



90-Day Change Project

Working Together for Joined-Up Policy Delivery Report

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

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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Disclaimer

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Project Sponsors Statement

Complex policy problems are best addressed using the combined strength, wisdom and resources of experts, those who deliver services and members of the community. We get the best solutions when government, business, NGOs and the community work as one. This is at the heart of the government's *Reforming Democracy* initiative.

As one government, the way we collaborate, work internally and across agencies, and empower staff affects both our ability to use resources efficiently and to work with external stakeholders.

This is why this 90-day project on 'Working Together for Joined-up Policy Delivery' is so important. We have to get our house in order to effectively deliver public value.

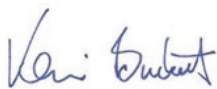
This project involved an extensive process of exploration. We reviewed the evidence on the best conditions for joined-up policy making, and sought to better understand our local circumstances. This helped us fully comprehend how our fellow policymakers experience joined-up policymaking, including the challenges they face in making collaboration work.

It has been heartening for us to discover exceptional examples of joined-up policymaking happening across government, as well as factors that enable and promote successful collaboration.

It has become very clear that our policymakers do face challenges – tight timeframes and budgets, conflicting priorities and uncertainty about who to collaborate with – to name a few. Equally, what emerged from the feedback is that where the will, mandate and commitment exist, policymakers have successfully collaborated to achieve better outcomes.

We do not want collaboration to be perceived as difficult – we want it to become standard practice. To support this, we have turned the learnings from the last 90 days into a suite of 11 practical recommendations to support policymakers in delivering joined-up policy. These recommendations are designed to make it easier to collaborate and address the key challenges that our teams face.

We commend these recommendations to Senior Management Council and seek their support for pursuing this approach for joined-up policymaking in the South Australian Public Service.



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Abbreviations

DHA	Department for Health and Ageing
DPC	Department of the Premier and Cabinet
DSD	Department of State Development
IPAA	Institute of Public Administration Australia (SA Division)
NGO	Non-government organisations
SA	South Australia(n)
SMC	Senior Management Council

Context

'Joined-up policy delivery' is about government working collaboratively across portfolio and agency boundaries and developing a more holistic approach to policy design and delivery. *The Working Together: Joined-Up Policy 90 Day Change Project* (the Change Project) aimed to ensure that this approach becomes a greater focus of government practice.

In significant part, this work has been undertaken in recognition of the fact that what we do internally, and the processes and structures we put in place within government, influence the way government is perceived externally. In other words, ensuring that we work in a collaborative, 'joined-up' way is a vital precursor for the implementation of the government's agenda, including Reforming Democracy¹ and, more specifically, for how we effectively engage the broader community in line with the Better Together policy². Ultimately, service providers and citizens will benefit from having state government take a more collaborative approach to delivering on policy imperatives.

Whilst the Change Project was instigated prior to the commencement of the government's formalised efforts to embed public value principles in policy development, it is clear that improving collaboration is central to this agenda. The needs and values of the public are not constrained by the same boundaries created for the agencies tasked with delivery.

Achieving joined-up policy delivery is challenging and is made more so by government structures, organisational culture, differing priorities across sectors, and the competitive nature of government departments operating in a time of reduced resourcing. This report summarises the key findings of the Change Project for addressing these and other challenges.

¹ Reforming Democracy is an initiative under the Better Together agenda to strengthen people and community into decision-making, including for example the use of Citizens' Juries. Further details can be found at: <http://yoursay.sa.gov.au/reforming-democracy>

² Better Together is the South Australian Government's broad policy and program base which aims to support high-quality engagement practice to bring the voices of citizens and stakeholders together to create better decisions on the issues that matter to our society. Further details can be found at: <http://bettertogether.sa.gov.au/home-page>

What we are trying to achieve

Project Vision	Creating better outcomes for South Australians through joined-up policy delivery.
Project Mission	To embed supportive architecture and ethos for joined-up policy delivery across the South Australian Government.
Project Aim	To identify key elements of horizontal governance (structures, processes and practices) which support a joined-up approach to deliver on the government's strategic policy imperatives.

