

Australia &
New Zealand
School Of
Government

ANZSOG

WORKING WITH MULTIPLE MINISTERS: NEW WAYS OF FRAMING AND ADVANCING POLICY

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WHY SMALLER NUMBER OF DEPARTMENTS?

- **Efficiency**- functioning in the best possible manner using available resources
- **Effectiveness** – extent to which actual output achieves the desired goal



SERVICE PRIORITY REVIEW-KEY THEMES

- Collaboration and co-design
- Focus on community
- Whole of government perspective
- Multi-channel service delivery
- Outcome focus
- Data sharing



WHAT IS PUBLIC POLICY?

The outputs and outcomes of processes used by governments (and their administrators) to formulate their objectives (what they want to do) and the actions taken to implement them.



THE AUSTRALIAN POLICY CYCLE¹



Derived and modified from
'An Australian Policy Cycle',
Bridgman, P and Davis, G,
*Australian Policy
Handbook*, Sydney: Allen &
Unwin, 1998, p. 24



KEY QUESTIONS

1. Identify the policy issues – why should we do anything?
2. Determine policy objectives – what would success look like?
3. Identify policy tools – how can we achieve this?
4. Consultation – who could hurt and who could harm prospects?
5. Coordination – what are the whole-of-government issues?
6. Decision – what authority and resources do we need from government for success?
7. Implementation – how do we best and most cost-effectively achieve this?
8. Evaluation – how do we (or anyone else) know it was worth doing and done well?



TYPES OF KNOWLEDGE

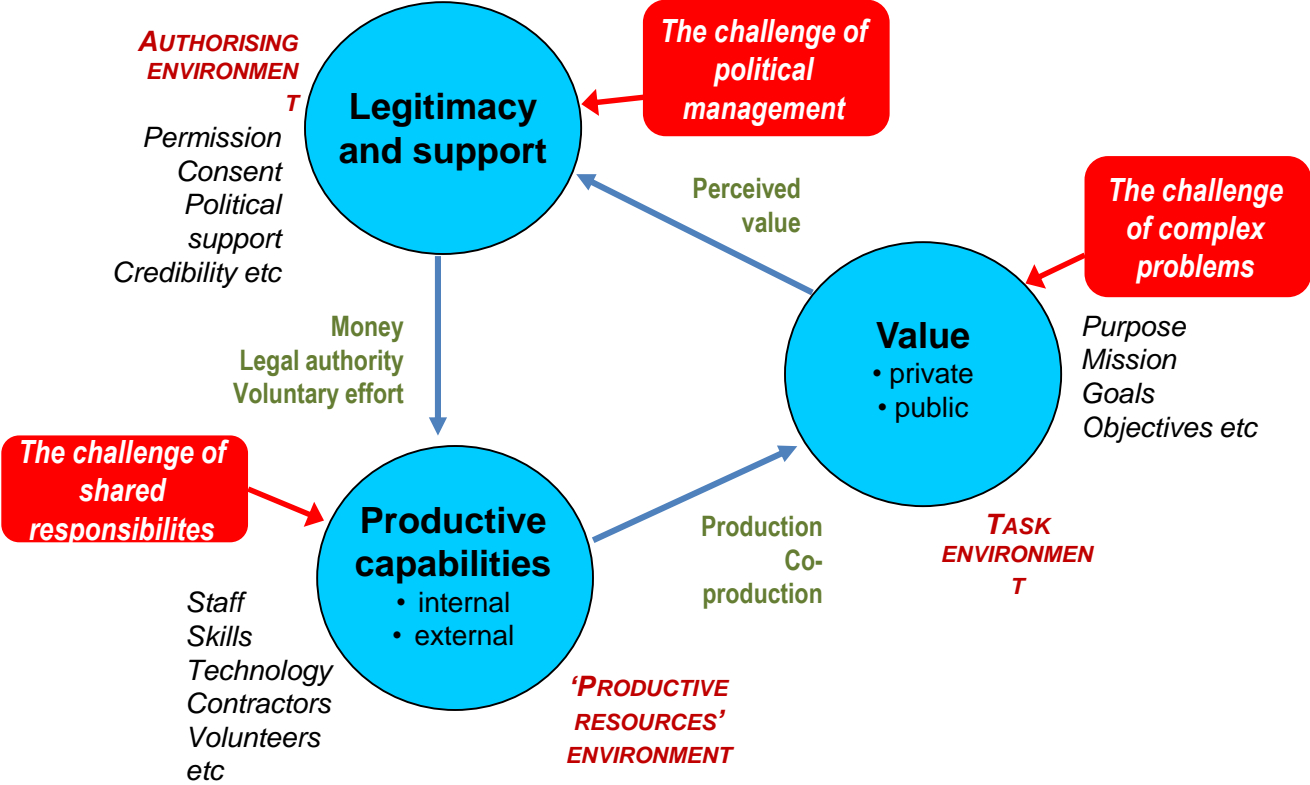
Political knowledge	Scientific knowledge	Professional knowledge	Stakeholder knowledge
Mass media and political culture			

