



90-Day Change Project

# Working Together for Joined-Up Policy Delivery Project Summary

August 2016



### Partnering agencies

Strategic Partnerships Unit  
Public Health Partnerships Branch  
Department for Health and Ageing

Cabinet Office  
Department of the Premier and  
Cabinet

Change@SouthAustralia  
The Office for the Public Sector

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### Acknowledgements

The Project Sponsors Group acknowledge and thank the staff of the South Australian Government agencies involved in this 90-day Change Project.

### Disclaimer

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# THE WORKING TOGETHER 90-DAY PROJECT

## Overview of the project

This document presents a summary of the process and findings of a 90-Day Change Project, Working Together for Joined-up Policy Delivery, which examined how such an approach can become a greater focus of Government practice to support the one Government model and achieve whole-of-society objectives.

## Project vision

Creating better outcomes for South Australians through joined-up policy delivery.

## What we did

### 90 DAY CHANGE PROJECT

The project was designed to identify the critical structures, processes, culture and practices needed to embed a sustainable and systematic approach to joined-up policy in the South Australian Government.

### A SURVEY

We sent a survey to over 500 policy staff in government with representation from over 16 agencies.

### LITERATURE SCAN

We looked at what the literature said about collaborative approaches to policy development and delivery.

### REVIEW

A review of completed 90-Day Change Projects was undertaken to identify critical success factors for collaboration.

### THINK TANK

A Think Tank was set up to discuss findings and develop recommendations.

### PROJECT SPONSORS GROUP

A high-level multidisciplinary decision-making group provided leadership for the project and strategic oversight into the development of the recommendations.



## Joined-up policy delivery – what is it?

'Joined-up policy delivery' is about government working collaboratively across organisational boundaries towards a shared goal. It helps deliver a more holistic approach to policy design and delivery.



## Why is it important?

Government systems traditionally operate in 'silos' that are not well equipped to deal with contemporary public policy issues such as economic innovation, climate change and social disadvantage. Complex or 'wicked' policy problems require joined-up solutions involving collaboration between government agencies, and with the Non-Government Organisations (NGO) sector and the community.



## Government can't do it all...

Combining the will, expertise and resources from across government with the skills and experience of NGOs, community and business sectors, can help to deliver better outcomes for South Australians.



# SURVEY RESULTS (Conducted in November 2015)



## The respondents

164

RESPONSES

FROM MORE THAN

16

AGENCIES

57%

WERE MANAGERS

60%

HAD MORE THAN 10 YEARS OF  
EXPERIENCE IN GOVERNMENT



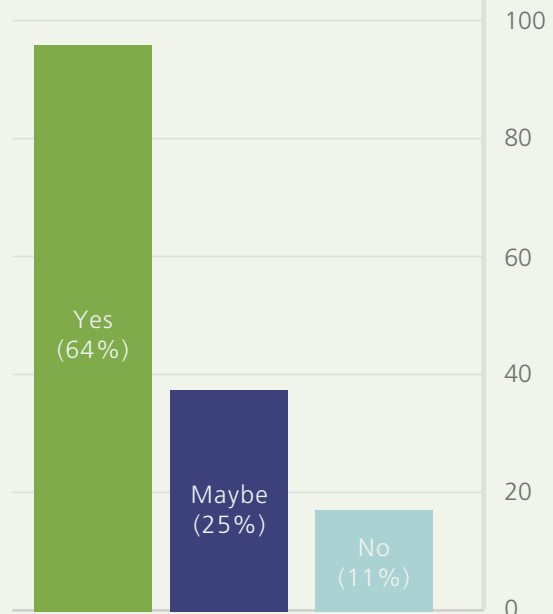
## Collaboration experience



1 in 5

RESPONDENTS HAVE  
NO OPPORTUNITY  
TO COLLABORATE  
WITH OTHER AGENCIES

### RESPONDENTS WANTING MORE OPPORTUNITIES TO COLLABORATE





## Collaboration – barriers and supports

RESPONDENTS WERE ASKED ABOUT THE BIGGEST BARRIERS TO COLLABORATION:

- Lack of shared vision, priorities, common purpose **62%**
- Just **over half** the respondents work in 'silos' and don't know who is doing what and who to collaborate with.
- Culture favours status quo over collaboration and innovation **44%**
- Lack of permission or support from management to collaborate **38%**



RESPONDENTS WERE ASKED ABOUT THE MOST IMPORTANT FACTORS THAT SUPPORT COLLABORATION:

- High level leadership **79%**
- Support for champions **34%**
- Clear, shared outcome, focused vision and accountability **48%**
- Appropriate skills, trust and respect (internal and between collaborators) **24%**
- Networks and contacts in other agencies **35%**

79% said **high-level leadership** that is supportive of a collaborative approach is the most important factor.