There are a number of critical elements that support and enable joined-up policy delivery in South Australia. The three key elements that were identified through the project are; governance and structure, processes and tools, and people and recognition (Figure 1). They are underpinned by the broad policy environment as well as the culture of individual organisations. Their realisation relies on:

- the presence of strong leadership at multiple levels and a clear, strategic vision
- clear systems and accountability mechanisms, as well as incentives for collaborating
- dedicated resources to support work across agencies, and
- change agents who are able to act as conduits between agencies and policy areas.

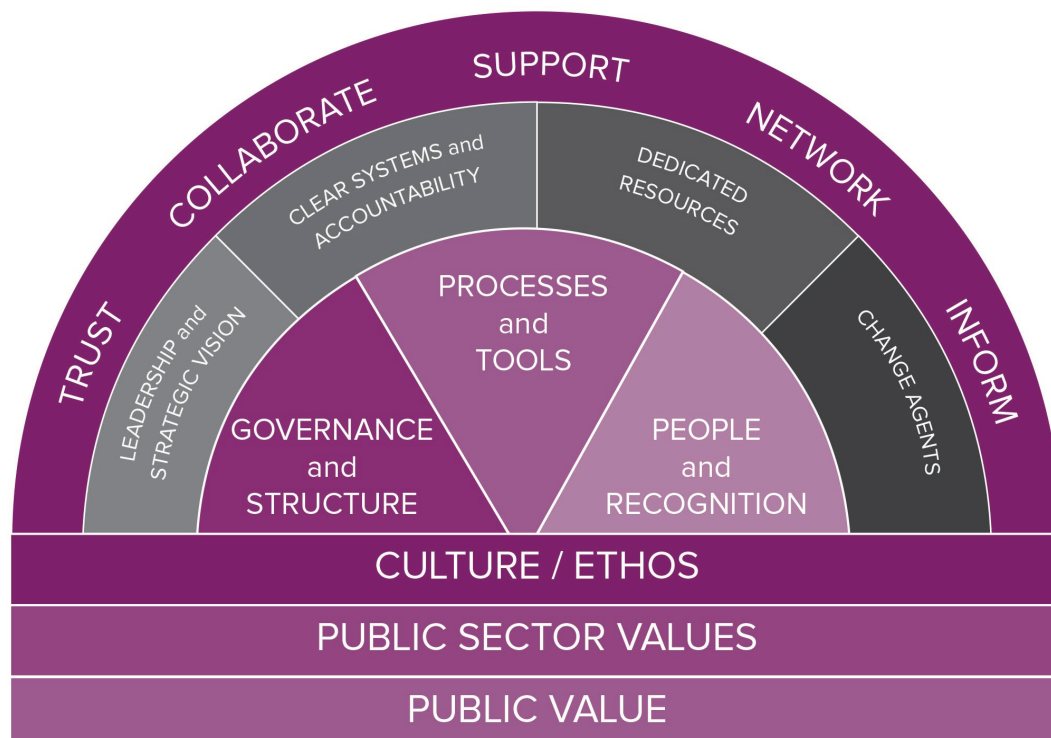


Figure 1: Supporting elements for joined-up policy delivery in South Australia.

Project Process and Governance

The *Working Together: Joined-up Policy 90 Day Change Project* had three purposes -

- 1 To instigate and strengthen cross-sector collaboration on policy delivery, supporting executives and staff from across government to engage with each other.
- 2 To utilise the experience and knowledge of key people from across government who have experience in joined-up policy, drawing on South Australia's Health in All Policies approach.
- 3 To identify key elements such as structures, processes and practices which support a joined-up approach to deliver on the government's strategic policy imperatives under the 'One Government' model. The model acknowledges that agencies working on the same priorities should work collaboratively to deliver whole-of-government objectives.

An extensive evidence gathering process was undertaken to understand the challenge in South Australia and design recommendations to address the problems that were identified. This process included:

- a literature scan which analysed the most relevant and up to date research from Australia and overseas about joined-up government and facilitating collaboration
- mapping existing policy structures and processes
- a survey of South Australian policy staff
- analysis of the findings of the National Health and Medical Research Council funded evaluation of South Australia's Health in All Policies initiative
- a review of completed 90 Day Change Projects
- more detailed assessment of collaboration across government, focusing on six collaborative 90 Day projects
- a series of workshops with the Project Think-Tank.

Further information is located on the project's webpage www.sahealth.sa.gov.au/joineduppolicy

Leadership was provided by the Project Sponsors Group and by a Project Think-Tank (full membership of both is provided at Appendix 1).

