

organisations, strategic planning, and advice to local government agencies.

City Agencies:

- Formal notification to neighbourhoods.
- Budget advisory committees.
- Neighbourhood needs process.
- Outreach and community involvement strategies.
- Project advisory committees.
- Local government boards and commissions.

Based on their experience Paul indicated that people define 'community' in different ways:

- Geographic (e.g. neighbourhoods).
- Shared identity (e.g. ethnicity, age, disability, etc).
- Shared issues/interests (e.g. environment, arts, sports, housing, transportation, etc).

Based on the above the City Office of Neighbourhood Involvement identifies and supports different types of community via the following methods:

- Support people in organising with others with whom they feel connected.
- Encourage more people in these communities to be involved in civic life and activities.
- Build skilled leaders and strong community organisations and help groups connect with other community organisations.
- Help groups have an impact on local government decisions that affect their community.

The City of Portland Public Involvement Principles include:

- Partnership.
- Early Involvement.
- Building Relationships and Community Capacity.
- Inclusiveness and Equity.
- Good Quality Process Design and Implementation.
- Transparency.

- Accountability.

In closing Paul outlined the different stages on the journey to Community Governance:

- Traditional governance – little or no community involvement.
- Formal public notice and public hearings.
- Use of community outreach and involvement techniques for the development of policies, programs, and projects.

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### The workshop provided an excellent understanding of a range of issues and concepts.

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- Creation and support of a formal citywide neighbourhood system.
- Creation of a broader system that recognises and supports involvement by many types of communities (geographic, identity-based, and interest-based).
- Development of a broad strategy that builds capacity in the community and in local government to work together as true community governance partners.

To learn more about Portland's experience visit [www.portlandoregon.gov/oni](http://www.portlandoregon.gov/oni) or contact Paul by email at: [paul.leistner@portlandoregon.gov](mailto:paul.leistner@portlandoregon.gov)

### Peter McKinlay

Paul was well supported at the workshop by New Zealander Peter McKinlay. He has worked for many years as a researcher and adviser on local government and local governance and is working closely with the NZ Institute of Governance and Policy Studies, developing a research program on local government and local governance. In pursuing his interest in local governance, Peter has worked extensively with the Commonwealth Local Government Forum and been sole or lead author of a number of reports on community governance for both Australian and New Zealand peak bodies.

For example, Peter produced a report for the Local Excellence Expert Panel on forms of community governance in Australia and internationally.

There was also an interesting discussion on the role that the Bendigo Adelaide Bank plays through its community banking model which enables local communities to develop much needed community facilities and infrastructure and to take control of their financial destiny.

Tony Lawson hosted the day and facilitated a question and answer session.

A pleasing aspect of the day was that participants from State and Local Government and the not-for-profit sector took the opportunity to network and discuss options for working together to improve community engagement outcomes between the sectors.

The workshop provided an excellent understanding of a range of issues and concepts for participants, including learning how community governance can assist the better management of programs and expenditure, improve relationships with citizens and communities, and enable better outcomes for them.

IPAA SA intends to host more of these events with the key objective of enhancing cross-sector partnerships and collaboration between governments and the not-for-profit and community sectors, as these all aim to achieve improved community governance. **T**

*Information for this article was sourced from material produced for the workshop by Peter McKinlay, Executive Director of McKinlay Douglas Pty Ltd. [www.mdl.co.nz/About+Us/Our+People/Peter+McKinlay.html](http://www.mdl.co.nz/About+Us/Our+People/Peter+McKinlay.html)*

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# IPAA 2015 NATIONAL CONFERENCE

SYDNEY 14 & 15 OCT

THE HILTON, SYDNEY – 488 GEORGE ST, SYDNEY



FEDERATION  
REFORM:  
IMPACTS AND  
OPPORTUNITIES

**JOIN US** to connect with some of the best public sector thinkers, speakers and facilitators and participate in a range of new and innovative Conference sessions.

To learn more or register your interest:

[WWW.IPAA2015.ORG.AU](http://WWW.IPAA2015.ORG.AU)

# It's on – FED UP! – Sydney October 14-15



**The sunlight glints just so off the water, especially near that angle where the Opera House mainsail dips to the point where the Bridge soars away to the north shore; and at that point where the Luna Park clown's gaping smile through its span welcomes revelers and thrill seekers.**

Sydney – gateway to Australia for most foreign visitors and a magnet for domestic tourists.

It was a famous Australian PM who said: 'If you're not living in Sydney, you're camping out!' Many of us wouldn't go that far, indeed many do say: 'It's a great place to visit but I wouldn't want to live there!' But try telling the average Sydney-sider that!

Fact is, Sydney is a great place to visit – one of the world's great harbour cities. And – like London, Paris and New York, et al – you can always find plenty to do. It's a big international city – and once visited it draws us back again and again.

The good news is Sydney is the venue for IPAA's National Conference in 2015 – actually right in the heart of town at the Sydney Hilton on October 14 & 15.

The details are still being worked through or under wraps but what we can tell you is this: the quirky theme is FED UP!

But before you leap to the conclusion that IPAA New South Wales has jumped into protest mode, the FED UP! slogan is shorthand for 'FEDERATION REFORM: Impacts and Opportunities'

– a theme that offers great scope for interesting points of view and lively debate.

By the time you're reading this you should be able to learn more and register your interest at [www.ipaa2015.org.au](http://www.ipaa2015.org.au). But you could have known that by reading the ad in this feature. Well, at the time of going to print, details were a bit sketchy but we can tell you the conference menu shouts that topics for discussion will include:

- What the public wants.
- How Australia compares to other countries.
- What this could mean for State, Local and Federal Governments.
- How to streamline, simplify and clarify state and federal relationships.
- How governance arrangements are evolving.
- Productivity and the new challenges.
- The capabilities required of the public sector in this changed world.

Along with the Australian Awards for Excellence in Public Administration, IPAA's National Conference is the nation's premier public sector event. It invariably attracts more than 500

delegates and relevant, quality exhibitors. The Conference is an opportunity for public administrators from all levels of government and all geographic locations, plus those who support and study it to come together, compare notes, debate the issues that matter and network for mutual benefit. It's ALWAYS an excellent professional development opportunity.

And you just know that Sydney and the canny New South Welsh will attract some of the best public sector thinkers, speakers and facilitators to lead a range of new, innovative and interactive conference sessions.

But – even beyond the excellent professional development opportunities – *Today* sees another, perfectly valid opportunity for our readers – to have FUN!

October 14-15 is a Wednesday, Thursday combination. Even with a single RDO or annual leave day that gives you the opportunity to stay over in Sydney and enjoy everything it offers. By diarising the dates now you also might be able to obtain some annual leave and give yourself a longer stopover, before or after the conference. So, we decided to give you a long-range foretaste of what'll be happening in the 'Big Smoke'. *Continued.*

## And the proverbial ‘much, much, more!’

Ride a ferry, or a speedboat, or a yacht on our prettiest harbour. Fish or swim in it – or in Sydney’s wonderful harbour-side pools.

Run or jog along its banks, through the central park and gardens – even through the spectacular CBD. Or, take a birds-eye-view helicopter ride over the lot – incomparable?

Choose from a bewildering array of restaurants, bars, cafes, nightclubs and cuisines.

Stroll the Rocks, the Cross or Paddington. Tempt yourself in a tiny gallery, or a big one.

See the historic sights of Australia’s birthplace, or take in a contemporary show.

Hang at a jazz bar or take in an opera at our incomparable Opera House, or just stop for a drink or snack at its open-air bars.

And, given Sydney is a giant magnet and many Sydney-siders were born elsewhere, it’s often a chance to catch up with family or friends.

The list of possibilities is endless – like London, someone who tires of Sydney is tired of life! **T**

### Anything Goes

Sydney Opera House  
[www.anythinggoesmusical.com.au](http://www.anythinggoesmusical.com.au)



**PHOTO** Ethan Rohloff, Destination NSW

Cole Porter’s smash hit musical comedy is a stunning nautical favourite. For decades, Anything Goes has captivated millions with its delightful story of madcap antics aboard the S.S. American. This dazzling musical celebration features a hilarious tale of topsy-turvy relationships, mistaken identities and foiled plots, peppered with some of musical theatre’s most memorable standards, including You’re The Top, I Get A Kick Out Of You, and of course the title song, Anything Goes.

### Sea Life Sydney Aquarium

[www.sydneyaquarium.com.au](http://www.sydneyaquarium.com.au)



**PHOTO** Pierre Toussaint, Destination NSW

City side of Darling Harbour, Sydney Aquarium houses over 12,000 animals from 650 species, including sharks, dugongs, turtles, stingrays, penguins, and platypuses.

### Sydney Spring Racing Carnival

[www.theraces.com.au](http://www.theraces.com.au)



**PHOTO** Hamilton Lund, Destination NSW

The world-class, six-level Queen Elizabeth II Grandstand and surrounding facilities at Royal Randwick Racecourse has recently been extensively renovated. The venue spans more than 200 acres with 15 unique indoor and outdoor spaces. The luxury racecourse offers a spectacular setting with a unique backdrop of trackside and cityscape views, high-class cuisine prepared by award-winning kitchens, free parking and state of the art technology.

### Good Food Month

[www.goodfoodmonth.com](http://www.goodfoodmonth.com)



**PHOTO** James Horan, Destination NSW

Australia’s largest food festival, The Sydney Morning Herald ‘Good Food Month’ invites food lovers in Sydney as well as visitors to celebrate Australia’s extraordinary culinary scene throughout October. Signature events include the iconic, Asian-inspired Night

Noodle Markets in Hyde Park, the Shoot the Chef culinary photographic competition, and numerous other special lunches and dinners, pop-ups, parties and hands-on cooking classes, all at special rates.

## Taronga Zoo

[www.Taronga.org.au](http://www.Taronga.org.au)



**PHOTO** Pierre Toussaint, Destination NSW

Taronga Zoo is just 12 minutes from Sydney CBD by ferry – one of the world’s best – with breathtaking views of Sydney Harbour plus free shows and keeper talks throughout the day.

## Royal Botanic Garden

[www.rbgsyd.nsw.gov.au](http://www.rbgsyd.nsw.gov.au)



An oasis of 30 hectares right in the heart of the city, the Royal Botanic Garden occupies one of Sydney’s most spectacular positions wrapped around Farm Cove at the edge of Sydney Harbour. Established in 1816, the Garden is the oldest scientific institution in the country and home to an outstanding collection of plants from Australia and overseas.

## Harbour Bridge Climb

[www.bridgeclimb.com](http://www.bridgeclimb.com)



**PHOTO** Bridgeclimb Sydney

With your Climb Leader as your guide, step-by-step you’ll ascend the arches of the iconic Sydney Harbour Bridge and enjoy marvelous views of Sydney, situated in one of the most beautiful harbours on earth. Throughout your climb, your Climb Leader will entertain you with stories about the history of the Bridge – from its construction, to its opening in 1932, right through to its place in modern-day celebrations. And the view from the summit – top of the arch!

## Australian Museum

[www.australianmuseum.net.au](http://www.australianmuseum.net.au)



Located centrally at the southern end of Hyde Park, Australia’s first public museum was established in 1827 and grown to an internationally recognised collection of over 18 million cultural and scientific objects. There is always at least one special exhibition running.

## Art Gallery of NSW

[www.artgallery.nsw.gov.au](http://www.artgallery.nsw.gov.au)



Established in 1871, the Art Gallery of NSW presents finest international and Australian art in one of the most beautiful art museums in the world. Modern and contemporary works are displayed in expansive, light-filled spaces, offering stunning views of Sydney and the harbour, while its Grand Courts are home to a distinguished collection of colonial and 19th-century Australian works and European old masters. There are also dedicated galleries celebrating the arts of Asia and Aboriginal and Torres Strait Islander art.

## Museum of Contemporary Art

[www.mca.com.au](http://www.mca.com.au)



**PHOTO** James Horan, Destination NSW

Located on one of the world’s most spectacular sites on the edge of Sydney Harbour, the Museum of Contemporary Art is dedicated to innovative programming, with ground breaking exhibitions of contemporary art from Australia, the Asia Pacific region and around the world.

