



TWO-DAY CONFERENCE 12-13 MAY, 2010
L'AQUA FUNCTION CENTRE, COCKLE BAY WHARF, SYDNEY

LEADERS IN THE PUBLIC SECTOR 2010

PUTTING STRATEGIC POLICY DEVELOPMENT INTO ACTION

KEYNOTES

Dr. Vince Fitzgerald, Chairman
Professor Stephen Sedgwick, Commissioner
Bruce Wilson, Chief Executive (Special Projects)
John Pierce, Secretary

THE ALLEN CONSULTING GROUP
AUSTRALIAN PUBLIC SERVICE COMMISSION
QUEENSLAND GOVERNMENT
DEPT. OF RESOURCES, ENERGY & TOURISM (CTH)

PRESENTATIONS AND Q&A WITH LEADERS FROM THE PUBLIC SECTOR

Ben Rimmer, Deputy Secretary
Penny Armytage, Secretary
Dr. Jim Watterston, Chief Executive
Dr. Peggy Brown, Chief Executive
Peter Hughes, Deputy Secretary
Etienne Scheepers, Executive Director – Workforce Division
Grant Tidswell, Deputy CEO
Graeme Head, Director-General

DEPT. OF PRIME MINISTER & CABINET (CTH)
DEPT. OF JUSTICE (VIC)
DEPT. OF EDUCATION & TRAINING (ACT)
ACT HEALTH
DEPT. OF IMMIGRATION AND CITIZENSHIP (CTH)
DEPT. OF HEALTH (SA)
CENTRELINK (CTH)
DEPT. OF SERVICES, TECHNOLOGY & ADMINISTRATION (NSW)

EXPERTS

Leanne Wallace, Principal – Strategy and Public Policy
Dr. Joanne Kelly, Associate Professor and Director (NSW)

Professor Richard Badham, Professor of Management
Martin Stewart-Weeks, Director - Public Sector
Dr. Neil Soderlund, Principal
Professor Ron Johnson, Executive Director

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AUSTRALIA & NEW ZEALAND
SCHOOL OF GOVERNMENT
MACQUARIE GRADUATE SCHOOL OF MANAGEMENT
CISCO SYSTEMS
BOSTON CONSULTING GROUP
AUSTRALIAN CENTRE FOR INNOVATION

Featuring an **OUTSTANDING** lineup of **EMINENT** speakers, **L21 Leaders in the Public Sector 2010** is an important event for public servants involved in the **DESIGN, FORMULATION, DEVELOPMENT, & ASSESSMENT** of strategic policy within your organization. Attending will offer delegates an opportunity to learn, engage and discuss the **SEVEN CRITICAL THEMES** of strategic policy development in the modern public sector.

WHO WILL ATTEND

Attending allows you to meet delegates from Federal, State & Local levels that will include:

- Heads of Departments / Commissions / Ministries
- Managers & Executives within Departments / Commissions / Ministries

- Strategic & Corporate Planners
- Policy & Delivery Managers
- Performance Management / Improvement Executives
- Organisational & Change Managers
- Operations Managers
- Marketing & Communication Managers
- Partnership Managers

OTHER ATTENDEES WHO SERVE

THE PUBLIC SECTOR WILL INCLUDE:

- Chief Executives & Managers from State Owned Corporations
- Public Sector consultants & academics

PLACES WILL BE LIMITED TO ENHANCE DELEGATE EXPERIENCE & MEETING OPPORTUNITY | RESERVE YOUR PLACES NOW.

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“Strategy policy development is about putting citizens first...”

Prime Minister Kevin Rudd, 2009

As public servants move up the ranks, they are increasingly likely to be engaged in strategic policy development. The term can be an overused and even misused one. But putting ‘strategic policy development’ into action is essentially and ultimately about outcomes and putting citizens first. What does this actually mean and what are the **CONCEPTS** and **PROCESSES** we need to achieve this?