The Project Sponsors Group was a high-level multidisciplinary, decision-making group, which provided the mandate and leadership for the project as well as critical, strategic insight into identified issues and emerging recommendations.

The Think-Tank was made up of a small expert group, experienced in joined-up policy delivery, from diverse government and non-government agencies. The Think-Tank's role was to provide practice wisdom, 'big ideas', critical information and analysis, as well as contributing to activities such as the development of the staff survey. The Think-Tank considered the evidence identified above and, drawing on their experiences, contextualised the learnings for South Australia.

Overview of recommendations

The *Working Together: Joined-Up Policy 90 Day Change Project* team recommend the following:

Governance and Structure

- 1 That the newly formed Modern Public Sector Reform Group provide high level oversight and monitoring of the implementation of the recommendations, and the ongoing monitoring of relevant collaborative endeavors across the public sector.
- 2 That strong leadership is shown by the Senior Management Council (SMC). It is particularly important that SMC is charged with leading the implementation and delivery of these recommendations.
- 3 That there is strong leadership shown from central government, in particular Cabinet Office, DPC. They will prioritise early engagement to support joined-up policy and lead and contribute to specific strategies that encourage a culture of collaboration.

Processes and Tools

- 4 A shared understanding of 'collaboration' is established. Cabinet Office, DPC lead the development of a series of resources and tools including a Guide for Joined-up Policy, which will explore which type of policy issues need a joined-up approach, the critical factors and mechanisms for successful collaboration, and public value considerations.
- 5 Once developed, the Guide for Joined-up Policy and associated tools and processes will be applied to an issue of strategic value to the SA Government.
- 6 That the Department of Treasury and Finance continue to explore the most appropriate budgetary mechanisms and processes that assist agencies to successfully collaborate.

People and Recognition

- 7 Refine SA Direct to support improved communication and connectivity between agencies.
- 8 Dedicated Joined-up Policy Change Agents. That collaborative change agents are identified (or established) within each agency, and are explicitly recognised and supported in this role.
- 9 A capacity building strategy is established, which identifies appropriate mechanisms to support and increase the competency of staff at all levels of the system to undertake successful collaboration.
- 10 The Premier introduces a public sector awards program which recognises and rewards best practice in the areas of the Public Sector Values, including collaboration and engagement.
- 11 That these recommendations are endorsed as a package of work that will be rolled out over the next six months and that appropriate governance structures are established to oversee their implementation.

Our research

Understanding joined-up policymaking around the world

The initial starting point for this project was to understand what architecture and ethos other governments around the globe had used to support their joined-up efforts. A review of both published and grey literature (draft publications, government reports and interviews) was completed.

The literature review highlighted a number of factors critical to supporting joined-up policy delivery, including:

- **Clearly articulated, shared vision and objectives (outcome focused)** – set at a senior level, underpinned by policy goals that act as rallying points to unify policymakers, build momentum and deliver for the community.
- **Leadership: from top to bottom** – a supportive political environment coupled with strong agency leadership. This is also about having champion leaders/'intrapreneurs' at each level who nurture the right skills and attitudes among staff, undertake creative problem solving, craft 'workarounds' and harness collaborative opportunities. Craftsmanship can often require people to stretch outside of formal structures or boundaries in order to facilitate joined-up working.
- **Resourcing** – allocation of appropriate budget and alignment of that budget with joined-up goals as well as dedicated resourcing.
- **Clear (distributed) accountability and incentives** – budgetary/performance incentives for collaboration as well as sufficient freedom and flexibility to get the job done.
- **Trust/respect** – building strong, trusting relationships takes time but is critical for the collaborative process, as is having a respect for, and being willing to accept others' points of view. There needs to be a shared responsibility for putting processes in place to build trust with new players, including during periods of staff turnover.
- **Ethos** – joined-up policy needs a shared understanding of the value of a collaborative approach reinforced by people with appropriate skills and knowledge, and a culture that supports collaboration, and the principles of good policymaking.
- **Appropriate, flexible mechanisms** – including intergovernmental committees, dedicated units (i.e. UK Social Exclusion Unit, South Australia's Health in All Policies Unit) and other organisations that work closely with government agencies to realise societal goals.
- **Taking account of the context** – with consideration for political structures, values and the norms of the system, allowances should be made to complement and support each other with care taken to not undermine each other.