# What's in a name?



**Lesley van Schoubroeck, left, outlines the challenges for mental health commissions and the approach by Queensland's to be judged fairly for its performance.**

Mental health commissions and commissioners are flourishing in Australia and overseas. All have

similar titles and high expectations but some have very different mandates. Most have a whole-of-government, strategic focus on mental health problems. How will their success be judged and by whom?

The emergence of mental health commissions is reminiscent of the 1980s and 1990s when offices of women's policy, youth affairs, disability and seniors flourished across state and commonwealth jurisdictions. Departments, offices and authorities for Indigenous affairs continue to form and re-form. All these entities had one thing in common – they were expected to bring a whole-of-government, strategic focus to bear on a problem of inequity or social justice, to improve outcomes for a particular segment of the population variously described as special, marginalised, vulnerable, or equity groups.

If we want to know how the success of our emerging mental health commissions will be judged once the excitement over their creation abates, perhaps we should look to history. Perhaps by looking back over the last 30 years, since the emergence of other whole-of-government social policy offices, lessons can be learned about what success looks like, what strategies led to that success and what resulted in sustainable improvements in citizens' lives.

## Effectiveness of policy offices

As stand-alone entities responsible for cross government and cross-sectoral

collaboration have supplemented or replaced interagency committees as a structural response to inter-related and complex issues, so too has the focus on their effectiveness. Cross government policy offices are an agent for change, a temporary input to a complex system to disrupt the status quo, help systems realign and then move on as the wider system adjusts and settles.

**The offices most respected within the public sector are those whose leaders know they get their own achievements through the success of others.**

It is easy to avoid an evaluation of effectiveness of a committee or taskforce. It is not so easy to avoid evaluation of the effectiveness of a separate entity with its own leader and staffing structures, be it part of a larger department or a separate agency in its own right.

Often the key tool for collaboration is a whole-of-government strategic plan and evaluations of the effectiveness of such units tend to look to the outcomes of the collective effort of all agencies through which the effectiveness of the coordination unit is an integral part.

A conversation with leaders in any large government agency is sure to reveal a range of responses to the effectiveness of the various coordinating policy offices they have encountered.

Responses might range from concern they simply create paper work, or they get in the way of the 'real work', to an appreciation they are necessary to get agencies to work together, to an expectation they should take carriage of and resource all the interagency effort that otherwise falls between the gaps. Indeed, to do all the things that we expect that mythical 'someone else' to do.

Ministerial offices tend to be more appreciative but want to avoid getting involved in the turf squabbles that so often arise. They appreciate the different policy views but ultimately their loyalty is generally to the department heads responsible for front line service delivery and the portfolio budget.

The offices most respected within the public sector are those whose leaders know they get their own achievements through the achievements of others. As such their successes can pass unnoticed by the very community groups for whom they hope to achieve better outcomes and may be downplayed by bureaucrats whose policy positions they challenge.

An essential prerequisite to their success is political support, interpreted by some as being attached to the first minister's department. For others the political support of a respected minister is a preferred option. Everyone knows, however, that political support can be transitory and dependent on positive feedback from trusted public sector and community leaders.

Others argue that a legislative mandate, transparent budget and full independence from the 'parent ministry' are essential.



Whatever their mandate, cross-government entities need the administrative capability to keep things moving, keep all stakeholders engaged, without being seen to increase the bureaucracy or red tape. Yet without the necessary administrative structures and routines, no amount of good ideas can be translated into sustainable reality.

### **Australia's mental health commissions**

Australia's first mental health commission, established in Western Australia in March 2010, was greeted with acclaim from advocates across the country. Its key tool for system-wide reform was control of the budget for mental health services delivered by government and non-government agencies through the health portfolio but not those delivered through other portfolios. The direction for change was articulated through a whole-of-government strategy. It was established as a department of state, titled a Commission and its chief executive officer likewise titled Commissioner, reporting to a Minister for Mental Health. It has survived one election but as yet no change in government.

Next off the starting line was the National Mental Health Commission, established as an executive agency in the Department of Prime Minister and Cabinet. Leadership in the National Commission was vested in nine Commissioners and a CEO. It defined its direction through the development of a national road map. Since a change in government in 2013, the focus of this Commission has turned to a review of mental health programs across state and commonwealth governments. It has changed its chief executive and the terms of several commissioners have expired. This commission initially reported to a Minister for Mental Health reporting directly to the Prime Minister but since the change of government to the Minister for Health.

In July 2012, the New South Wales Mental Health Commission was established by legislation as a separate agency headed by a chief executive officer, titled Commissioner, supported

by four deputy commissioners and responsible to the Minister for Health. The Commission's reform tool was a whole-of-government coordination to be articulated through a strategic plan.

Next came the Queensland Mental Health Commission, similar to New South Wales, established as a separate agency in July 2013, legislation, headed by a chief executive titled Commissioner, responsible for whole-of-government coordination to be articulated through a strategic plan.

In July 2014, the Victorian Government's Mental Health Complaints Commissioner began. The role is established in legislation but is very different from the other commissions. Its Commissioner will accept, assess, manage, investigate and endeavour to resolve complaints about mental health service providers. A common expectation among consumers and their families of other mental health commissions is that they will address complaints with services. None of the others do that. As time passes, it will be interesting to see if this separate complaints body can be more effective than general health complaints bodies in overcoming the reluctance of mental health consumers to lodge complaints in the first place, let alone have their complaints satisfactorily resolved.

The most recent announcement came from South Australia. Its June 2014 budget provided \$9 million over four years for the establishment and on-going funding of a mental health commission. The model is currently being developed, with a focus on improving services for consumers, carers and their families.

None are commissions of inquiry with fixed terms of reference.

### **Meeting expectations**

Expectations of commissions vary and mental health commissions in New Zealand, Canada, Ireland and many other countries have the same name, some common functions and their own specialities.

The very establishment of these commissions by governments signals a political will to 'do something' to improve mental health and wellbeing. This concern also is reflected in community surveys and economic studies both nationally and internationally about the contribution of mental health disorders to the burden of disease and to the cost of social services and lost productivity.

Most stakeholders however are not students of public administration. Most don't concern themselves about the details of mandate and resources. They look to a name. They hear 'mental health commission'.

*Continued.*



**ENTERTAINERS** Deaf and hard of hearing members of the Richmond Fellowship Community Choir who provided the morning's entertainment for the end of year thank you morning tea

They expect that their own particular problems with the existing system will be solved, whatever those problems might be.

So many consumers and their families expect complaints about services and service providers will be resolved. That there will be more services when and where they want them. The community expects the intractable problem of suicide will be addressed. Mental health professionals expect their resources will be quarantined from the demands of the general health budget. Human rights advocates expect commissions will join them in arguing for a more enlightened approach to legislation. Police and schools expect additional investment to meet their workload that comes from working with people with mental health issues. And politicians expect they will now be able to reduce demand on expensive in-patient services without significant upfront investment in early intervention. Meanwhile, those many solutions not yet supported by governments re-emerge with their proponents seeking support from this new entity.

And every achievement of one commission becomes a new expectation of others. Because they are all called commissions. And every disappointment with one commission becomes a disappointment with others. Because they are all called commissions.

### Understanding success

Queenslanders can be forgiven for having very high expectations of their commission. In the two years prior to its establishment, widespread community consultation nurtured expectations of a very significant role with both legislative and financial levers for reform.

In the end though, the parliament passed legislation for a modest agency with a strategic policy agenda reporting to the Minister for Health as part of its wider portfolio reforms. The policy, planning and oversight of publicly funded mental health services remained squarely in the Department of Health. At the same time, it downsized its policy capacity in both mental health and drug and alcohol, as well as its capacity to support consumer, family and carer involvement in service reform and delivery. Role clarity was therefore vital if the Commission was to be seen as 'successful' in an environment where some functions for the Health Department had been transferred to the Commission, some had been transitioned to area health services, and others continued with reduced resources, or discontinued.

### Most stakeholders, however, are not students of public administration.

The effectiveness of the Queensland Mental Health Commission is to be reviewed within three years. Its effectiveness needs to consider two important aspects – the contribution of the combined effort of all contributing agencies to making a difference to the mental health and wellbeing of Queenslanders; and the contribution of the QMHC to that difference.

The Commission has now put in place a process that will form the basis for evaluating the second of those questions. In doing so, it will also guide the agency in determining the strategies that will actually make that difference.

Its key enablers for enduring change, like that of any policy agency, are its credibility, ability to foster networks, focus on outcomes for people living with mental health issues and the sustainability of the collaborative mechanisms introduced.

As governments and citizens expect more focus on outcomes and better value for money we have become much better at defining and measuring this for service delivery and even for regulatory agencies. However, those agencies with more intangible deliverables often remain unaccountable to the community and importantly to the very agencies whose outcomes they aim to influence through their policy and funding levers.

A comprehensive literature review, evaluation methodology and the results of a first community survey are now on the Commission's website. While the specific tools for measuring the effectiveness of agencies varies, the methodology adopted by Queensland was based on a thorough review of the literature and should provide food for thought for others wanting to hold themselves to account for their contribution to a collaborative effort.

Since the community survey was completed the Queensland Mental Health, Alcohol and Drug Strategic Plan was launched and a number of high-profile reports completed. An element of the evaluation process for 2015 is to gauge the extent these are influencing policies and behaviours in other government agencies. **T**

*Dr Lesley van Schoubroeck, Queensland's first Mental Health Commissioner, has a long-standing interest in understanding the effectiveness of policy coordination bodies. [www.qmhc.qld.gov.au](http://www.qmhc.qld.gov.au)*



**THANKS** Queensland Mental Health and Drug Advisory Council with Minister for Health and Commissioner. From left, Gracelyn Smallwood, Debbie Spink, Ailsa Raynor, Luke Terry, Mitchell Giles, Amelia Callaghan, Minister Springborg, Kingsley Bedwell, Jan Kealton, Harvey Whiteford, Lesley van Schoubroeck and Etienne Rous

# The ripple effect



**Peter Wilkins, John Phillimore and David Gilchrist, from left to right, discuss their research into the ‘positive contribution of independent watchdogs to Australian government practice’ ... and ask for help.**

Integrity agencies can provide valuable insights into collaboration between public and private sector entities and the governance issues and lessons to be learnt from their assessments.

These reports also can drive the focus of agency personnel and bring into the daily discussion and thinking of executives issues that might not otherwise be brought to light. That is because there is so much to consider in the day-to-day management of a public sector organisation rather than the intent or disengagement of agencies.

Curtin University’s John Curtin Institute of Public Policy and its Public Sector Accountability and Disclosure Research Cluster have been funded by the Australia and New Zealand School of Government (ANZSOG) to undertake a research program aimed at evaluating public sector collaboration and governance based on the work of integrity agencies.

A sample of reports by Australian Auditors General and Ombudsmen will be reviewed to develop a broader and deeper understanding of the common governance issues identified through oversight programs.

The research will examine reports’ outcomes in relation to collaboration; make observations and suggestions for enhancement; analyse the causes of these issues and identify possible remedies. The substance of each report and its recommendations will be examined along with the broader discussion instigated as a result of the investigation process and the subsequent publication of the report.

by these reports; identify benefits of considering groups of reports and increase readership by emphasising their utility and availability. It will assist the public sector to get the most out of the work of integrity agencies.

## Case example

A case example illustrates the purpose of the project.

**The discussion rippled throughout the public sector where lessons learned were considered in other areas.**

In 2009, the Western Australian Auditor General tabled a report in parliament called *Maintaining the State Road Network*. It examined and evaluated outcomes achieved by Main Roads WA in adopting a novel, outcomes-based contracting approach, aimed at increasing efficiency in the maintenance of the main roads network. The approach changed the agency’s role from that of maintenance provider to maintenance purchaser.

While shifting to an outcomes’ focus may seem a fairly pedestrian and common process in today’s Australian public sector – certainly the rhetoric about this type of change is ubiquitous – the transformation saw a number of challenges developed as a result of the agency’s new approach. The Auditor General assessed effectiveness, efficiency and contract management issues and his findings informed the development of maintenance contracts

by Main Roads WA. The Public Accounts Committee followed up the Auditor General’s report and reviewed additional information from the agency. The Committee ended its involvement in 2012 having been assured by the agency it would evaluate the success of the changes and identify lessons learned.