## How is it working now?

### STRUCTURES

**58%** rated **high level leadership supportive of collaboration as very good or excellent**

**\$ 24%** said the provision of a dedicated budget and resources for collaboration was poor

### CULTURE

**39%** say their workplace has a very good or excellent shared understanding of the value of collaboration but...

**38%** say it is poor or average



### PEOPLE

**47%** of respondents were positive about their workplaces' **skills and behaviours** to support collaboration

**1 in 5** don't believe the skills to support collaboration exist

**29%** believe the networks for supporting collaboration don't exist



**42%** believe they have the freedom and flexibility to collaborate but **47%** don't have the time and resources to build and maintain relationships



## What are the most important behaviours and skills for collaboration?

**Being inclusive** was judged the most important skill for collaboration. **70%** thought that they had very good inclusivity skills but only **59%** thought that their work environment had good skills in encouraging inclusivity.

**Interpersonal skills** for good relationships were also rated highly as a critical behaviour or skill by **79%** of respondents and **83%** felt that they were competent in this area.

**84%** of respondents felt that they were **flexible and adaptable** but were not as competent in other critical behaviours such as reflective practice.

Appropriate technical skill was judged the **least important skill** for effective collaboration but was the highest ranking skill in the workplace.

The best skills in **current workplaces** were technical, inclusivity, interpersonal and problem solving skills.



## Agency support for collaboration

Respondents were asked to rate their agency against a number of statements:

- **69%** said their team leader promotes collaboration with other areas within the organisation
- **56%** said their organisation promotes collaboration with other departments
- **56%** said their supervisor is generally committed to ensuring they have the skills and knowledge to collaborate with others
- **31%** said their agency has a culture that actively encourages, promotes and rewards examples of collaboration and cooperation
- **30%** said their team leader regularly sets aside time to develop and debate new ideas, concepts and opportunities for collaboration and co-production.



## Can the public service change?

**69%** of participants were optimistic or moderately positive about the public sector's capacity to be more collaborative.

WHAT CHANGES WOULD GIVE YOU CONFIDENCE ABOUT THE GOVERNMENT'S ABILITY TO COLLABORATE?

- A shared vision, purpose, outcomes and targets
- Resources for collaborative projects
- Leadership – from Cabinet through to Managers
- Recognition and rewards
- Information sharing
- Across-government teams
- Training

PARTICIPANTS SAID...



“We need leaders who are prepared and allowed to take risks, given permission to fail and the confidence to call out poor practice when it occurs.”

“I’m confident – change requires tenacity, so as long as you keep pushing it will happen. Choose a policy, apply the changes and show how it can work.”



# JOINED-UP POLICY EXAMPLES

Survey respondents provided examples of joined-up policy including:

- The project on the emission reduction target for the government fleet
- 90 day projects on improving apprentice licensing and reducing red tape for the tuna industry
- The Human Services Partnership forum
- Development of a high performance workplace index
- Responses to the millennium drought
- The service model for the APY Lands rehabilitation facility.



What did the literature say about the enablers for joined-up policy delivery?

## GOVERNANCE AND STRUCTURE

- Leadership: political, executive and beyond... 'champions at each level'
- Strategic vision, an authorising environment, the mandate for action
- Shared agenda of objectives and targets – a strong policy narrative as a common goal
- Trust and respect
- Shared accountability and incentives
- Appropriate flexible mechanisms to enable joined-up approaches
- An ethos supporting a culture of collaboration

## PROCESSES AND TOOLS

- Budget alignment

## PEOPLE AND RECOGNITION

- Resourcing – especially dedicated staff time
- Skills and knowledge to support collaboration



# SUPPORTING JOINED-UP POLICY DELIVERY IN SOUTH AUSTRALIA

This 90-Day Change Project concluded that there are three key elements to support and enable joined-up policy delivery: governance and structure; processes and tools; and people and recognition. These are underpinned by the broad policy environment and organisational culture. Leadership and strategic vision, clear systems and accountability mechanisms, dedicated resources and change agents to help support the work, are all necessary to realise the vision of joined-up policy.