Understanding joined-up policymaking in South Australia

We also needed to understand what collaboration is (and means) for our own policymakers. We undertook a survey of policymakers who had previously been involved in joined-up policy delivery through the Department of the Premier and Cabinet's Policy Network Forums, the Intrapreneurship Forum and South Australia's Health in All Policies approach to better understand their experiences. As a result, 164 South Australian public servants from more than 16 agencies responded. This survey was integral to the preparation of the recommendations outlined in this report.

Public servants who responded were drawn from various levels of the service; however there was strong representation from those in leadership positions, and 60% of participants have been employed in the SA Government for more than 10 years.

The results of the survey showed that collaboration across government is certainly by no means non-existent, it happens regularly and by all agencies across government. There are also some outstanding examples of collaboration which have resulted in some impressive initiatives delivering positive outcomes for South Australians.

However, what was clear was that survey participants felt there was a strong need to increase the amount of collaboration and improve on the collaborative approaches used.

Almost 64% of respondents felt that there was a need to increase the amount of collaboration occurring across government and extensive feedback was received about the importance of improving the quality of collaboration.

Collaboration was seen by the vast majority of participants as important and necessary to achieving outcomes for government and improvements in the lives of South Australians.

The survey results highlighted that collaboration around government policy is easy when there is a strong focus on the issue and mandate for collaboration from relevant Ministers and SMC. The consequence of this is that budgets get prioritised and resources allocated. Structures tend to be set up at senior executive levels to support the collaboration and strict timelines are set for achieving an outcome.

It was clear that leadership through a clear and consistent mandate is central to success.

Where this across government 'mandate' isn't clearly identified or articulated, the survey results suggested that collaboration faces many challenges and obstacles which mean that making it work requires a hard fought battle by passionate and skillful policy managers and executives.

Whilst the challenges are numerous, the main issues appear to be:

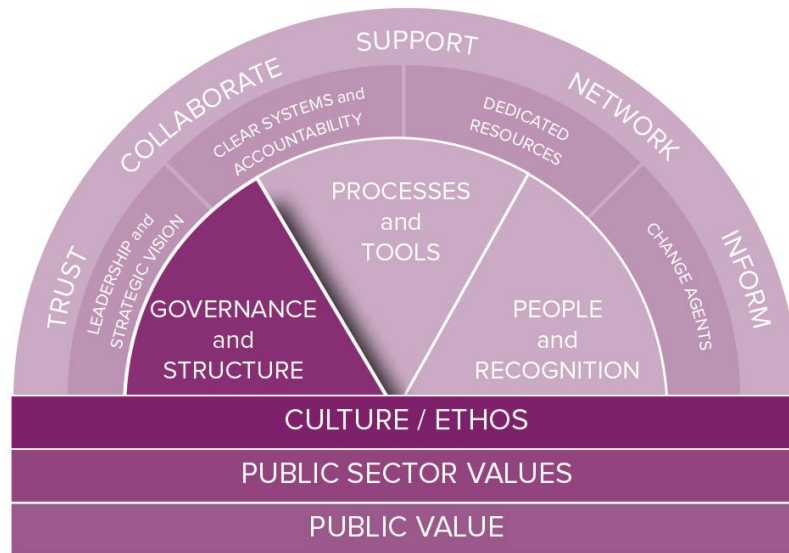
- **Culture** – a culture that encourages and recognises status quo rather than collaboration and innovation.
- **Vision** – a lack of a shared across government vision measured through clear outcomes (akin to Results Based Accountability Framework) means that there isn't a logical 'starting place' for discussion and planning regarding priorities and approaches.
- **Knowledge** – a lack of knowledge about 'who is who' in the public service; who has an interest and who can help. This makes it difficult to know where to start.

The results from the survey also highlighted that 'skillful and passionate' staff have to exist at a managerial or executive level in order for collaboration to be fought for. Even then, there are often not the incentives in place for these staff to fight the battles necessary to make it happen.

Nevertheless, participants were very optimistic about the ability of government to better support collaboration. Participants felt that there was hope for achieving change because attaining this outcome did not necessarily require new money or significant structural reform.