The Auditor General’s report – its information and analysis – is publicly available for use by researchers and those responsible for management and accountability in the public sector. The undertaking of the review meant the Auditor General was able to instigate a discussion across the public sector that magnified the impact of his report and increased focus on the issues raised, regardless of the purpose of contracts let by other agencies. In other words, the discussion rippled throughout the public sector where lessons learned were considered in other areas.

Such reports also allow parliament to access independent information and analysis and oversee the executive – promoting accountability in ways not otherwise available to most parliamentarians; an equally important outcome that parliamentary committees can enhance through follow-up. Again, integrity agencies’ reports serve to address the issues examined directly but also to instigate and widen the discussion, as parliamentary committees are able to extrapolate from the report’s discussion and findings to wider oversight issues. ■

*The researchers – all Curtin University professors – welcome suggestions on particularly valuable or informative reports from integrity agencies across Australia that look into collaborative governance. Contact John Phillimore at [j.phillimore@curtin.edu.au](mailto:j.phillimore@curtin.edu.au)*

# Housing scheme success



**Peter White, left, says Tasmania's public and not-for-profit sectors are working together for better results.**

Since the end of the Second World War, Housing Tasmania has been responsible for social housing

under the *Homes Act 1935*.

Since then, the environment for housing assistance has changed considerably. Post war housing development supported growing industrialisation with homes developed for working families in areas such as Warrane, Chigwell and George Town.

Since the mid-1940s, the State Government has built over 27,000 homes, or 15 per cent of the state's total housing stock – many sold to occupants under purchase contract arrangements, with a number retained as public housing – and also provided loans to thousands of people to build their own homes.

Through the 1960s and early 1970s wages were high, with unemployment down and low interest rates. The Housing Department then sold two-thirds of the homes it built, the balance increasing the public rental supply.

Prior to the 1970s, most people who received housing assistance were families where the main source of income was a wage. From 1970, the profile of clients began to change. There was an increase in single parent families headed by women and a continued growth in the number of older clients. The proportion of unemployed people increased steadily. Allocation policies became more targeted such that by the mid-2000s the main income source for over 80 per cent of tenants was government benefits.

The emphasis on accommodating those in greatest need created significant financial pressure on Housing Tasmania. Social housing operates under an income based rental model. As the proportion of tenants on low income increased, rental revenues fell. That was not supported by any commensurate funding increase through the Commonwealth State Housing Agreement.

## The reform agenda focuses on increasing the role of the community-housing sector.

As a consequence, fewer funds were available to maintain and upgrade stock and new housing construction declined markedly. Homes were sold to fund operating costs, resulting not only in a reduction in overall stock but it became older and less suited to tenants' needs, as smaller households replaced families as Housing Tasmania's key client group.

By 2010, Housing Tasmania estimated it had a deferred maintenance liability of \$80 million. It also identified that over 30 per cent of its portfolio was not aligned to need, such as bedroom configuration and universal access. The average age of the portfolio was almost thirty years old.

Sources of additional funding were needed to tackle the maintenance liability, reduce the need to sell homes to meet operating expenses and enable investment in new homes to better meet social housing needs.

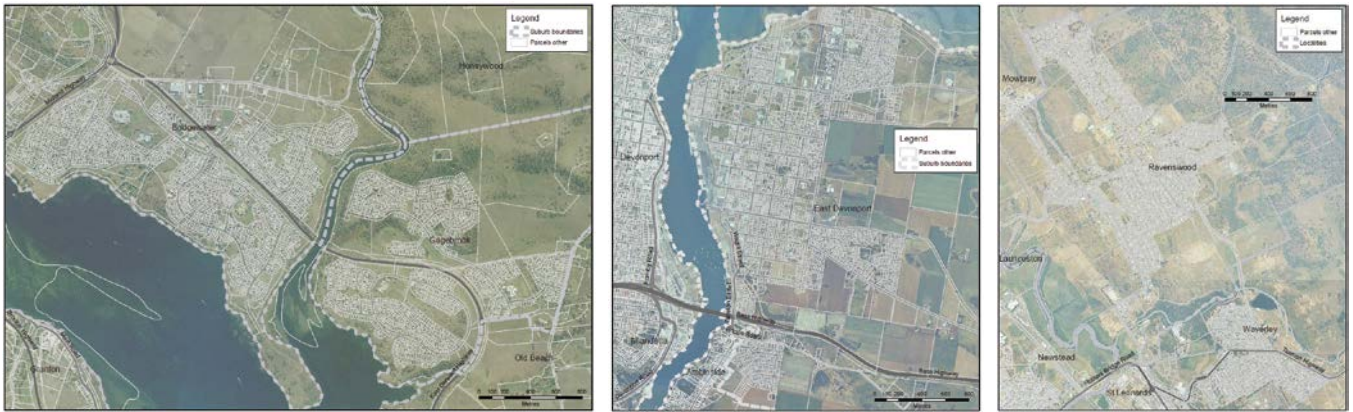
Work done by Housing Tasmania identified a need to implement the following strategies to meet these objectives:

- Establish community-housing organisations in Tasmania with the ability to operate at scale and access new finance.
- Create a common social housing waiting list from which those organisations could allocate tenancies.
- Obtain support from tenants to a change in management from Housing Tasmania to community housing organisations.
- Release to the market proposals that provided an opportunity for community housing organisations to demonstrate their capacity.

### National directions

Under the National Affordable Housing Agreement, which began on January 1, 2009, all governments, including Tasmania's, committed to reforming social housing systems to improve efficiency and effectiveness and provide more sustainable and equitable models. The reform agenda focuses on increasing the role of the community-housing sector, which is able to access Commonwealth Rent Assistance (CRA) and leverage private finance to increase supply.

When the Nation Building Economic Stimulus Plan (NBESP) was signed in early 2009, additional commitments to grow community housing were included. Approximately \$134 million was invested in the development of over 530 new dwellings across Tasmania. The funding required at least 75 per cent of that stock to be owned or managed by the not-for-profit sector.



**BETTER HOUSING FUTURES'** From left, BHP South, East Devonport and BHP North Parcels

States also were required to transfer to community housing providers by mid-2014 up to 35 per cent of all public housing stock, approximately 4,000 homes.

These commitments agreed at the national level complemented the strategy that Tasmania had already developed and provided a platform for action.

### Engaging with community housing providers

Tasmania's approach to establishing a community-housing sector with the scale and capacity to manage substantial stock transfer began in earnest with the NBESP.

The state called for expressions of interest and selected community-housing organisations to develop and/or manage housing. Two organisations that emerged keen to drive growth and achieve scale – Centacare Housing and Housing Choices Tasmania – were given funding and stock to manage, giving each the opportunity to establish a significant presence in the state.

The response validated the capacity of the community-housing sector and demonstrated the benefits it was able to deliver. For example, based on a management agreement for 138 units, Housing Choices Tasmania agreed to develop 40 additional new homes. By engaging with the community-housing sector, Tasmania was able to leverage the development of approximately 15 per cent more homes than it would by directly investing in public housing.

### Transfers

Given positive NBESP outcomes, in October 2011, the Tasmanian Government agreed to transfer approximately 4,000 homes to the not-for-profit sector under the 'Better Housing Futures' scheme – implemented in two stages. Lessons learned in the first were considered prior to the rollout of the second.

**Tasmania was able to leverage the development of approximately 15 per cent more homes than it would by directly investing in public housing.**

Financial modelling showed a community-housing organisation needed a portfolio of at least 500 units to operate a viable business model, so the first stage involved a tender to transfer management of around 500 tenancies in two southern Tasmanian suburbs with high densities of social housing: Clarendon Vale and Rokeby.

Stage 2 was of three portfolios of between 1,000 and 1,200 dwellings, including in suburbs where social housing density was as high as 60 per cent.

Organisations were offered a ten-year management agreement with retention of rental income but responsibility for all property outgoings including maintenance,

rates, and tenancy management costs.

The transfer of title to vacant land within the communities was also included. Half the proceeds from house sales were also shared. The organisations also are required to invest all surplus funds into the community through a range of programs, including new housing, employment, social infrastructure and property upgrades.

Under the management agreement with Housing Tasmania, the organisations would seek to sign existing and new tenants to lease agreements, with tenants becoming eligible for CRA weekly payments of up to \$60. Those are added to their rent so the tenant pays no more than when they were tenants of Housing Tasmania. The additional revenue offers greater scope for the community housing organisations to upgrade homes or provide other services that can benefit tenants and the community.

Participating organisations were expected to implement asset management plans to address deferred maintenance liabilities and respond to daily maintenance requests, provide more accessible tenancy management by locating their offices within portfolio areas, develop master plans for each community, initiate urban renewal programs and construct new social and affordable housing.

Under the tender process organisations were required to provide submissions that demonstrated a clear vision and pathway

*Continued.*

for achieving the target outcomes sought from the Better Housing *Futures* initiative in Tasmania; understanding of the social housing system in Tasmania and capacity to manage, or partner with those who manage, a high volume of social housing properties and tenancies; experience and capacity to undertake strategic planning and development of land parcels to deliver high quality, affordable housing on time and budget; experience and capacity to establish a positive profile and develop and sustain community partnerships and engagement; capacity to establish robust governance structures at both board and operational levels, suitable for a large-scale social housing provider operating in contemporary human resource management frameworks; and financial viability, strength and capacity to successfully fulfil all the obligations, responsibilities and liabilities associated with delivering the target outcomes.

Applicants were required to submit a financial model showing projected cash flows over the ten-year period and the number of new homes proposed for development. Those were evaluated against Housing Tasmania's own model's conservative assumptions.

In order to demonstrate the nature of the partnership that Housing Tasmania was seeking to develop with each organisation, the management agreement contains a two-year review clause. It allows for the key variables in each portfolio – including rate of CRA take-up, maintenance costs and sales revenues – to be reviewed against the base case established from the tender process. If cash flows are below

expectations, the project deliverables may be adjusted over the contract period to maintain viability.

This risk-sharing approach recognises a number of key variables that could not be accurately predicted prior to entering agreements. As a result, there are mechanisms that protect both parties if the financial situation after the initial two-year period suggests commitments made during the tender process cannot be fulfilled without risking the financial viability of the organisation.

### Results

There are now four community-housing organisations managing approximately 3,900 public housing properties across Tasmania.

**The approach adopted worked extremely well, with very positive feedback on services provided by community housing organisations.**

Since March 2013, Mission Australia Housing has successfully managed a portfolio of 500 properties in Clarendon Vale and Rokeby. In May 2014, Centacare Evolve Housing began managing a portfolio of more than 1,000 properties in the southern areas of Bridgewater, Gagebrook and Herdsmans Cove.

In June 2014, Housing Choices Tasmania started managing 1,175 properties in the northwest suburbs of Somerset, Shorewell Park, Acton, West Ulverstone, East Devonport and Latrobe.

In July 2014, Community Housing Limited took over management of a portfolio of almost 1,200 properties in the northern suburbs of Ravenswood, Waverley, Rocherlea, Mayfield and Mowbray.

Each organisation is part of a larger national housing organisation, providing Tasmania with access to board and management expertise and the ability to raise significant capital. The organisations now collectively employ over 50 full time equivalent staff across Tasmania.

From the time they were publicly announced, the organisations worked with Housing Tasmania to explain the changes to tenants and how they and their communities could benefit. Interactions included community days, fact sheets, mail outs, door knocking of tenants, meeting with key stakeholders, including councils, neighbourhood houses and peak bodies and social media campaigns. There was a minimum of four months between when tender outcomes were announced and the organisations commenced management.

The approach adopted worked extremely well, with very positive feedback on services provided by community housing organisations. To date, more than 1,000 tenants have signed leases with the organisations – more than a quarter of the total and well ahead of initial projections. An estimated \$60 million in CRA payments will be collected over the ten-year period, to be re-invested into Tasmanian communities.

The revenue streams will support an estimated \$39.5 million in property upgrades and repairs and maintenance of approximately \$81 million.



Better Housing *Futures* will result in a significant increase in the supply of social and affordable housing.

Over the ten-year term it will deliver a total of 101 new social housing dwellings, and 220 new affordable housing dwellings that, by agreement, must be retained as social or affordable housing for a period of 30 years.