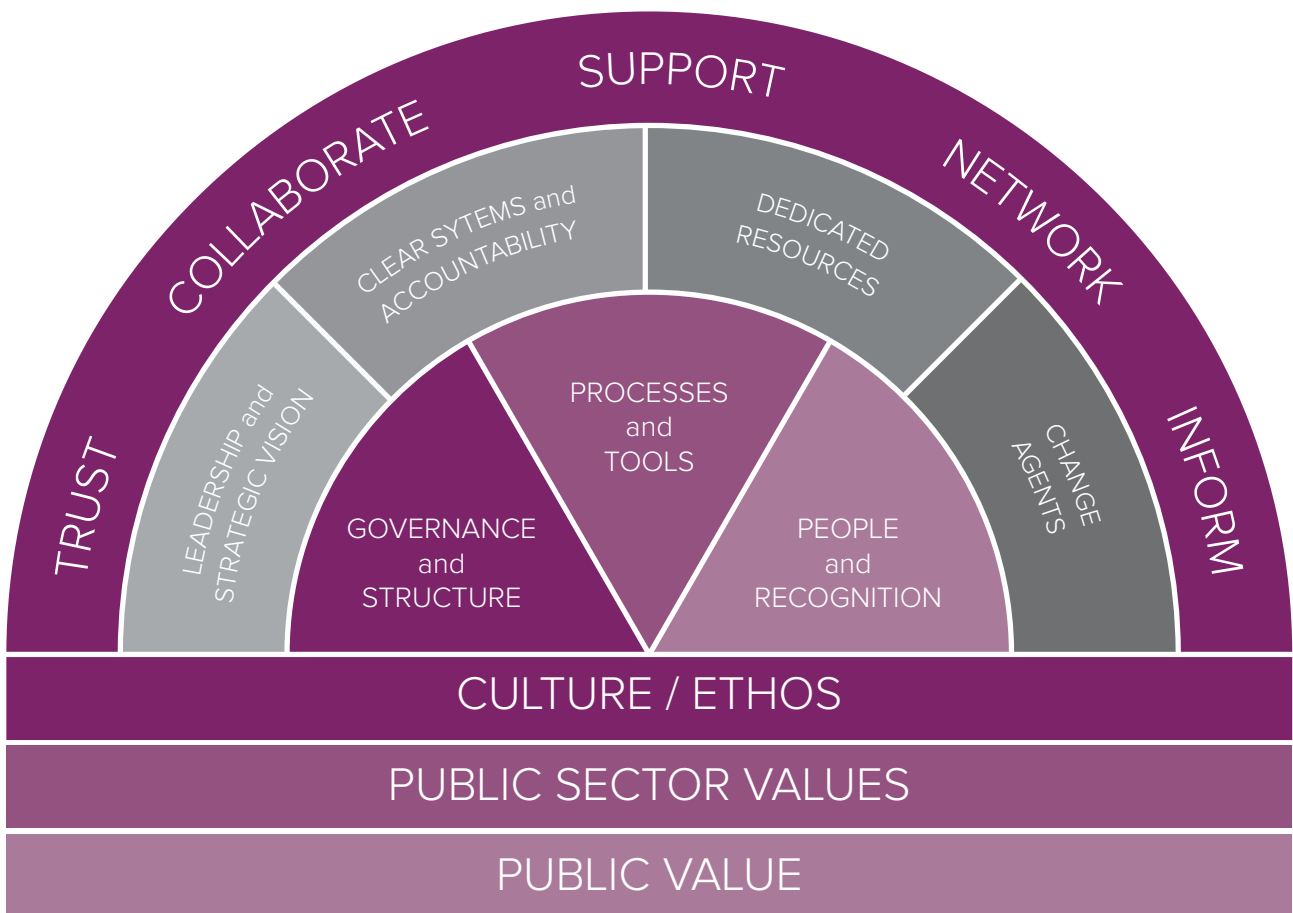


Figure 1: Supporting elements for joined-up policy delivery in South Australia.



## Recommendations

The survey, literature and review informed the recommendations for action made by the Working Together: Joined-up Policy 90 Day Change Project Sponsors Group and team. Here are the key points:

### GOVERNANCE AND STRUCTURE

Leadership is essential for successful joined-up policy delivery. **Senior Management Council** will lead the implementation of the recommendations with the **Modern Public Sector Reform Group** providing oversight and monitoring. The **Cabinet Office** at the Department of the Premier and Cabinet will also progress strategies that build a culture of collaboration and early engagement for joined-up policy.

### PROCESSES AND TOOLS

A **Guide for Joined-up Policy** will be developed to support better collaboration. The resources and tools in the Guide will help with the: who, what, when, where and how of joined-up policy and be applied to an important public policy issue to illustrate their use.