Recommendations in depth

Governance and Structure



According to the evidence, a clearly articulated, shared vision and strong leadership from multiple levels of the hierarchy are critical to the success of joined-up approaches across government.

Political and executive leadership (the Premier and Cabinet) provide the strategic vision, the 'authorising environment' and the mandate for action.

As heads of their agencies, SMC members translate and deliver on the Premier's and Cabinet's vision through their respective portfolios. SMC also provides the ultimate avenue for whole of public service collaboration.

SMC will be supported by many arms of government, particularly Cabinet Office and the Office for the Public Sector in DPC, to encourage a stronger culture and practice of collaboration for policy delivery.

As a consequence, we are recommending:

1

That a newly formed Modern Public Sector Reform Group provide high-level oversight and monitoring of the implementation of these recommendations, and the ongoing monitoring of relevant collaborative endeavors across the public sector.

- The Modern Public Sector Reform Group will establish its Terms of Reference, including setting priorities, and monitoring and accountability requirements, and incorporate a focus on joined-up policy delivery which doesn't duplicate any existing structures.

2

That strong leadership is shown by SMC and, in particular, SMC is charged with leading the implementation and delivery of these recommendations as a package over the next six months. This includes:

- SMC members contributing to the implementation of recommendations through the provision of information as required (for example inform and support the implementation of Recommendation 8).
- Once completed, the Guide for Joined-up Policy and associated tools (Recommendation 4) will be promoted across government and include a statement of support by SMC.
- SMC endorsing 'collaboration for policy' as a priority area for the IPAA agreement³, contributing to build the capacity of SA Government staff (Recommendation 9).

³ The Institute of Public Administration SA Division (IPAA) and the Senior Management Council of the Government of South Australia (SMC) Agreement, 1 July 2015 to 30 June 2019.

3

That there is strong leadership shown from central government, in particular that DPC will lead and contribute to specific strategies that encourage a culture of collaboration, and prioritising early engagement to support joined-up policy. Cabinet Office will:

- Proactively promote a collaborative approach by connecting government agencies and officers together where complex policy problems or projects come to the attention of Cabinet Office, and a joined-up approach is required.
- Actively pursue engagement with policy officers across government, building on the Policy Network Forum, to identify emerging opportunities for joined-up policy approaches.
- Lead the implementation of Recommendation 4, the development of a Guide for Joined-up Policy and supporting documents and tools.
- Maintain a list of Policy Change Agents for collaborative policy as per Recommendation 8.
- Repeat the survey of South Australian policy staff in 12-24 months to assess changes in staff experience as the implementation of the recommendations is rolled out. The 2015 survey responses provide a baseline measure of staff experience with collaboration. This will be undertaken in collaboration with the Strategic Partnerships Unit, Department for Health and Ageing.



Figure 2: The critical elements of Governance and Structure required for successful joined-up policy delivery.

Governance and Structure

Why these are important

Leadership

The importance of leadership and governance to collaboration is a consistent theme from the literature. According to researchers and analysts, leadership from multiple levels of the hierarchy is critical to the success of joined-up approaches across government, for various reasons. The effort needs to take both a top down and bottom up approach.

Political and executive leadership is required to provide the strategic vision, the 'authorising environment', and the mandate for action, and is important for navigating blockages within the system. However, the political and executive leadership cannot on its own make joined-up approaches work.

According to the literature, supportive management is important to provide the authorising environment and allow flexibility for work to be progressed. However, it is the champion leaders or 'intrapreneurs' at each level who have the greatest impact on successful outcomes of joined-up approaches.

The importance of leadership also emerged from the survey of South Australian policy staff where 40% of participants identified the absence of an 'authorising environment' as a barrier to collaboration in the public service currently. In addition, 95% of participants said that leadership support was critical or very important for collaboration, but only half of participants felt that their current work environment was good or very good at providing this leadership.

Shared vision

Having a clear, shared agenda of objectives and targets set at a strategic level (visionary strategy) is identified throughout the literature as another effective element in supporting a collaborative environment.