A 'social return on investment' is being developed for each portfolio to quantify the economic and social benefits that arise from the scheme.

Expected improved social outcomes include healthier lifestyles and improved

housing stability for people needing assistance, with easier access to housing and support services; improved housing condition through more property upgrades and maintenance works; reduced social isolation by partnering with existing or new community initiatives

**Tasmania is so far the only state to have met the target to transfer 35 per cent of its social housing stock to community housing organisations**

and involving residents in decisions about their community and helping each other; reduced housing stress, with greater diversity of housing and more opportunities for social and affordable rental or home ownership.

Tasmania is so far the only state to have met the target to transfer 35 per cent of its social housing stock to community housing organisations. The experience to date suggests that when government and the community sector come together better results can be achieved for our clients. ■

*Peter White is the Director of Housing Tasmania in the Department of Health and Human Services.*

## Australian Capital Territory

### Reducing the burden of rules

ACT's monthly seminar for October 2014 'Better Regulation: carrots, sticks and a light touch' was a great success with speakers receiving many questions from an engaged live and online audience.

The event featured Parliamentary Secretary to the Prime Minister, Josh Frydenberg, the Chief Executive Officer of the Australian Pesticides and Veterinary Medicines Authority (APVMA) Kareena Arthy and the Business Council of Australia's and the B20's Robert Milliner.

Josh Frydenberg discussed the government's agenda to define acceptable risk and assess the impact of regulation on business decision-making. He said the aims were to cut red tape, protect investment in Australia and encourage business to build wealth and create jobs.



**BETTER REGULATION** From left, Robert Milliner, Tamara Cutcliffe, Josh Frydenberg and Kareena Arthy

Robert Milliner emphasised the gains that business will make from deregulation, explaining that efficient, effective and predictable regulation encourages investment.

Kareena Arthy spoke about the APVMA's imperative to achieve regulatory excellence. She said the challenges faced by her agency included ensuring economic benefits were not part of the

consideration process when assessing the safety of chemicals.

Participants were directed to [www.cuttingredtape.gov.au](http://www.cuttingredtape.gov.au) to read more about the deregulation agenda. **1**

*A webcast of this seminar, including tweets, can be viewed at:*

*[Livestream.ssc.gov.au/ipaa/october2014](http://Livestream.ssc.gov.au/ipaa/october2014)*

### Canberra – Hot bed for innovation

The National Portrait Gallery was the innovative venue for IPAA ACT's Young Professionals Innovation Breakfast in November 2014.

This new event, showcasing young ACT entrepreneurs heard from keynote guest Katy Gallagher, the ACT Chief Minister who spoke about how innovation and technology had been used to cut costs and provide better services to citizens. The Chief Minister also provided an articulate summary of how innovation is hampered in the ACT Government by the existence

of rigid appropriation and procurement structures ... a clear insight to the challenges many government bodies face when aiming to do business in new and better ways to assist the community, while impeded by some traditional business processes.

Entrepreneurs speaking at the event were Jessica May, founder and owner of Enabled Employment; Zakaria Bougettaya, co-founder of QuicklyPay.it; Lachlan Blackhall from Reposit Power and Dr Sarah Pearson, CEO of the CBR Innovation Network.

The resounding messages from the speakers were to be brave and put forward new ideas to attract funding and support ... and be prepared for failure and accept that as part of the learning process. And that 'Canberra is now officially the hot bed of innovation in Australia!'

Around 140 guests attended, many of whom had not previously been to an IPAA ACT event. **1**

**KEYNOTE SPEAKER** Below from left, IPAA ACT President Glenys Beauchamp and guest, the then ACT Chief Minister Katy Gallagher





## Q&A: Responding to Gus O'Donnell: Leadership, change and performance



**PANEL** From left, Glenys Beauchamp, Lord Gus O'Donnell, Andrew Metcalfe and Stephen Parker

This third Q&A forum was hosted by IPAA ACT and facilitated by Martin Stewart-Weeks, Principal of Public Purpose Pty Ltd, in the National Library of Australia's Brindabella Room on November 10.

The format had been used effectively during the IPAA 2013 National Conference and in April 2014 with the event 'Rising above Clichés: How to build a high calibre public service!'

Keynote speaker was Lord Gus O'Donnell, whose distinguished public service career included being Cabinet Secretary to British Prime Minister John Major.

Responding to Lord O'Donnell's reflections were IPAA ACT President and Secretary at the Department of Industry Glenys Beauchamp; EY partner Andrew

Metcalfe and Professor Stephen Parker, Vice Chancellor of the University of Canberra.

Themes discussed included:

- What should government do to improve the quality of people's lives?
- Threshold issues – impact, what works, what doesn't and how do we know?
- Professionalism and resilience of the public sector ... in spite of pay levels, changes in technology and new skills required include commissioning.

This premier early-evening event – supported by Cisco, Deloitte and Telstra – was well attended by senior public servants and those passionate about improving public administration. More Q&A events are being planned for 2015. **T**

## Tony Blunn gets his gong

Tony Blunn has been instrumental in getting the ACT IPAA National Fellows together each year for the past three years and has taken a real interest in annual proceedings for growing the fellowship. His one complaint over those three years ... and possibly much longer ... was that he had never received his certificate. This year IPAA ACT Vice President Carmel McGregor – with thanks to IPAA National for its assistance – took great pleasure in ending Tony's ribbing, by presenting him with his Fellow certificate dated June 2008. **T**



**OVERDUE** Carmel McGregor presents Tony Blunn with his award

## New South Wales

### Changing of the guard

The Secretary of NSW's Department of Justice, Andrew Cappie-Wood, below, has returned to the IPAA NSW Presidency.

Prior to joining the Department of Justice in December 2013, Andrew was Head of the ACT Public Service and Director-General of the Chief Minister and Treasury Directorate for six years. In this capacity he led the Directorate and public service in advising and serving the Chief Minister and government of the ACT and was active in IPAA there.



Andrew, previously spent 10 years as Director General of several NSW Government departments, including the Departments of Education and Training and of Housing. He also established the NSW Department of Ageing, Disability and Homecare.

He has served as chief executive officer to a number of ministerial councils, chaired a number of national and state companies and boards and is a past President of IPAA NSW.

Immediate-past President Peter Achterstraat announced at the November 2014 AGM he was standing down and Andrew Cappie-Wood was co-opted by council to serve out Peter's term.

Carolyn Burlew and Madeline Culbert were also re-elected for a further term as Vice Presidents.

Members approved changes to the Constitution – for more information download the Explanatory Statement. **T**

## 10th National Investigations Symposium



**SPEAKERS** Assistant Commissioner Peter Gallagher – Commander of Professional Standards, NSW Police, Geoff Earley, AM – Inspector General, Australian Defence Force, Gail Furness SC – St James Hall Chambers, Prof Tim Prenzler – Australian Research Council Centre of Excellence in Policing and Security, Griffith University, Kate McClymont – Investigative Journalist, Sydney Morning Herald

The National Investigations Symposium – a biennial event for public sector investigators and complaint-handlers run by the NSW Independent Commission Against Corruption, NSW Ombudsman and IPAA NSW – was held in November 2014 at Sydney’s Four Seasons Hotel.

Speakers included investigative journalist, author and host of the ABC’s *Media Watch*, Paul Barry; Professor Tim Prenzler from the Australian Research Council

Centre of Excellence in Policing and Security School of Criminology and Criminal Justice, Griffith University; Murray Kellam, Chief Commissioner, Integrity Commission, Tasmania; Professor AJ Brown, Centre for Governance and Public Policy, Griffith University; Kate McClymont, investigative journalist, *Sydney Morning Herald*; and the Inspector General of the Australian Defence Force, Geoff Earley. **T**



**ANSWERS** Mark Goode, Investigative Consultant & Ian Edwards, Workplace Misconduct Professional



**LEADER** Assistant Commissioner Peter Gallagher, Commander of Professional Standards, NSW Police Force



**FULL HOUSE** The audience at the 10th National Investigations Symposium

## Staff changes

IPAA NSW also has recruited a new professional development team for 2015. New Director, Marketing and Business Development Jemma Still has been actively involved in the management of professional associations for the past

eight years, most recently as the Business Development Manager at the Law Society of NSW.

IPAA NSW veteran and highly regarded editorial consultant to *Today*, Craig Boaden, is leaving the team after 11 years.

NSW chief executive officer John Carnegie described Craig as ‘a fountain of knowledge and will be missed’. John said, ‘we wish him all the best in his future endeavours’. *We concur. Ed.* **T**

## Gen X: The generation born not to rule

Following its fabulously successful ‘Generations@Work’ event in late 2012 – which explored the many opportunities and some of the challenges of having five generations in the workplace – IPAA NSW held another event in the series, in November 2014 at Sydney’s McKell Building Conference Room.

This time the focus was on Generation X – those born between 1965 and 1980 –

a cohort often referred to as the ‘forgotten’, or ‘Prince Charles’ generation because the workplace and media spotlights so often fall on Baby Boomers (1946–1964) and Gen Y (1981–1994).

A panel facilitated by Kerry Chikarovski, formerly Leader of the NSW Parliamentary Liberal Party included – for Generation Y: Dominik Nicholls, Principal Policy Officer, Conservation

& Development Policy Branch, NSW Office of Environment & Heritage – and for Generation X: Oliver Jones, Economics, Policy and Regulation Team Lead Australia and New Zealand, Ernst & Young; while the Baby Boomers were represented by former Director General of the NSW Department of Environment and Climate Change, Lisa Corbyn. **1**



**GENERATIONS** From left, Oliver Jones, John Carnegie, Kerry Chikarovski, Lisa Corbyn, Dominik Nicholls and Daina Aspin, Co-convenor of the Young Professionals Network



**FOR GEN X** Oliver Jones (with his November mo)

## 2014 Spann Oration



**PANEL** Graeme Head, Lord O'Donnell, IPAA NSW CEO John Carnegie and Andrew Cappie-Wood

Spann Orator Lord Gus O'Donnell has had a long and distinguished career as a civil servant culminating as Cabinet Secretary and head of the UK civil service from 2005–2011.

He was the distinguished speaker who gave the annual Spann Oration in November 2014 at The Pavilion, in Sydney’s Darling Park.

Following his Oration, a panel with Public Service Commissioner, Graeme Head and Secretary, Department of Justice and new President IPAA NSW, Andrew Cappie-Wood, stimulated discussion. **1**



**2014 SPANN ORATOR** Lord Gus O'Donnell



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## Northern Territory

### Shift happens! Design thinking and disruptive innovation



This keynote presentation, held on October 8 in Darwin, was by Jamie Pride, left, author of *State Shifters: Helping Big Business Loosen up and Startups Grow Up!*

Jamie addressed market disruption, key technology trends leading disruption and how to unlock creation and innovation to thrive in disruptive times and build great customer experiences. **T**

### The NTPS – Challenges and Opportunities



A breakfast presentation on the challenges and opportunities facing Northern Territory public servants was given in Darwin on October 3, 2014 by Craig Allen,

above, the Commissioner for Public Employment.

Craig has a strong commitment to leading strategy that improves organisational performance. **T**

### 2014 Hawke's Oration



On November 13, 2014 entertaining journalist and broadcaster Annabel Crabb, left, gave IPAA NT's annual Hawke's Oration in Darwin.

One of Australia's most popular political commentators, Annabel – known for her distinctive observations and analysis on political events of the day – presented *The Missing Link: Future Steps Towards Gender Equality*. **T**

## South Australia

### Remembering Don Dunstan

IPAA SA proudly presented Greg Combet, right, Chair of SA's Automotive Transformation Taskforce and former federal government minister, as its annual Don Dunstan Orator.

Held on October 8 at the prestigious Ian McLachlan Room of the newly renovated Adelaide Oval, the venue was fitting for this historical event, to pay tribute to Don Dunstan. The old cricket scoreboard – ignoring the infamous 'devil's number' of Australian cricket, proudly proclaimed: 'IPAA SA, celebrating 87 years since October 1927!'

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 gave IPAA SA the honour of facilitating an annual oration on Public Administration in his name.

Greg Combet is well known for his former public roles as leader of the Australian Council of Trade Unions and Labor Government Minister. He was a key player in numerous high profile issues, including 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 and delivering Labor's carbon pricing and renewable energy legislation.