WHAT IS PUBLIC VALUE?

The products/services created/delivered by public agencies which satisfy the needs/aspiration of citizens

Public value is consumed collectively by the citizenry rather than individually by clients or customers.

Challenges for the 'three circles' model



WHAT IS COLLABORATION?

Collaboration is the act of working with or co-operating with others to achieve a common goal or outcome

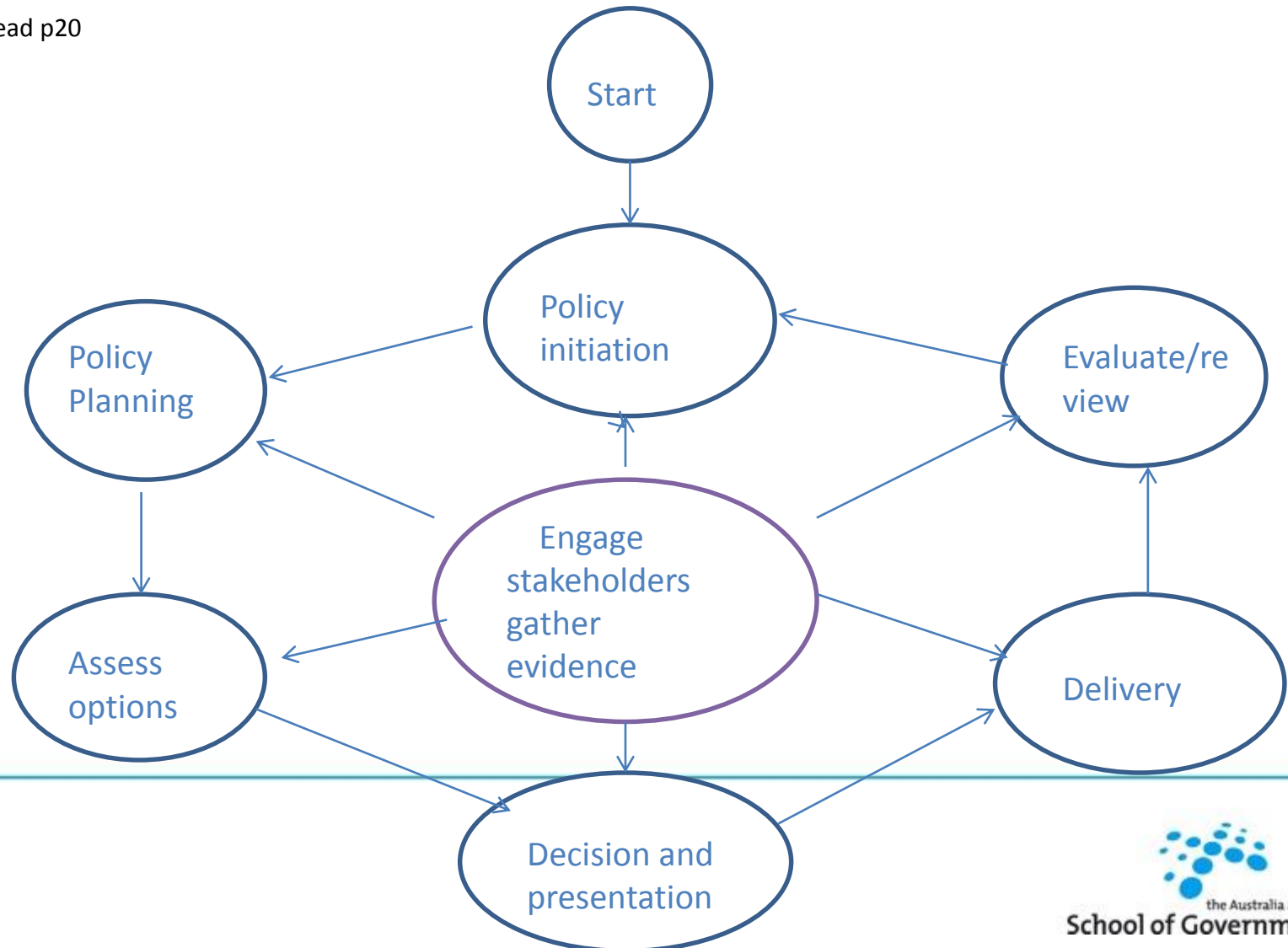


CHARACTERISTICS OF COLLABORATION

- Developing inter-agency and cross sectoral collaboration most important from perspective of government operations
- 8 core characteristics and capabilities:
 - Shared purpose
 - Build on what already exists
 - Assess participants tolerance of risk
 - Respect autonomy of partners
 - Assure up-front time and resources to build trust
 - Emphasize value of all contributors
 - Work through areas of disagreement to establish common ground
 - Avoid raising expectations which cannot be met

THE COLLABORATIVE POLICY PROCESS

Brian Head p20



DEFINING TRUST

Trust is between people,
not organisation charts

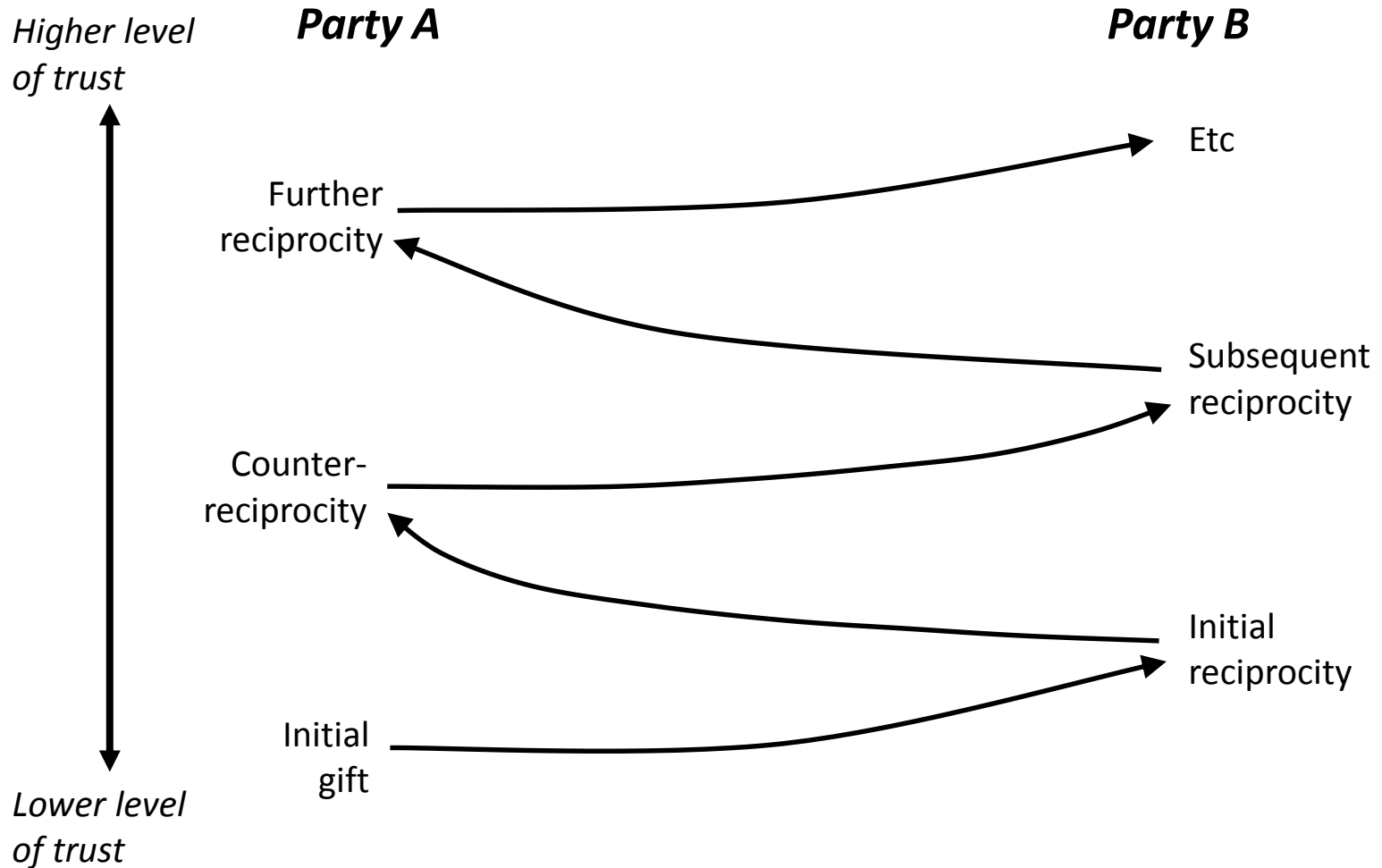
To trust **someone** is to be confident that in a situation where you are **vulnerable**, s/he will be **disposed** to act **benignly** towards you.