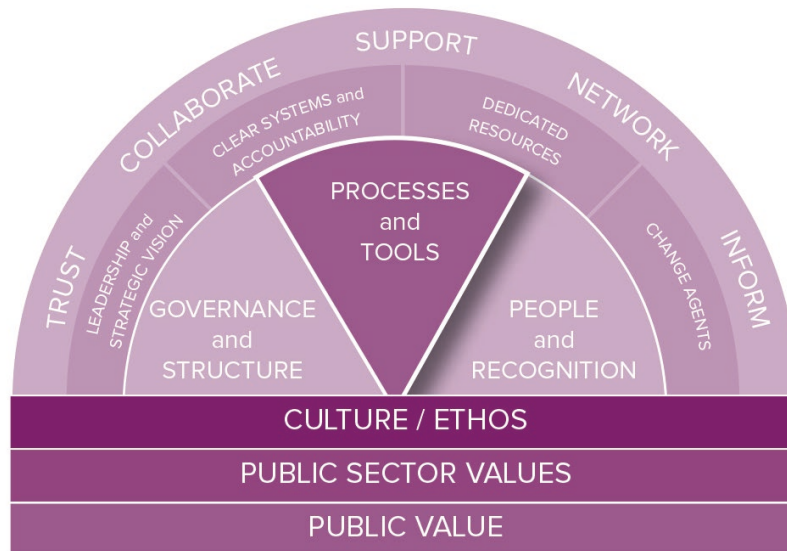
This visionary strategy often works best when accompanied by policy narratives which act as rallying points across government. For example, the impact of youth homelessness or creating jobs for a stronger future. These narratives can unite people behind a common goal – a shared vision –and create a shift in values. This is necessary at the project/work program level as well. Joint development of the project objectives and outcomes encourages shared ownership and accountability.

The survey of South Australian policy staff also highlighted having a shared vision as central.

- 86% of respondents said that developing a clear, shared, outcome-focused vision was very important or critical to making joined-up policy work.
- Only 8% of participants ranked their current workplace as being 'excellent' in having a clear, shared purpose.

In addition, the literature suggests that it is important that the public service has a shared understanding of the value of a joined-up approach. Effort needs to be made to share and sell the benefits of joined-up working as part of the general values of the public sector, as well as on an individual project basis.

Processes and Tools



The right systems and supportive frameworks need to be in place to enable the implementation of joined-up government.

These recommendations are enablers to provide those seeking to collaborate with guidance about the elements that contribute to successful collaboration, and to address common barriers around joint funding and knowing who to contact.

4

DPC will lead the development of a series of resources and tools including a Guide for Joined-up Policy, which will consider which type of policy issues need a joined-up approach, the critical factors and mechanisms for successful collaboration, and public value considerations.

This process will draw on lessons from the Change Project as well as evidence from the literature, and other collaborative efforts such as the Seven Strategic Priorities. This will include:

- Developing a checklist (decision support tool) that identifies the critical considerations for deciding if a policy issue requires a collaborative approach.
- Examining the concept of co-locating staff for the purpose of joined-up policy development and/or delivery, and including this in the Guide as a potential mechanism to support collaboration.

Following their development, the Guide and associated tools will be:

- launched and supported by SMC, acknowledging the importance and value of joined-up approaches to address complex policy issues (Recommendation 2)
- tested and evaluated on a strategic project (Recommendation 5)
- distributed and promoted to agencies through IPAA and through the Cabinet website, and form a cornerstone of the capacity building process.

Processes and Tools

5

Once developed, the Guide for Joined-up Policy and associated tools and processes are applied to an issue of strategic value to the South Australian Government.

- An issue of strategic value will be identified to trial the Guide and associated tools as a demonstration project.
- The co-location of staff for the purpose of policy development and delivery – which will be included in the Guide as a potential mechanism to support collaboration – will be trialled, where appropriate, as part of this demonstration project.
- The process and outcomes of the project will be documented and analysed for key learnings.

6

That the Department of Treasury and Finance continue to explore the most appropriate budgetary mechanisms and processes that assist agencies to successfully collaborate.

- Budget Branch, Department of Treasury and Finance, will lead the exploration of this area, building on existing success such as the current Results Based Accountability model with the non-government sector.
- The Guide for Joined-up Policy (Recommendation 4) will also describe different models of joint resourcing and funding that have proven successful.