The **L21 Leaders in the Public Sector 2010** is specifically designed for senior executives and emerging leaders involved in the **DESIGN, FORMULATION, DEVELOPMENT, & ASSESSMENT** of strategic policy. The conference is proud to feature an **OUTSTANDING, BALANCED & EXPERIENCED** group of speakers. Delegates will be given the opportunity to discuss and deepen their knowledge about **SEVEN** key themes in strategic policy development.

THEME 1: Strategic policy – What is it? Why does it matter? How do we ensure the process is consistent with Australian Public Service and other values?

THEME 2: Using new and practical ideas in strategic policy development from the ‘bottom-up, through collaboration, and external stakeholders

THEME 3: Nurturing a culture and process of policy innovation alongside standards of accountability and transparency

THEME 4: The virtues and vices of centralized versus devolved process of policy development

THEME 5: Aligning strategic policy development with budgetary, workforce, front-line, and other service-delivery capabilities and realities

THEME 6: Meeting the challenge of cross-jurisdictional policy development and collaboration in a federal system

THEME 7: New thinking and technologies that will change policy development – Government 2.0

ABOUT L21 CONFERENCES

L21 has built a reputation as the leading top-end research and conferences organization in Australia.

We only hold a handful of events each year that are exclusively designed for senior and future leaders within various sectors and industries.

Since 2005, the **L21 PUBLIC SECTOR LEADERS’ SERIES** conferences have become the peak independent event for senior and aspiring managers in the public service on leadership themes.

We take the quality and learning objective of the event seriously by following a few simple rules that define the core strengths of our conferences:

- We commission and use leading and cutting-edge research on public sector developments from Australia, UK, New Zealand, and Canada, to design the best possible program.

- The event is completely **UNSPONSORED** meaning that the conference is designed only for the benefit of delegates, not sponsors.
- We only invite presenters who **LEAD** their organizations. All presenters have the **EXPERIENCE** and the **ACHIEVEMENTS** to speak with authority on these themes.

BY ATTENDING THIS EVENT, YOU WILL:

- Meet and hear from Australia’s most senior and distinguished public servants
- Significantly improve your personal knowledge and skills
- Meet and network with other senior and aspiring public servants facing similar personal and organizational challenges as yourself.

Day One: Wednesday, 12 May

8:30AM REGISTRATION

9:00AM DR. JOHN LEE, MANAGING DIRECTOR, L21 PTY LTD

Theme: Welcome

KEYNOTE

9:15AM PROFESSOR STEPHEN SEDGWICK, COMMISSIONER, AUSTRALIAN PUBLIC SERVICE COMMISSION

Theme: Opening – strategic policy development and APS values

The Australian Public Service Commission has a broad mandate to ensure that the Australian Public Service (APS) is performing effectively and consistent with APS values. One of the critical areas of performance measurement is strategic policy development. The Commission has put an emphasis on policy development frameworks that encourage qualities such as innovation, collaboration and emphasis on outcomes. But how do public sector leaders and organizations ensure that these frameworks are consistent with APS values, in particular integrity and accountability?

9:50AM BEN RIMMER, DEPUTY SECRETARY, DEPT. OF PRIME MINISTER & CABINET (CTH)

Theme: Strategic Policy - What is it, does it matter, and how do we get more of it?

First things first: what does strategic policy making actually mean? 'Strategic' is a word that is commonly used but not widely understood. Neither is it self-evident why being strategic in policy development actually matters or how we can consistently go about it. Ben now leads strategic policy thinking within the Dept. of Prime Minister and Cabinet and will answer the question: 'Strategic Policy' - What is it, does it matter, and how do we get more of it?