Not just because
s/he has to

Not just non-
negative but also
positive behaviour

Uncertain/risky situation,
where you are dependent on
others' actions

THE TRUST SPIRAL



Six design principles

- 1 WHEN DESIGNING PROGRAMS/SERVICES OR PROVIDING INFORMATION VIEW THE WORLD THROUGH THE LENS OF THE 'CITIZEN
- 2 PRESENTING A SINGLE OR SIMPLER FACE OF GOVERNMENT
- 3 GOVERNMENT PLAYING THE ROLE OF FACILITATOR AND ENABLER WITH A FOCUS ON OUTCOMES
4. DEVOLUTION (WHERE APPROPRIATE OF SERVICE PLANNING AND DELIVERY TO THE LOCAL LEVEL
5. DEVELOPING CROSS-SECTORAL AND CROSS AGENCY COLLABORATIONS
- 6 Co-ORDINATED FOCUS ON PLACE



POLICY DEVELOPMENT IN MULTI-PORTFOLIO DEPARTMENTS- GENERAL

1. Think about the audience for your policy advice
2. Understand the purpose of your advice
3. Focus on what is essential for decision-making; not everything you know is relevant
4. Be accurate and measured
5. Avoid advocacy
6. Avoid political second guessing



POLICY WRITING IN MULTI-PORTFOLIO DEPARTMENTS- SPECIFIC

- Think of your advice from a Whole of government or whole of agency perspective
- Agree on lead person to prepare advice.
- Think about who else in the Department, other Departments may have an interest or knowledge in the policy area under consideration.
- Draw in advice from external stakeholders and experts
- Do your research –don't reinvent the wheel
- Be accurate in reflecting the input of others
- Let others know if you're not using their input



POLICY WRITING IN MULTI-PORTFOLIO DEPARTMENTS- BEHAVIOURS

- Develop networks of colleagues you can trust and who trust you
- Think of your role as a facilitator in the development of good policy rather than gatekeeper of secret 'knowledge'
- Be curious about developments in your field(s) of expertise and interest
- Respect the experience advocates

QUESTIONS