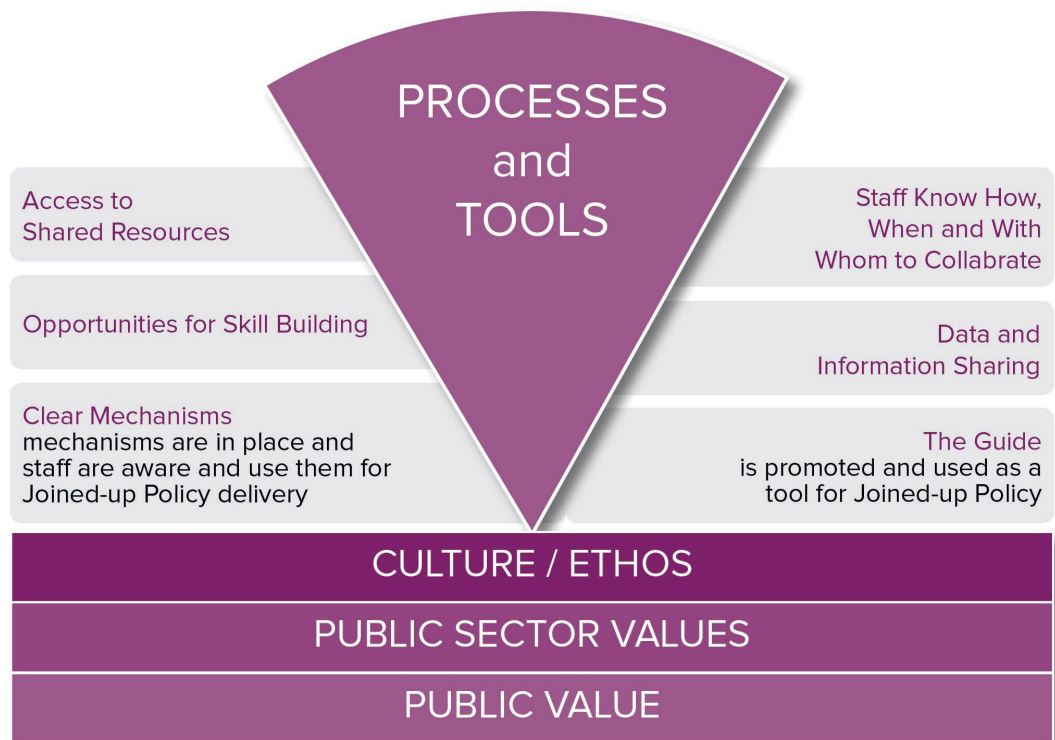


Figure 3: The critical Processes and Tools required for successful joined-up policy delivery.

Why these are important

The allocation of sufficient and appropriate resources is important for collaborative processes to work well. The literature highlights the importance of ensuring 'dedicated resources', particularly dedicated staff time is available. The provision of resources also needs to take into account the time taken to build trusting relationships, given the critical role that trust plays in successful collaborative outcomes. There should also be a clear alignment of budget with the joined-up goals.

The importance of the alignment of budgets with priorities and dedicated resources for collaboration was highlighted by participants in the survey of South Australian policy staff.

- 82% of participants highlighted having a dedicated budget as important, very important or critical for their collaborative effort.
- Less than 10% reflected that the dedicated resources were ample for good collaboration with 57% rating the current work environment as being poor to average in this area.
- Less than 5% of participants described their current work environment as excellent for dedicating resources and budget for collaboration.

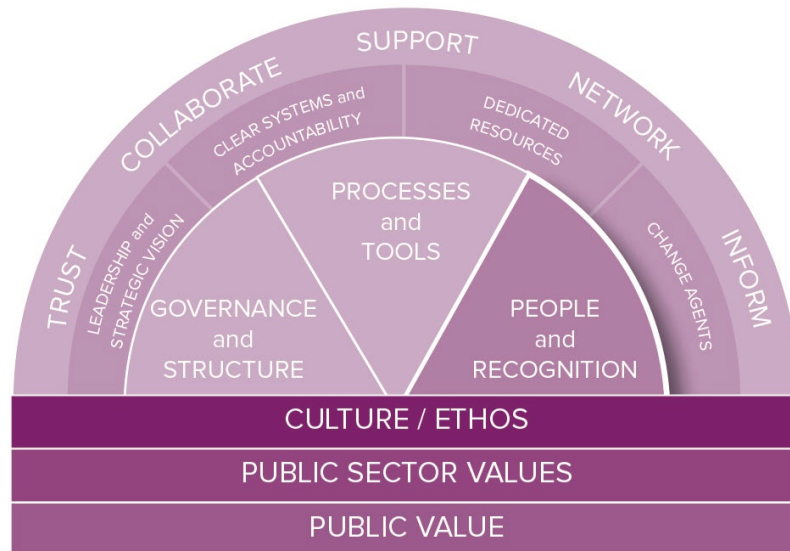
In addition, the second highest barrier to collaboration identified in the survey was not knowing who to talk to in other agencies or having limited contacts. Just over half of the survey participants indicated that one of the key barriers to their collaboration was not knowing 'who is who in the zoo'.