10:25AM MORNING TEA

10:45AM PENNY ARMYTAGE, SECRETARY, DEPT. OF JUSTICE (VIC)

Theme: Utilising 'bottom-up' ideas and innovation in policy formulation

Strategic policy formulation is frequently treated as a top-down process with senior staff setting the agenda for the organization. To be sure, the ultimately responsibility for strategic policy setting lies with the top level team of executives. However, the organizations that have demonstrated the greatest clarity, problem solving ability, and innovation in policy development are those that have robust and well-thought out frameworks for utilizing bottom-up ideas, suggestions and insights. The Dept. of Justice oversees business units covering eight key functions including all police and prosecution functions, administration of the court system, provision of the prison and community

corrections services, administration of various tribunals and agencies established to protect citizens' rights, emergency management, provision of emergency services, policy on racing and gaming issues and the provision of legal advice to government. It employs over 21,000 staff and enjoys the support of around 90,000 volunteers. Penny looks at why using bottom-up ideas and insights is essential for policy formulation.

11:20AM GRAEME HEAD, DIRECTOR-GENERAL, DEPT. OF SERVICES, TECHNOLOGY & ADMINISTRATION (NSW)

Theme: From policy innovation to process – ensuring a framework for accountability

Creating a framework for accountability in encouraging innovation in policy development is a major theme of the conference. The stated role of DSTA is to make doing business in NSW simple, accessible and fair for employees, consumers and industry while providing best value for government. In performing the role, DSTA oversees six divisions including the Offices of Fair Trading, Industrial Relations and Public Works. In offering a practical case study of aligning innovation and accountability, the department has been engaged in a number of innovative streamlining initiatives, including in procurement, data management and IT. Graeme will look at how the department works with other agencies to manage the risks associated with policy and process innovation.

KEYNOTE

11:50AM DR. VINCE FITZGERALD, CHAIRMAN, THE ALLEN CONSULTING GROUP

Theme: Putting strategic policy development into action

Dr. Fitzgerald is a highly credentialed and experienced former public servant, having held several senior positions in the public service including as Secretary to the Commonwealth Departments of Trade, and also Employment, Education & Training. He was also the Deputy Secretary at the Dept. of Finance (Cth.) Now the Chairman of the highly respected Allen Consulting Group, Dr. Fitzgerald will draw from his distinguished career and proven and profound public sector expertise to address the major theme of the conference: putting strategic policy development into action.

12:30PM LUNCH

KEYNOTE

1:25PM BRUCE WILSON, CHIEF EXECUTIVE (SPECIAL PROJECTS), QUEENSLAND GOVERNMENT

Theme: Fostering a culture of policy innovation within departments and agencies

The cultural aspect of policy innovation capability is often neglected. Bruce has been the Director-General of a number of Departments in Queensland for over

20 years. Since July 2008, he had had a roving brief as Chief Executive (Special Projects) which has included serving as inaugural Commissioner and Chief Executive of the new Public Service Commission charged with rejuvenating the public service. In an important presentation for the conference Bruce will draw from his diverse and distinguished background in offering some insights on fostering a culture of policy innovation.

GROUP SESSION

2:00PM ETIENNE SCHEEPERS, EXECUTIVE DIRECTOR – WORKFORCE DIVISION, DEPT. OF HEALTH (SA)

Theme: Aligning strategic policy development with workforce capacity

Strategic policy development is designed to ultimately improve service delivery and outcomes. In this context, it is important to align workforce with policy development strategy – something obvious but not frequently done successfully. Etienne leads workforce strategy in a department where emphasis on improving strategic policy is constant. He will speak about workforce development in this context.

2:30PM DR. PEGGY BROWN, CHIEF EXECUTIVE, ACT HEALTH

Theme: Aligning policy development with front-line service-delivery realities and limitations

By definition, ‘strategic policy development’ needs to take into account front-line realities, capabilities and limitations. ACT Health sets health policy and plans the delivery of health services, while ensuring these services meet community needs. ACT Health also funds a range of non-Government organisations to provide vital healthcare services to the people of the ACT and surrounding region. For an organization like ACT health, front-line realities will effectively determine the success or otherwise of evolving ‘policy’. But how do we align policy development with these service delivery realities in practice? Dr. Brown will look at some learnings from the policy development process at ACT Health.