In the Oration, Greg touched on parts of his less well known public life, which highlighted his knowledge and experience accumulated while 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, complex 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 and currently works in superannuation and as an adviser to the South Australian government on its response to the closure of the automotive manufacturing industry.

Greg sold copies of his recently published book *The Fights of My Life*, and the audience was delighted with the personalised book signing opportunity.

Chris Oerman, Executive Director of the Government Services Group, Department of the Premier and Cabinet facilitated the 2014 event. **T**

## Best news

Welcome news out of IPAA SA was its very healthy net surplus of \$242,194 for the year ended June 30, 2014.

The excellent financial result was one of many highlights outlined in the division's annual report, presented to acclaim at its annual general meeting in November. Interim Executive Director Tony Lawson said 'It's great to be so solidly in the black and we intend to maintain that by giving members more of what they want'.

Tony said the annual report also highlighted his facilitation of a new strategic plan for the SA division for the 2014-17 period, which emphasises 'exploration of new opportunities to promote the value of public administration and the public service to the community.

'We will offer opportunities to develop, explore and challenge progressive ideas on public sector management and administration. We will become thought leaders.' **T**

## Big Data and Smart Government



On November 20, 2014, Carnegie Mellon University (CMU) collaborated with IPAA SA to present 'Big Data and Smart Government'.

The morning session – held at Wallmans Lawyers, Adelaide – one of IPAA SA's key partners – featured Professor Ramayya Krishnan, above, Dean, Heinz College and WW Cooper and Ruth F Cooper Professor of Management Science and Information Systems at Carnegie Mellon University.

Professor Krishnan visited Adelaide to launch the Business Intelligence and Data Analytics (BIDA) program of Carnegie Mellon University Australia, so IPAA SA engaged him to lead this forum.

With the world now being in the 'Age of Data' – enabled by mobile phones, social media, email, videos, images, click streams, Internet transactions and increasing

prevalence of sensors – the forum attracted many South Australian public sector employees.

Curiosity drew crowds to hear how government could utilise technological advances and analytical tools through policy and innovation and how government can harness big data to foster smart governance. Professor Ramayya Krishnan addressed these questions through examples and analyses of big data's potentialities. He said this 'immensity of data' could be used to 'create actionable information leading to timely and more informed decisions'.

Some of his other words of wisdom included: 'By coupling roadway sensors, traffic cameras, and individuals' GPS devices, we can reduce traffic congestion and generate significant savings in time and fuel costs'. 'From all of this data,' he added, 'we derive knowledge, which then leads to action. We can transform formal and informal education, engender economic development with mobile banking in rural markets; and save lives by developing methods of accurately predicting natural disasters'. **T**

## Assertiveness Skills: Strategies for effective workplace communication



This new 'sold out' workshop – led by Broomhall Psychology director, Samantha Young, left – complemented the Health and Well-being for Public

Sector Employees Series. It was held at Flinders University's Adelaide Campus on October 28.

Designed as a 'master class' in developing and practising assertiveness skills, to explore the concept of stress, burnout, resilience and self-care in the context of mental health issues in

the workplace, the event offered practical tips for healthy living. It included questionnaires for self-audit learning to equip participants with skills for psychological wellbeing.

Public Sector employees looking to improve their ability to be assertive and communicate effectively at work left feeling more confident in setting boundaries and asserting themselves appropriately at work and in their personal life. The workshop also guided participants in knowing what to say and what not say in difficult situations involving conflict, anger, grievances and negative feedback and helping improve overall communications effectiveness.

Participants were given the opportunity to network with people in similar roles from the public sector and develop strategies for dealing with conflict, criticism and negative feedback; effective application of the techniques and practices in their workplace: to resolve grievances, manage anger, improve written and verbal communication, define assertive behaviour, mindsets, identify common misconceptions and irrational beliefs about assertiveness.

This very successful workshop will be followed by many in 2015 under the 'Health and Well-being for Public Sector Employees Series' banner. **T**

## Tasmania

### Q&A – New President David Nicholson

Today (1) interviews David Nicholson (DN), below, IPAA Tasmania's new president.



**1: Where and when did you begin your career in the public sector?**

**DN:** I had a chance encounter with the public sector. After a few years in Melbourne working in management consulting after undergrad study, I was back in Tasmania to save for overseas travel. I went skiing in New Zealand and it blew my savings plan to shreds, so I applied for and got a job as a junior agriculture adviser to a State Government Minister. I planned to do it for a short time, but within a year I'd been moved to Hobart, subbed into the Environment portfolio ... after a colleague fell from a ladder and broke his leg and nominated me to replace him ... and my career expanded from there.

I wasn't interested in running for politics, however, and became increasingly interested in public sector management. I set about learning from key public sector leaders and continued study and took good career opportunities when they presented. I guess my lived experience is that a career is something to adapt for rather than to ambitiously plan.

I recognise there has been some good timing in my career to date and even lucky breaks ... literally! I had to be ready when those opportunities arose however, and focused on the development of my skills to achieve that. I'm really grateful for the opportunities I've had.

**1: Why forge a career in the public sector?**

**DN:** Having worked in the private, political and government sectors, I can reflect on the many-shared challenges. There are fantastic people working in these environments and we can learn a lot from each other.

However, one of the key differences that sets the public sector apart is in the concept of public value – the common good if you like. In the public sector we engage in complex trade-offs every day between private value (say an individual patient's experience) and public value – the need to adjust, fund and organise a health system for the whole population (patients and non-patients as well as the community at large).

This is a big challenge and it's in that notion of balancing the collective and the individual that I find a lot of joy in my work. I love the political interface and the often-brutal reminder that our permission environment is not a stable board with a direction set over multiple years. It is ministers, elected by the people, and things can and do change quickly. Thinking on your feet, being adaptable and applying good thought processes is a constant challenge.

*Reflections on the role of the public service...*

For most of my career, we have seen significant trends away from direct service delivery in parts of the public service.

I have no problem with that, and indeed see many situations where the public sector is not the best provider of a particular service. For me it's not an ideological matter. It's simply about public sector managers being smart and pragmatic about working out where the best internal or external capability exists to get something done. I suspect this will be a vital skill set for public sector managers well into the future.

**1: How can IPAA contribute to this future?**

**DN:** IPAA in Tasmania can play a key role in supporting the development and new skills our public sector leaders need for this future. Tasmania has many service challenges, but we have some fantastic people and a strong public sector culture to support us. That's why I'm so excited about the emerging leaders focus IPAA has applied recently. Through our emerging leaders' forums we have a great opportunity to help develop the next generation of leaders ... to have them learn from the best our state service and the wider Australian public service can offer. **1**



**OUTGOING** Greg Johannes

## IPAA Tasmania Political Forum: Working with the public service – the first six months and beyond



The need for a bold, innovative public sector, a commitment to reducing Tasmania's public sector wages bill, and setting the state's budget on a sustainable footing were the overriding

messages emerging from IPAA Tasmania's Political Forum with Tasmanian Liberal Premier Will Hodgman, above.

Hosted by David Adams, Professor of Management and Innovation at the University of Tasmania, the Forum was an opportunity for members of Tasmania's state service to engage with the Premier in a discussion based on his government's first six months in office, and the future of the public sector.

In the wake of Tasmania's 2014 election where the Liberal Party received its best electoral result in 60 years that ended 16 years in opposition, the Premier was quick to highlight his achievement of broad community support for both the recent Tasmanian budget and public sector wage cuts. 'In a recent public opinion poll', he said, 'Tasmanians have indicated they believe the government has struck the right balance'.

The Premier emphasised his government had wasted little time in delivering all commitments of its 100-day plan, including important reforms in health, education and in establishing Tasmania's Department of State Growth.

The event also was an opportunity for Premier Hodgman to acknowledge and thank those within the Tasmanian State Service who had provided advice and support to the new government, 'often delivering high standards within

short timeframes'. He re-iterated his awareness and support of the objectives of the Tasmanian public sector: for good governance, to improve the lives of Tasmanians and to build a stronger Tasmania.

Following the revised estimates report and the April 2014 release of the Tasmanian Department of Treasury and Finance's *Analysis of Budget Risks* report, one of the central tenets of the new Hodgman Government is the sustainable management of Tasmania's budget. The Premier outlined a \$1.1 billion cumulative budget deficit, a net debt projected to increase to more than \$400 million and an increase in government spending by more than three quarters of a million dollars over budget, as the rationale for the policy agenda.

As many in the audience would have heeded, Tasmania's public sector pay freeze is critical to meeting the government's budget objectives. The controversial pay freeze is expected to halt a rise in public sector wages that, according to the Premier, had increased by more than twice the rate of the CPI over the past decade.

Further cuts are expected to be identified by heads of agencies entering into new performance agreements together with relevant ministers to deliver on specific performance objectives including: election commitments, budget and savings measures and organisational performance indicators. Heads of agency and relevant ministers will be expected to report progress at the end of the 2014-15 financial year.

The Premier detailed a strong role for heads of agencies, in particular concerning the balance between employee management, service delivery and meeting Tasmanian community expectations. 'Sensitive decisions such as these should be made by heads of agency,'

the Premier said. 'It's dangerous for politicians to make those calls.'

The Premier's speech was followed by questions from the audience and Professor Adams on a range of concerns surrounding service delivery, public perceptions of the state service, achieving efficiencies, encouraging a culture of innovation and structural reform.

The challenge ahead for the new Hodgman Government in order to achieve its objectives now lies in harnessing the wealth of support and information that Tasmania's public sector has to offer. ■

### Excellence Awards

Congratulations are in order for two members of Tasmania's Department of Premier and Cabinet who took out awards recently at IPAA Tasmania's Public Sector Excellence Awards.

The awards recognise excellence and outstanding contributions in public administration and management. They are further recognition of the positive difference that members of the public sector make to the lives of Tasmanians, and are only awarded when it is deemed there are worthy winners.

This is the third year IPAA Tasmania has presented the awards, and this year saw the addition of the new category: 'Public Sector Young Professional of the Year'. It recognises the valuable contributions made by young professionals under the age of 35, whose expertise and professional abilities are vital to both the current and future success of the public sector. Winners of this award must have demonstrated on-going commitment to learning, strong leadership, have instilled pride, passion and professionalism

*Continued.*

in their workplace and exemplified the core values and behaviours of a professional public service.

The inaugural award in this category was made to Ross Hinkley, Strategic Projects Director in the Department of Premier and Cabinet. In the same department Frank Ogle, Director, State Service Management Office won the President's Award for Excellence in the Public Sector.

Criteria for the President's Award were an outstanding contribution to public administration and management over a substantial number of years, being an exemplar of best practice within the role for which candidates are being nominated, upholding and promoting professionalism, integrity and public sector values at all times and, leaving a legacy of improvement to the public sector or service delivery in Tasmania.

Having spent a large part of his career working with the Department of Police and Emergency Management, later becoming the State Service Commissioner and then Director of the State Service Management Office, Frank Ogle was nominated for this award by Tasmania's Police Commissioner, Darren Hine. Frank is renowned for supporting and promoting others' development and, since 2007, has been pivotal in leading and implementing a number of industrial relations and human resources reforms.

Congratulations Frank and Ross. **1**



**HONOUR** Frank Ogle accepting the President's Award from Premier Will Hodgman

## Victoria

### Government data – changing the default setting

Greg Gough, Manager of the DataVic Access Policy at the Victorian Department of Treasury and Finance – one of the policy's principal architects – addressed the July meeting of IPAA Victoria's ICT Community of Practice.

In recent years, the open data movement has grown in profile and popularity and the DataVic Access Policy is the Victorian government's own mandate to departments and agencies to promote the release of data for the public good.

Since joining the department in 2007, Greg has developed and promoted the tools that support government and industry to make better-informed decisions. His latest challenge is to enable public access to government data to support research and education, promote innovation, improve productivity

and stimulate growth in the Victorian economy. He is also enhancing access to and sharing these information-rich resources to support evidence-based decision-making in the public sector.

The challenging journey towards complete openness and transparency in government data requires a fundamental change of both culture and attitude.