### PEOPLE AND RECOGNITION

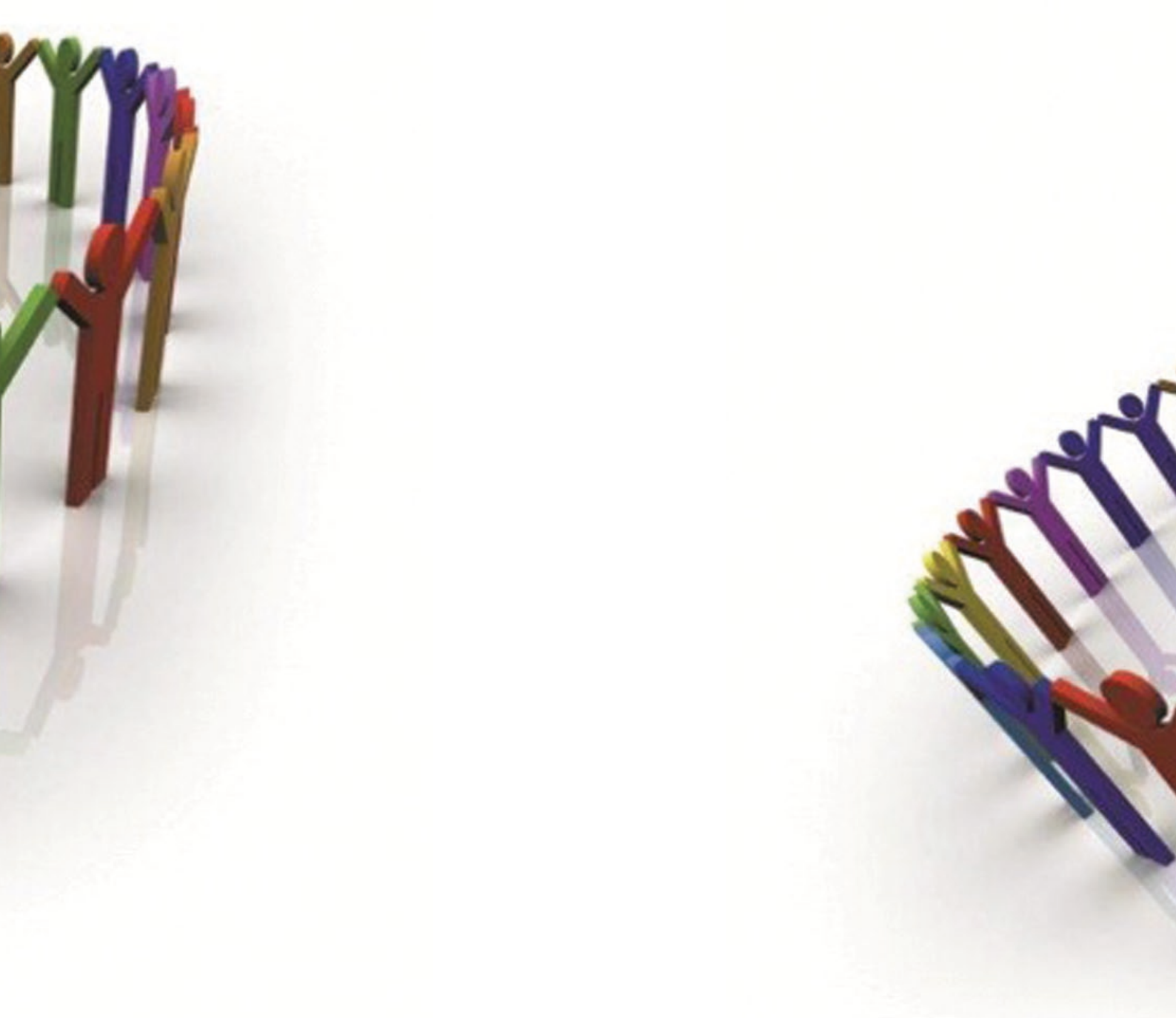
Communication and collaboration between agencies will be made easier with the assistance of **dedicated Policy Change Agents** and strategies to support and increase **the competency of staff**. A public sector **awards** program will recognise and reward best practice.

Budget alignment is critical. The Department of Treasury and Finance will explore the most appropriate **budgetary mechanisms** and processes that may help facilitate collaboration.



## Further information

Further information on this project, including the full set of recommendations and the final report can be found at [www.sahealth.sa.gov.au/joineduppolicy](http://www.sahealth.sa.gov.au/joineduppolicy).



## For more information

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