3:00PM Q&A

3:15PM AFTERNOON TEA

THOUGHT SESSIONS

3:35PM MARTIN STEWART-WEEKS, DIRECTOR (PUBLIC SECTOR), CISCO SYSTEMS

Theme: Is it time to take Government 2.0 seriously in policy development?

Is Government 2.0 just another fashionable but short-lived idea or will it have a real impact on the way the public sector operates, including how public departments and agencies form strategic policy? In June 2009, the Rudd Government formed the Government 2.0 Taskforce to

investigate how the Australian Government can use new ‘Web 2.0’ approaches to expand the uses of Commonwealth information and enable collaboration between department and improve the way government consults and engages with citizens. One of the 15 members of the Government 2.0 Taskforce, Martin has been one of the drivers of the Government 2.0 concept in Australia. He is also the only industry representative on the Victorian Government 2.0 project. Martin will oversee a session explaining the concept of Government 2.0 and how it might work in practice. Is Government 2.0 just a nice idea or is it here to stay? And what might it mean for the future of policy development within public organizations?

4:15PM PROFESSOR RON JOHNSON, EXECUTIVE DIRECTOR, AUSTRALIAN CENTRE FOR INNOVATION

Theme: A glimpse of the future policy environment – intersection between technology, social development and outcomes

One of Australia’s leading thinkers about the future, Ron has led more than 100 futures and foresights projects for the public and private sectors in Australia, Asia and Europe; applied to issues such as water supply and management, technology-assisted learning, irrigation, university research, sea transport, global warming, nuclear fuel management, the IT industry, biotechnology, laws of the sea, opportunities for youth, sustainability and knowledge management. These have been on behalf of entities such as UNESCO, UNIDO, UNDP, World Bank, OECD, the EC, ASEAN, and the Governments of US, Canada, UK, France, Germany, Netherlands, Denmark, Sweden, Japan, China, Singapore, Malaysia, Thailand, Indonesia, Philippines, Australia and New Zealand. In an important and stimulating presentation, Ron will offer his thoughts on what aspects of the future policy environment might actually look like.

4:50PM-6:00PM DRINKS & CANAPÉS @ THE ICE CUBE BAR

Day Two: Thursday, 13 May

9:00AM PENFOLDS GRANGE DRAW

9:10AM DR. JOANNE KELLY, ASSOCIATE PROFESSOR, GRADUATE SCHOOL OF GOVERNMENT, UNIVERSITY OF SYDNEY AND DIRECTOR, ANZSOG (NSW)

Theme: Understanding the drivers of budgetary review and reallocation policy

The making and execution of general policy cannot ignore the realities that drive budgetary review and reallocation policy. Dr Kelly specializes in examining the techniques, politics and practice of public budgeting from a comparative perspective. In an important presentation for all executives involved in the policy

making and execution process, Dr. Kelly will look at a few key points that are essential for us to better understand the budgetary review process.

KEYNOTE

9:45AM JOHN PIERCE, SECRETARY, DEPT OF RESOURCES, ENERGY & TOURISM (CTH)

Theme: The challenge of cross-jurisdictional policy collaboration in a federal system

Surveys and feedback from senior executives consistently show that the intricacies and idiosyncrasies of our federal system can be one of the most frustrating aspects of policy design and execution. John leads a department where cross-jurisdictional collaboration is essential across the whole range of organizational responsibilities. He has also been on the other side of the fence where he was the Secretary of the NSW Treasury for nearly 12 years. Drawing from an exceptional career in having led major departments at the State and Commonwealth levels, John will offer some practical advice on negotiating the terrain in cross-jurisdictional policy collaboration.

10:20AM DR. NEIL SODERLUND, PRINCIPAL, BOSTON CONSULTING GROUP

Theme: Strategic policy making: centralization or devolution?