Government data is often sensitive and access is frequently governed by statute, so its historical default position has been to err on the side of caution, restricting access unless specifically required to do otherwise. The DataVic Access Policy turns this position on its head, with the first principle being 'government data will be made available unless access is restricted for reasons of privacy, public safety, security and law enforcement, public health, and compliance with the law'.

The most evident manifestation of the DataVic Access Policy is the recently redeveloped Victorian Government Data Directory, at [www.data.vic.gov.au](http://www.data.vic.gov.au) that now hosts more than 3,300 datasets in machine-readable format for download. Datasets containing geospatial information are particularly important, as these can be combined with other data more easily.

These static datasets are just the beginning, however, as most value can be derived from data that can be extracted and interpreted in real-time, via an Application Programming Interface (API). For example, the release of data via Public Transport Victoria's API has been the catalyst for a range of web and mobile applications and development in this area continues.

*Continued page 71.*



*Continued.* To promote the use of government data, a range of initiatives has been undertaken and continue to be planned, including ‘Meetups’, ‘Hack events’, competitions and challenges. Greg and his team are always looking for opportunities for ICT teams across government to partner in such events.



The DataVic Access Policy sets a range of expectations on departments and agencies, to identify, release, manage and report on their datasets.

Ultimately, we are the custodians of public data, and it’s our responsibility to make it available to improve efficiency and drive innovation.

The 2014 report *Open for Business: How Open Data Can Help Achieve the G20 Growth Target*, led by Nicholas Gruen, left, of Lateral Economics and commissioned by the Omidyar Network, estimates the total potential value of open data at \$64 billion a year. As a contribution to Australia’s cumulative GDP that figure is estimated at \$16 billion each year, or approximately one per cent of GDP over the next five years.

### Benefits of open data

- Stimulates economic activity and drives innovation and new services to the community and business.

- Increases productivity and improves personal and business decision-making based on improved access to data.
- Improves research outcomes by enabling access to primary data to researchers in a range of disciplines.
- Improves the efficiency and effectiveness of government by encouraging better management.
- Practices and use of the data.
- Grows the Australian economy by an extra \$16 billion annually if government agencies make most of their data freely available to the public. **1**

## Behavioural Insights: new approaches



Dr David Halpern, left – CEO of the UK’s Behavioural Insights Team and VicHealth’s inaugural Leading Thinker – spoke

to a packed audience at Melbourne’s Convention and Exhibition Centre in September 2014 about the new tools that behavioural insights could create for public administrators. David has been leading efforts to use behavioural insights to improve public service delivery across government.

From increasing retirement savings to making healthier eating choices, many of the outcomes that public administrators are keen to encourage depend on citizens changing their behaviour.

A combination of psychology and economics, behavioural insights and ‘nudge’ techniques are now recognised as having the potential to significantly

improve the way government services are provided, often at little cost.

David said behavioural insights are of interest to both sides of politics in the UK. Recent financial pressures on government and a growing sense that traditional legislative approaches sometimes struggled to create the desired behavioural change had stimulated this interest.

Dr Halpern gave fascinating examples of how the use of behavioural insights could significantly improve government performance. Adding just one line of text to a standard letter from the Tax Office, noting the proportion of people in a local area who pay their tax on time, had significantly improved rates of payment. His discussion focused on the potential of using control groups and experimenting with different formulations of language across different locations and among different groups of citizens. In further examples, he discussed experiments to improve attendance at hospital appointments and employment opportunities through the language used in SMS reminder messages.

Previously David was Chief Analyst in the UK Prime Minister’s Strategy Unit (2001–2007). He led numerous reviews, including the UK government’s strategic audits and recent policy reviews; set up the Social Exclusion Task Force and drafted its action plan; and authored many of the Strategy Unit’s most influential papers, such as those on life satisfaction, personal responsibility and behavioural change.

Before entering government, he held tenure at Cambridge University’s Faculty of Social and Political Sciences. He also has held posts at Nuffield College, Oxford; the Policy Studies Institute, London; as a Visiting Professor at the Centre for European Studies, Harvard and was the Founding Director of the Institute of Government. He has published widely including the books *Hidden Wealth of Nations* (2009); *Options for a New Britain* (2009) *Social Capital* (2005); *Options for Britain: a strategic policy review* (1996); and *Mental Health and the Built Environment* (1995).

His presentation – including the results of behavioural insights experiments conducted on the audience – can be seen at [vimeo.com/105847626](http://vimeo.com/105847626) **1**

## Western Australia

### Sue moves east; Sven steps up



**MOVERS** From left, Sue McCarrey and Sven Bluemmel

Popular IPAA WA President Sue McCarrey – so capable as host of October’s International Conference in Perth – announced to delegates she was moving to Adelaide to take up a new appointment as CEO of the Office of the National Rail Safety Regulator. In WA she was Deputy Director General of the Department of Transport.

To fill the void Secretary Sven Bluemmel was nominated as the new IPAA WA President and elected unopposed. Currently Sven is Western Australia’s Information Commissioner and previously held senior positions in the Public Sector Commission, Department

of the Premier and Cabinet and Commonwealth Attorney-General’s Department. Sven also practised law in the private sector in Melbourne and Perth, where he was recognised in the national publication *Legal Profiles* as a leading lawyer in information and privacy law.

Sven has been a contributor to a number of Australian and international publications, particularly in the areas of information and technology law. He is an alumnus of Leadership Western Australia and actively participates in the community, including through his involvement with the Smith Family’s

Learning for Life program and the Advisory Committee of *The Big Issue*. Sven holds a Bachelor of Laws with Honours and a Bachelor of Science, both from the Australian National University.

IPAA WA Councillor and WA Auditor General Colin Murphy, was elected as a Vice President and Josephine Harrison-Ward, Management Consultant at the Public Sector Commission to the vacant position of Secretary.

They join Vice President Dr Yvonne Haigh, from Murdoch University and Treasurer Alan Abraham, Chief Finance Officer at the Department of Lands, as the IPAA WA Council executive. **T**

## 2014 Reid Oration



Former Australian Defence and Foreign Affairs Minister, Stephen Smith, above, delivered the 2014 Reid Oration on October 6. He is currently the Winthrop Professor of International Law at The University of Western Australia (UWA).

His presentation focused on ‘Looking out and looking in – some public policy challenges of change in our region’.

More than 300 people, including WA’s first female Governor, Kerry Sanderson, attended the event, held in partnership with UWA.

WA’s first female premier and UWA’s Winthrop Professor, Carmen Lawrence, opened the event.

In his speech, Professor Smith addressed the domestic implications of global trends shaping Australia and WA’s economy.

‘It won’t much matter’, he said, ‘if this century is described as the China Century, the Asia Century, the Asia-Pacific Century, or, most correctly, the Indo-Pacific Century. If Australia is not a part of it, if Australia does not play a role in its peace, security and stability, and, most importantly, take its share of the prosperity unleashed by the growth in our region for the benefit of our own people’.

‘I say the Indo-Pacific Century because this inherently acknowledges the rise of China and the ongoing central importance of the United States but also the rise of India and the emergence of Indonesia. It also acknowledges that Australia is an island continent, which touches not just the Pacific but the Indian Ocean as well. It also acknowledges the strategic and economic importance of the Indian Ocean rim, including Africa, itself destined to be a continent of over a billion people.’

The Reid Oration was established in 1991 by IPAA WA Division to honour Professor Gordon Reid’s contribution to public life. Gordon Reid, was a

distinguished scholar in the areas of politics, public administration and comparative government. He was Professor of Politics for many years at UWA as well as serving as Deputy Vice Chancellor. From 1984-1989 he was Governor of Western Australia. He was made an IPAA Fellow and served the WA Division as councillor, Vice President and President.

The Oration aims to encourage public interest and research into public policy and contemporary thinking – similar to the work of Professor Reid – and is a collaborative venture of IPAA WA and UWA.

2014 Reid Orator, Professor Stephen Smith, is a UWA Law and Arts Graduate. He has a Masters in International Law from the University of London, is a Barrister and Solicitor of the Supreme Court of Western Australia and is a Barrister of the Bar of England and Wales. He is a board member of Perth’s USAsia Centre and a member of the Advisory Board of Perth law firm Lavan Legal. Stephen was the Member for Perth in the Australian Parliament from 1993-2013 and Minister for Foreign Affairs and then Minister for Defence from 2007-2013. **T**

## Australian Capital Territory

[www.act.ipaa.org.au](http://www.act.ipaa.org.au)

### ETHICS AND THE PUBLIC SERVANT

**24**  
FEB

**9<sup>30</sup>-11<sup>30</sup>**  
AM AM

2015 seminar program launches with a topic that examines the ethical duties of public servants in developing and implementing government policy.

Always current and relevant, so diarise the date and if you can't attend join the live webcast and tweet responsibly.

Hashtag #ipaaethics.

**50MC THEATRE  
MARCUS CLARKE STREET  
CIVIC**



**Virtually take me with you**

**You can read Public Administration Today online.**

There are free sample pages but if you are an IPAA Member and obtain the necessary codes from your division you can read all of *Today* in full, glorious colour for free – from your screen.

[www.act.ipaa.org.au](http://www.act.ipaa.org.au)

### CHIEF EXECUTIVES' AND YOUNG PROFESSIONALS' BREAKFAST

**06**  
MAR

**07-09**  
AM AM



Marita Cheng, founder of Robogals

Featuring Marita Cheng, founder of Robogals and joint winner of the Young Leader category in the 2012 100 Women of Influence Awards.

This KPMG sponsored breakfast provides ACT young professionals

the opportunity to interact directly with their CEO.

Marita founded Robogals Global in 2008, as a response to the traditionally low levels of participation by women in engineering and technology. Robogals uses fun and educational activities to teach schoolgirls about engineering and the difference engineers make to our lives. Robogals has run robotics workshops for 7,000 girls across 90 schools in Australia and now has 16 chapters across Australia, the UK, USA and Japan.

**GANDEL HALL  
NATIONAL GALLERY OF AUSTRALIA**

### MONTHLY SEMINAR: WINNERS' SHOWCASE

**24**  
MAR

**9<sup>30</sup>-11<sup>30</sup>**  
AM AM

Livestreamed – winners of the 2014 Australian Awards for Excellence in Public Sector Management tell the stories behind their successful nomination.

Hear speakers from the Victorian and the Australian Departments of Human Services and the Department of Industry.

**50MC THEATRE  
MARCUS CLARKE STREET  
CIVIC**

## New South Wales

[www.nsw.ipaa.org.au](http://www.nsw.ipaa.org.au)

### PICNIC IN THE PARK

**13**  
FEB

**05-07**  
PM PM



It's FREE! And it's very popular! Join the celebration to 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**

### IPAA 2015 NATIONAL CONFERENCE: FEDUP! – FEDERATION REFORM: IMPACTS AND OPPORTUNITIES

**14-15**  
OCT

The IPAA 2015 National Conference is Australia's premier public sector event, attracting more than 500 delegates and exhibitors from around the nation. The Conference is an opportunity for people from within the public service, those who support it and those who study it to come together and debate the issues that matter. *See more on page 50.*

**THE HILTON SYDNEY  
488 GEORGE STREET  
SYDNEY**

## Tasmania

[www.tas.ipaa.org.au](http://www.tas.ipaa.org.au)

### EXECUTIVE FORUM IPAA TASMANIA AND VICTORIA

23 FEB 09-03 AM PM

#### 'Re-imagining government, re-imagining public administration'

This one-day forum offers local and international perspectives on rethinking public services delivery, the way outcomes are measured and services are designed and features Barry Quirk, Chief Executive of Lewisham Council in London and co-chair of the Design Commission's recent report *Restarting Britain 2: Design and Public Services*.

**MONA - MUSEUM FOR OLD AND NEW ART**  
655 MAIN ROAD, BERRIEDALE  
HOBART



**GOING UP** Cylindrical lift and spiral staircase

**PHOTO** Matt Newton

**COURTESY** MONA Museum of Old and New Art, Hobart, Tasmania, Australia

## South Australia

[www.sa.ipaa.org.au](http://www.sa.ipaa.org.au)

### MENTAL HEALTH AND THE WORKPLACE: BULLYING AND HARASSMENT

17 MAR 09-12<sup>30</sup> AM PM



Luke Broomhall, Director, Broomhall Psychology

8:30am registration, (morning tea provided).