One of the ongoing political debates has been about the virtues and vices of centralization versus devolution in approaches to public sector policy making. Many consider devolution an irreversible trend given the complexity and diversity of operational and service delivery environments while others believe that a centralized approach to policy formulation offers better consistency, accountability and coherence. Neil has been in the midst of the centralization versus devolution debate in the health reform space and will offer some thoughts on this important issue.

10:50AM MORNING TEA

11:10AM GRANT TIDSWELL, DEPUTY CEO, CENTRELINK (CTH)

Theme: Aligning policy design with service delivery capability – focusing on receivables and citizens

Centrelink is one of the largest Australian organizations - public or private – in terms of size and turnover. It delivers almost \$90 billion in social security payments on behalf of policy departments for more than 20 government agencies to almost 7 million individual customers. With more than 1,000 service delivery points, Centrelink has been doing some work on developing place based services with NGOs and other stakeholders. In terms of policy and program design considerations, Neil will speak about what we can learn from some of the work Centrelink is doing in this context.

11:45AM LEANNE WALLACE, PRINCIPAL – STRATEGY AND PUBLIC POLICY, THE NOUS GROUP

Theme: Delivering on strategic policy – how building capability makes a difference

Putting strategic policy development into action means a policy that delivers on outcomes. Nous has extensive experience in public sector policy development and an intimate understanding of the public policy environment. Using insights derived from both its extensive private sector expertise and experience helping executives and senior management from State and Federal level government, Leanne will look at the critical nexus between delivering on strategic policy and building capacity.

12:45PM LUNCH

1:50PM PROFESSOR RICHARD BADHAM, PROFESSOR OF MANAGEMENT, MACQUARIE GRADUATE SCHOOL OF MANAGEMENT

Theme: Organisational politics and negotiating turf wars during change

Negotiating through the maze of organisational politics and the distraction of turf wars is part and parcel of change, even in the context of new directions in policy development. Professor Badham is an expert in change management, both in terms of developing organisational capacities and the personal leadership skills needed to be successful. Having assisted both public and private organisations through these difficult processes, he will look at some of these issues as they apply to senior policy makers in the public sector.

CONSULTATION WITH EXTERNAL STAKEHOLDERS IN STRATEGIC POLICY DEVELOPMENT

Consulting external stakeholders during policy formulation is important. But how do we identify the key stakeholders and what is their appropriate role in policy formulation? How do we constructively receive external input? And are we setting our department up for unfair criticism during the policy process? Stakeholder consultation during policy formulation is an important policy process. Speakers are from departments that rely heavily on external stakeholder engagement at all levels of the policy formulation process. They will draw from personal and organizational experiences to offer some advice and their insights on this issue.

2:30PM PETER HUGHES, DEPUTY SECRETARY, DEPT. OF IMMIGRATION & CITIZENSHIP (CTH)

3:00PM DR. JIM WATTERSTON, CHIEF EXECUTIVE, DEPT OF EDUCATION & TRAINING (ACT)

3:30PM Q&A

3:45PM GRANGE GIVEAWAY AND CLOSING

3:50PM AFTERNOON TEA

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CANCELLATION POLICY: A substitution delegate is always welcome. Otherwise, a full refund less \$300 for an admin service charge will be received for cancellations received in writing up to three weeks before the event. Documentation and a 50% refund will be received for cancellations received up to two weeks before the event.

NO REFUNDS CAN BE GIVEN FOR CANCELLATIONS WITHIN TWO WEEKS OF THE EVENT. Every effort will be made to contact each attendee should an event be rescheduled or cancelled by L21 Pty Ltd for any reason. If an event is rescheduled or not held for any reason, L21's liability is limited to the event fee only.

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L21 GUARANTEE If you are not satisfied with the L21 conference you attended, write to us within 2 weeks of the event and we will offer you another L21 conference of your choice to a similar value.