This course – led by Luke Broomhall from Broomhall Young Psychology – aims to clarify what exactly is meant by 'bullying' and 'harassment' from both legislative and behavioural perspectives.

The course will develop understanding of employers' and employees' obligations, examples of what is and what is not bullying and harassment and what is 'reasonable' workplace action. The session will provide practical means of reducing risk of bullying and harassment and options for people who find themselves the target of unwanted behaviour at work.

\$160 Professional Member  
\$199 State Government Employee Member  
\$199 Corporate Member  
\$245 Non-Member

**FLINDERS UNIVERSITY BUILDING**  
182 VICTORIA SQUARE  
ADELAIDE

### WOMEN IN LEADERSHIP

14&21 MAY 09-12<sup>30</sup> AM PM



Samantha Young, Director, Broomhall Psychology

8:30am registration, (morning tea provided).

It can be motivating and inspirational listening to high achieving women describe how they attained career success but it can sometimes leave us feeling inadequate and lost as to how to translate their strategies into our lives.

This workshop – led by Samantha Young, Director of Broomhall Psychology – aims for participants to become motivated by realising their potential through skills development, self-analysis, discussion and goal setting.

The course will define barriers to women reaching their leadership potential, help participants conduct self-analysis to formulate their own action plans for success and impart key leadership skills in communication, assertiveness, leadership and self-promotion.

\$460 Professional Member  
\$495 State Government Employee Member  
\$505 Corporate Member  
\$575 Non-Member

**IPAA, LEVEL 6**  
12 PIRIE STREET, ADELAIDE

### DIPLOMA OF PROJECT MANAGEMENT



WEEKLY ON TUESDAYS 10-21 MAR APR 09-4<sup>30</sup> AM PM

Effective March 2014, the Diploma of Project Management has been upgraded by the Australian Skills Quality Authority to an intensive diploma (BSB51413). The new qualification reflects a much more comprehensive and practical application of skill within a range of real-life project management roles and contexts. This reflects the demand for skills that align with the increasingly complicated nature of most projects government employees manage.

Led by Mike Nolan of Mike Nolan Management Services, above, 12 core units, held over seven separate days, are highly interactive and relevant to the public sector.

Assessment consists of class work and submission of a series of project management tools and documentation related to the units. The information used will be based on an actual workplace project, though the project may be at any stage of development. Your organisation's templates may be used and a series of templates is provided.

Successful completion of the course and assessments will equip participants with the skills to lead a project from start to finish and gain the nationally recognised Diploma of Project Management (BSB51413).

**IPAA, LEVEL 6**  
12 PIRIE STREET, ADELAIDE

## Victoria

[www.vic.ipaa.org.au](http://www.vic.ipaa.org.au)

### SALIENT CONVERSATIONS

**25**  
MAR

**9<sup>30</sup> - 4<sup>30</sup>**  
AM PM

Demonstrate skill and confidence in your discussions.

- Get your point across assertively.
- Facilitate meetings, engage participants and produce clear outcomes.
- Effectively communicate the benefits of a new process, policy or framework.
- Make uncomfortable conversations comfortable.

Offering a full day, interactive session, three follow-up online coaching sessions and an email support and advice service.

The course facilitator is Elliot Epstein who has run communication skills programs for more than 15 years to over 4,000 people in Australia, Hong Kong and Singapore. Training too often shies away from giving people the real-life skills that managers and leaders need in their workplace.

\$935 - Personal Member  
\$1,210 - Corporate Member  
\$1,430 - Non Member

To register: [www.vic.ipaa.org.au](http://www.vic.ipaa.org.au)  
or call 9653 2000

**STAMFORD PLAZA**  
**111 LITTLE COLLINS STREET**  
**MELBOURNE**

### EXECUTIVE FORUM IPAA VICTORIA AND TASMANIA

#### 'Re-imagining government, re-imagining public administration'

This one-day forum offers local and international perspectives on rethinking public services delivery, the way outcomes are measured and services are designed and features Barry Quirk, Chief Executive of Lewisham Council in London and

### BECOMING A LEADER MASTERCLASS

**19**  
MAR

**9<sup>30</sup> - 05**  
AM PM

Are you a manager aspiring to transition into a leadership role? Do you have the skills to translate strategy into action?

Public sector leaders need to adopt a unique leadership style that delivers performance and productivity, together with strategic and visionary leadership. The progression from being a team contributor to a leader of others can be a challenging career step. This masterclass enables you to understand and develop critical people skills that will contribute to your long-term career success.

Session 1: Performance and Productivity  
Session 2: Strategic leadership  
Session 3: Leading Change  
Session 4: Visionary leadership

\$770 - Personal member  
\$935 - Corporate member  
\$1,100 - Non-member

To register: [www.vic.ipaa.org.au](http://www.vic.ipaa.org.au)  
or call 9653 2000

This course can be credited towards a postgraduate degree – contact IPAA Victoria for more information.

**LA TROBE UNIVERSITY**  
**CITY CAMPUS**  
**LEVEL 20, 360 COLLINS STREET**  
**MELBOURNE**

**23**  
FEB

**09-03**  
AM PM

co-chair of the Design Commission's recent report *Restarting Britain 2: Design and Public Services*.

**MUSEUM OF OLD AND NEW ART**  
**HOBART**

## Western Australia

[www.wa.ipaa.org.au](http://www.wa.ipaa.org.au)

### 2015 IPAA WA PRESIDENT'S ADDRESS

**12**  
FEB

**7<sup>30</sup> - 09**  
AM AM

This address in February each year by a senior state government minister will be an opportunity for the public service, whose professional responsibility is to serve that government, to gain understanding of the policy landscape for the year ahead. This event also provides guidance to the public sector regarding the speakers' perspective on the key emerging social issues.

**PERTH CONVENTION AND  
EXHIBITION CENTRE**

### RED TAPE: PROBLEM OR SOLUTION

**19**  
MAR

**12-02**  
NOON PM

In 2013, the Productivity Commission released a report identifying a model for an improved Major Project Development Assessment Processes. This is just one area of potential regulatory improvement and is an important starting point for discussion as to the other promising areas of reform. Join us for an engaging discussion led by the Productivity Commissioner, Peter Harris.

**VENUE TBA**

### SHAPING THE VIEWS AT THE TOP

**8**  
APR

**09-12**  
AM NOON

Young Professionals engage with key decision makers. Leaders present what their 'ideal' public service will look like. Delegates will be invited to respond – an incredible opportunity for YPs to have their views heard by senior leaders.

**VENUE TBA**

## Doing good by giving a hand across the water



Note to all IPAA event organisers. Peter Baines, left, is an entertaining and thoroughly absorbing speaker. Over lunch, after dinner,

or in a workshop or conference spot, his presentation is made with the quiet confidence of someone who has experienced success, knows where he's going and what he still wants to achieve. And, he has a message for the world born of his own social conscience – and from doing something practical with it.

**'Baines makes a highly practical contribution to how the best businesses create value by having a more positive social impact. And considering his track record of actually doing so, who better to listen to?'**  
 PETER SHEAHAN, AUTHOR, FOUNDER AND CEO OF CHANGELABS™

During January Peter will be leading one of his now famous bike rides in Thailand that are the main source of funding for the charity he established there. 'Hands Across the Water' was founded by Peter following his deployment, as a member of

the NSW Police, to Thailand in one of the international teams tasked with identifying the 3,945 people who lost their lives there in the Boxing Day Tsunami.

The Thailand bikes rides – each of 800 kilometres – sell out within two weeks to riders who must commit to raising \$10,000 each for the charity.

Originally established to build one home for orphans – established just 12 months later – Hands Across the Water now runs seven different projects across Thailand, including an HIV orphanage.

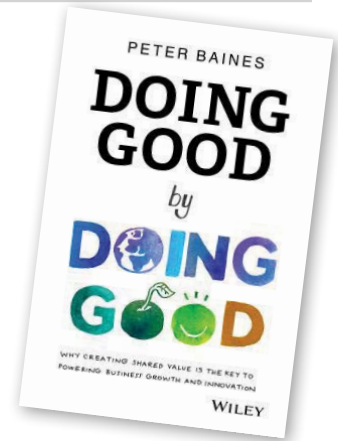
Peter was moved by the devastation caused by the Tsunami and particularly the plight of orphaned children. 'I realised I couldn't do anything about what had happened to them,' he says, 'but I had the capacity to change what happened next.'

The story of this incredible social initiative by a remarkable Australian was recorded in Peter Baines' first book – named for the charity *Hands Across The Water*.

The book looks at how an effective Corporate Social Responsibility (CSR) program can improve lives in the community and be good for the sponsoring organisation. And, in a nod towards the theme of this edition of *Today* he says 'shared experiences are the key to building engagement and commitment which leads to results'.

When Peter returns

to Australia in February from his latest Thai bike ride fundraiser, he will launch his second book. *Doing Good by Doing Good* was written, Peter says, for those in business looking at how to create deeper engagement with their team. 'It's for charity leaders, foundations, directors of NFP boards and social entrepreneurs.'



**'Peter Baines has correctly written that innovation and a sense of the entrepreneurial spirit are the keys to the future, irrespective of industry or academic discipline. This is advice offered at an important time in our collective search for best practices and the truth.'**

WILLIAM E. STRICKLAND JR, PRESIDENT AND CEO, MANCHESTER BIDWELL CORPORATION

He says its central themes include creating a CSR program based on shared experiences and that creates positive returns for the sponsoring organisation and the charity partners; builds engagement within organisational teams; measures CSR inputs, outputs and impact. It covers how to build an effective CSR program; how shared value can bring growth and profit to your business; and why charities need to change the focus of fundraising and take risks.

'The book contains case studies of large international corporates, right down to small businesses that are reaping the benefits of getting their CSR strategy right,' Peter says.

'I feel more attached to *Doing Good* than *Hands Across the Water* but there is value for readers in both. The first book may have provoked the reader into doing something, while this latest one shows you how to bring about the change and importantly why it can, and indeed should, benefit all involved.' **T**



# 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**

**Perth International Arts Festival 2015**  
 Feb 12-Mar 7. More than 1,000 artists from around the world converge on Perth in February to deliver the largest and most diverse Perth International Arts Festival to date.  
[www.perthfestival.com.au](http://www.perthfestival.com.au)

**WHAT'S ON**

**Twilight Hawker's Market**  
 Until Apr 24. Perth's original and biggest street food market brings the tastiest street food from around the globe. Enjoy delicious dishes from all corners of the world.  
[www.twilighthawkersmarket.com](http://www.twilighthawkersmarket.com)

**WHAT'S ON**

**Fringe World Festival**  
 Jan 23-Feb 22. The annual arts festival features artists and acts from a range of styles including circus, cabaret, comedy, music, dance, theatre, film and visual art.  
[www.fringeworld.com.au](http://www.fringeworld.com.au)

**EATING OUT**

**Bib & Tucker Restaurant**  
**18 LEIGHTON BEACH BLVD NORTH FREMANTLE**  
 Breathtaking views of the Indian Ocean and picture-perfect sunsets, with a menu to complement the idyllic seaside venue. The rotisserie grill is a feature with mouth-watering aromas of pork belly and chicken.  
[www.bibandtucker.net.au](http://www.bibandtucker.net.au)

**WA**

**Duende**  
**662 NEWCASTLE STREET LEEDERVILLE**  
 Perth's first and original Spanish tapas bar – Duende means 'having soul'. It is also a heightened state of emotion, expression and authenticity. The menu provides a true taste of Spanish tapas.  
[www.duende.com.au](http://www.duende.com.au)

**EATING OUT**



**WHAT'S ON**

**King Island Long Table Festival**  
**CURRIE, KING ISLAND**  
 Feb 20-22. This three-day event showcases what King Island has to offer from paddock to plate - includes farm tours, kitchen sessions and a four-hour 'long lunch'.  
[www.kingislandlongtable.logspot.com](http://www.kingislandlongtable.logspot.com)



**EATING OUT**

**Black Cow Bistro**  
**70 GEORGE STREET LAUNCESTON**  
 Open seven days from 5.30pm to late, Black Cow Bistro is an 'up market' steak house offering premium dry aged, free range, grass fed, artificial hormone free Tasmanian beef served in a bistro style atmosphere. Bookings essential.  
[www.blackcowbistro.com.au](http://www.blackcowbistro.com.au)

**WHAT'S ON**

**Festivale 2015**  
**45-55 TAMAR STREET LAUNCESTON**  
 Feb 13-15. One of Tasmania's premier summer events – showcasing the very best of Tasmanian food, wine, beer, arts and entertainment. Staged in Launceston's historic and picturesque City Park.  
[www.festivale.com.au](http://www.festivale.com.au)

**TAS**

**Jackman & McRoss**  
**57-59 HAMPDEN ROAD BATTERY POINT**  
 A gorgeous cafe patisserie only a short walk from Salamanca. Friendly, attentive staff offer a great selections of breads, sandwiches, pies, pastries and salads.  
**Find them on Facebook**

**EATING OUT**



WHAT'S ON

Melbourne International Comedy Festival  
VARIOUS VENUES

Mar 25-April 19. The Festival takes over Melbourne each autumn with a program of stand-up comedy, cabaret, theatre, street performance, film, television, radio and visual arts. Celebrating its 29th year and one of the three largest comedy festivals in the world.

[www.comedyfestival.com.au](http://www.comedyfestival.com.au)

VIC



EATING OUT

Gradi at Crown  
SHOP 25 8 WHITEMAN STREET  
SOUTHBANK

Gradi at Crown showcases the food of Naples and is recognised as the home of the wood-fire pizza, the original being named after Queen Margherita of Italy. Last year, pizzaiolo Johnny Di Francesco, was judged World Pizza Champion at the Pizza World Championship in Italy.

[www.crownmelbourne.com.au/Gradi](http://www.crownmelbourne.com.au/Gradi)

WHAT'S ON

Bald Eagles 'Hotel Cabarifornia'  
ADELAIDE FRINGE 'CABARET'  
THE GERMAN CLUB

Feb 20-22. Baldies sound a LOT like their heroes. Now, the Official Inspector of Cabaret Performances takes them to task for flogging themselves as 'cabaret', then shows them how it's done. Tickets: FringeTix, or 1300 621 255. [www.adelaidefringe.com.au/fringetix/bald-eagles-hotel-cabarifornia/f8b941f4-e2b1-40bd-a39a-eddf7c98729b](http://www.adelaidefringe.com.au/fringetix/bald-eagles-hotel-cabarifornia/f8b941f4-e2b1-40bd-a39a-eddf7c98729b)



WHAT'S ON

WOMADelaide

March 7-10. Held in Botanic Park over four magical days and nights, where people come together to celebrate world music, arts and dance, with some of the most extraordinary musicians, artists and dancers.

[www.womadelaide.com.au](http://www.womadelaide.com.au)

EATING OUT

Martini Ristorante  
59A THE PARADE NORWOOD

Casual yet sophisticated, Martini Ristorante uses fine, delicate touches in layout, lighting and design to create an intimate Italian ambience. The Chef's Table degustation is an experience not to be missed

[www.martiniristorante.com.au](http://www.martiniristorante.com.au)

SA

Andre's Cucina & Polenta Bar  
94 FROME STREET ADELAIDE

Andre's Cucina is casual, sophisticated, lively and prides itself on the true flavours of regional Italian cuisine.

[www.andrescucina.com.au](http://www.andrescucina.com.au)



WHAT'S ON

Impressions of Paris:  
Lautrec, Degas, Daumier  
NATIONAL GALLERY OF AUSTRALIA

Until March 15. Each was a consummate draughtsman whose innovative compositions and embrace of modern subject matter played a significant role in artistic development in France over the nineteenth century.

[www.nga.gov.au](http://www.nga.gov.au)

PHOTO *Polaire* from *Le Fire* by Henri de Toulouse-Lautrec 1895 lithograph, National Gallery of Australia, Canberra The Poynton Bequest 2012



WHAT'S ON

In the Flesh  
NATIONAL PORTRAIT GALLERY

Until March 9. Enthralling and immersive. Contemporary figurative art exploring the concept of humanness through the works of ten Australian artists. 'In the Flesh' dwells on the interface of the mind and the body.

[www.npg.gov.au](http://www.npg.gov.au)

PHOTO *The Long Awaited* 2008, by Patricia Piccinini silicone, fibreglass, human hair, plywood, leather, clothing. Detached Cultural Organisation, Hobart Image courtesy of the artist Photographer: Graham Baring

ACT

Black Fire  
45/38 MORT STREET BRADDON

This latest eatery in Braddon salutes Mediterranean cuisine. A smoking barbecue, selections of cured meats, fire roast or wood-fired oven cooked meats. Salads, wood-roasted vegetables and luscious desserts. Yum!

EATING OUT

[www.blackfire.com.au](http://www.blackfire.com.au)





**WHAT'S ON**

**Tosca  
SYDNEY OPERA HOUSE**

Until March 17. John Bell has transplanted Tosca's story to 1943, when Mussolini's successors abandoned Rome to the invading German armies.

[www.opera.org.au/whatson/events/tosca-sydney](http://www.opera.org.au/whatson/events/tosca-sydney)



**EATING OUT**

**Sydney Food Trucks**

The motto: 'Gourmet food on the move'. A dozen variously named and themed trucks – Eat Art Truck, Al Carbon, Lets Do Yum Cha – rove around town serving delicious food during the day. Download the Sydney Food Trucks app for current locations. [www.sydneyfoodtrucks.com.au](http://www.sydneyfoodtrucks.com.au)

**WHAT'S ON**

**NSW Food and Wine Festival  
SYDNEY CELLAR DOOR  
HYDE PARK SYDNEY**

Feb 7-Mar 1. Celebrate fine produce, wine, and wine regions. Explore the tastes of NSW – from dinner to dessert, brunch to high tea, plus producer and winemaker master-classes and much more.

[www.nswfoodandwine.com.au](http://www.nswfoodandwine.com.au)

**NSW**

**Ester Restaurant  
46-52 MEAGHER ST CHIPPENDALE**

At his very new and very hot Chippendale diner, former Billy Kwong head chef Mat Lindsay presides over a large wood-fired oven. He also has a mean way with greens.

[www.ester-restaurant.com.au](http://www.ester-restaurant.com.au)



**EATING OUT**

**WHAT'S ON**

**A Midsummer Night's Dream  
ROUNDHOUSE THEATRE  
6-8 MUSK AVENUE KELVIN GROVE**

Feb 7-Mar 7. A wildly original take on Shakespeare's magical romantic comedy. Director Benjamin Schostakowski transplants Shakespeare's enchanted lovers, fools and fairies from the wilderness of Athens to a nostalgia-tinged vision of Australian suburbia.

[www.laboite.com.au](http://www.laboite.com.au)

**QLD**



**EATING OUT**

**Billykart Kitchen  
1 ERIC CRESCENT ANNERLEY**

Celebrity chef Ben O'Donoghue's licensed café is open seven days in a revamped old corner shop. Billykart Kitchen offers a fresh and seasonal menu that changes regularly. It also offers fresh bread, milk, papers and other specialty food items.

[www.billykartkitchen.com](http://www.billykartkitchen.com)

**WHAT'S ON**

**Evolution: A Disrespective  
by Rob Brown  
MUSEUM AND ART GALLERY OF  
THE NORTHERN TERRITORY**

Until March 29. Twenty years of wicked and irreverent reflections by Darwin artist Rob Brown in paintings, prints, drawings and sculptures.

[www.magnt.net](http://www.magnt.net)



**WHAT'S ON**

**Passenger  
DARWIN ENTERTAINMENT CENTRE**

Stopping in Darwin on February 5 as part of a huge Australian and New Zealand tour following the release of his new album *Whispers*.

[www.yourcentre.com.au/shows/passenger](http://www.yourcentre.com.au/shows/passenger)

**EATING OUT**

**Seoul Food  
31 WOODS STREET DARWIN**

A recent addition to the Darwin dining scene, Seoul Food offers a mix of Korean and Australian cuisine and a selection of Korean/International and Australian beers and spirits. Korean BBQ available.

[www.elansohosuites.com/restaurant-en.html](http://www.elansohosuites.com/restaurant-en.html)

**NT**

**Ducks Nuts Bar and Grill  
76 MITCHELL STREET DARWIN**

Open for breakfast, lunch and dinner. The espresso bar is well known for great coffee and sweet treats. Next door to the cinema.

[www.ducksnuts.com.au](http://www.ducksnuts.com.au)



**EATING OUT**

## New Audi plug-in hybrid

Motoring writer Ian Crawford reviews.



Audi is set to take electrified motoring to a new level with the March arrival in Australia of the A3 e-tron plug-in hybrid hatch.

Audi claims the e-tron's petrol/electric hybrid system can deliver a combined fuel-consumption figure of just 1.6litres/100km. Even in petrol-engine mode, the figure is just 4.6litres.

The booming German prestige brand has tested e-tron technology in various cars over a number of years and if you want confirmation of how good it is, check its last three outright victories at the Le Mans 24-hour classic?

The A3 e-tron will launch with a price tag of around \$60,000 and it marries a 1.4-litre turbocharged petrol engine with an electric motor. Both deliver power to the front wheels via a six-speed dual-clutch transmission.

Combine the outputs of both engines and you come up with 150kW and 350Nm. Audi describes its new baby as three cars in one – a battery/electric vehicle, a plug-in-hybrid vehicle and a performance car.

The new e-tron uses energy regeneration to deliver charge to an 8.8kWh lithium-ion battery pack that is housed beneath the rear seat and boot.

Each car will come standard with a charging dock and cables to take power from a home or office electricity outlet and it takes less than 2.5 hours to charge fully the e-tron's battery.

With a fully charged battery, e-tron owners will be able to travel 50km without calling on the petrol engine. Once the battery is exhausted, the petrol engine comes to life to drive the car and do some recharging.

The e-tron is a beautifully balanced little car with near-perfect front-to-rear weight-distribution equation of 55:45 – better than the 60:40 of the standard A3.

Despite the added 125kg of the e-tron's battery system, the new A3 is a spirited little hatch with a sprint time to 100km/h of 7.6 seconds. In electric mode the clock stops in just 4.9 seconds.

Audi says the new A3 variant will come armed with a comprehensive inventory of standard goodies.

Initially, Audi will appoint 16 selected dealers in the capital cities and Sunshine and Gold Coasts as e-tron outlets. **T**

## Holden spices up its SUV

Ian Crawford reports.

Holden has spiced up its SUV line-up by slipping a 1.4litre turbocharged petrol engine under the bonnet of the baby of the family, the Trax.

The spirited little engine delivers 103kW of maximum power and its peak torque of 200Nm is on tap all the way from 1850 to 4900rpm.

The resulting flat torque curve endows the new Trax iTi LTZ variant with excellent all-round driveability and a combined fuel-consumption figure of 6.9litres/100km – nine per cent more frugal than its 1.8litre naturally aspirated Trax sibling.

The Trax turbo is a six-speed automatic-only model and its \$29,990 price tag positions it \$1,500 above the 1.8litre LTZ version.

With a standard sun roof as well as the new turbo engine, the extra money is well spent.

Other standard kit includes air conditioning, 18-inch alloy wheels, six airbags, ABS brakes, traction-and-stability control, descent control, a rear-vision camera and rear parking sensors, the MyLink infotainment system with a seven-inch colour touch screen, embedded apps including Pandora, Stitcher smart radio, TuneIn radio and BringGo navigation.

There is also the Siri eyes-free mode, an AM/FM radio with an RDS display, USB, iPod and Bluetooth connectivity, plus a leather-wrapped steering wheel with audio controls.

The new Trax is a great-handling little SUV as confirmed on the national media-launch drive program in Victoria's Dandenong ranges and Yarra Valley.

The secret behind its excellent road manners is that a team of Holden head



office chassis and powertrain engineers have worked hard to fine-tune the car for Australian conditions. They also have been charged with the responsibility of setting up the Trax for other world markets.

Holden management is justifiably excited about their new baby and it's no wonder.

Back in 2010 there were seven small SUVs on the Australian market. Such is the growing success of the segment there are now 18 from which punters can choose in a market tipped to top 80,000 this year – 26,000 units just four years ago. **T**



Thinking

# Beyond

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