Indeed, this was possibly the most recurrent issue throughout the survey – 'how do I know who I should know...? I don't know them!' The challenge for an organisation that employs over 100,000 people is that there is bound to be disconnections between agencies and amongst staff.

In responding to these types of questions, participants said they faced the following challenges:

- identifying people who might be working on parallel work to them
- knowing what work people parallel to them are doing, or planning to do, so work can be aligned
- how to contact relevant individuals in other departments.

People and Recognition



We need to value and support people to progress collaborative approaches, as this is critical for building a culture of collaboration across government and creating successful outcomes.

7

The opportunity to improve SA Direct to support improved communication and connectivity between agencies by refining selected fields and making searching more functional, should be investigated. Currently SA Direct has some limited mechanisms for people to nominate their professional areas.

- Refining or adding to SA Direct (including consistent, searchable keywords) will be investigated as a possible option for improving ease of contacting relevant people in other agencies.

8

Identifying or establishing collaborative change agents within each agency, who are explicitly recognised and supported in this role.

- In order to identify the critical individuals, a 'role description' will be developed highlighting key competencies and activities of collaborative change agents.
- Chief Executives will seek expressions of interest from their staff to identify Joined-up Policy Change Agents. It is recognised that more than one change agent may need to be identified for each agency, depending on the particular portfolios of work under the agency.
- A directory of Joined-up Policy Change Agents will be developed and maintained as part of Cabinet Office's coordination role, and a community of practice to support the Joined-up Policy Change Agents will be established.

9

A capacity building strategy is established which identifies appropriate mechanisms to support and increase the competency of staff at all levels of the system to undertake successful collaboration.

- The Office for the Public Sector will lead the development of a capacity building strategy, which will include the identification of key competencies for collaboration. The strategy will draw on the experience of capacity building for Better Together, and will include training around the Guide for Joined-up Policy and associated tools.
- SMC endorses 'collaboration for policy' as a focus area for the IPAA agreement, contributing to building the capacity of SA Government staff.

10

The Premier introduces a public sector awards program which recognises and rewards best practice in the areas of the Public Sector Values, including collaboration and engagement.

- The Office for the Public Sector will work with the Premier's Office to establish a Public Sector Awards Program to recognise best practice in the areas of the Public Sector Values.



Figure 4: The critical elements of People and Recognition required for successful joined-up policy delivery.

People and Recognition

Why these are important

According to the literature (and as discussed earlier), supportive management is important to provide the authorising environment and allow flexibility for work to be progressed. However, it is the champion leaders and 'intrapreneurs' at each level who have the greatest impact on successful outcomes of joined-up approaches.

"Without champions at each level, joined-up ethos tended to wash-out and fail to take hold" ⁴

Champion leaders or change agents were identified as people who can nurture the right skills and attitudes among staff, undertake creative problem solving, craft 'workarounds' and harness collaborative opportunities. This 'craftsmanship' often requires people to stretch outside of formal structures or boundaries in order to facilitate collaborative working.

The effectiveness of putting into place innovative solutions and taking risks relies partly on the champions having sufficient autonomy, freedom and flexibility to get the work done, and trust from senior levels in the champion's ability to carry out the work to meet agency and government policy goals.

It is acknowledged in the literature that collaborative and joined-up approaches require a particular skill set that is often lacking or poorly developed in many staff. This can result in people retreating back to the 'silos' approach. However, there are few clear examples of systematic up-skilling. To be effective and sustainable there needs to be investment in training to enable the development of these skills.

Recognising and rewarding these skills and abilities is also important. This was a clear sentiment in the survey of South Australian policy staff.

⁴ Carey, G and Crammond, B (2015). What works in joined-up Government? An evidence synthesis, *International Journal of Public Administration*.

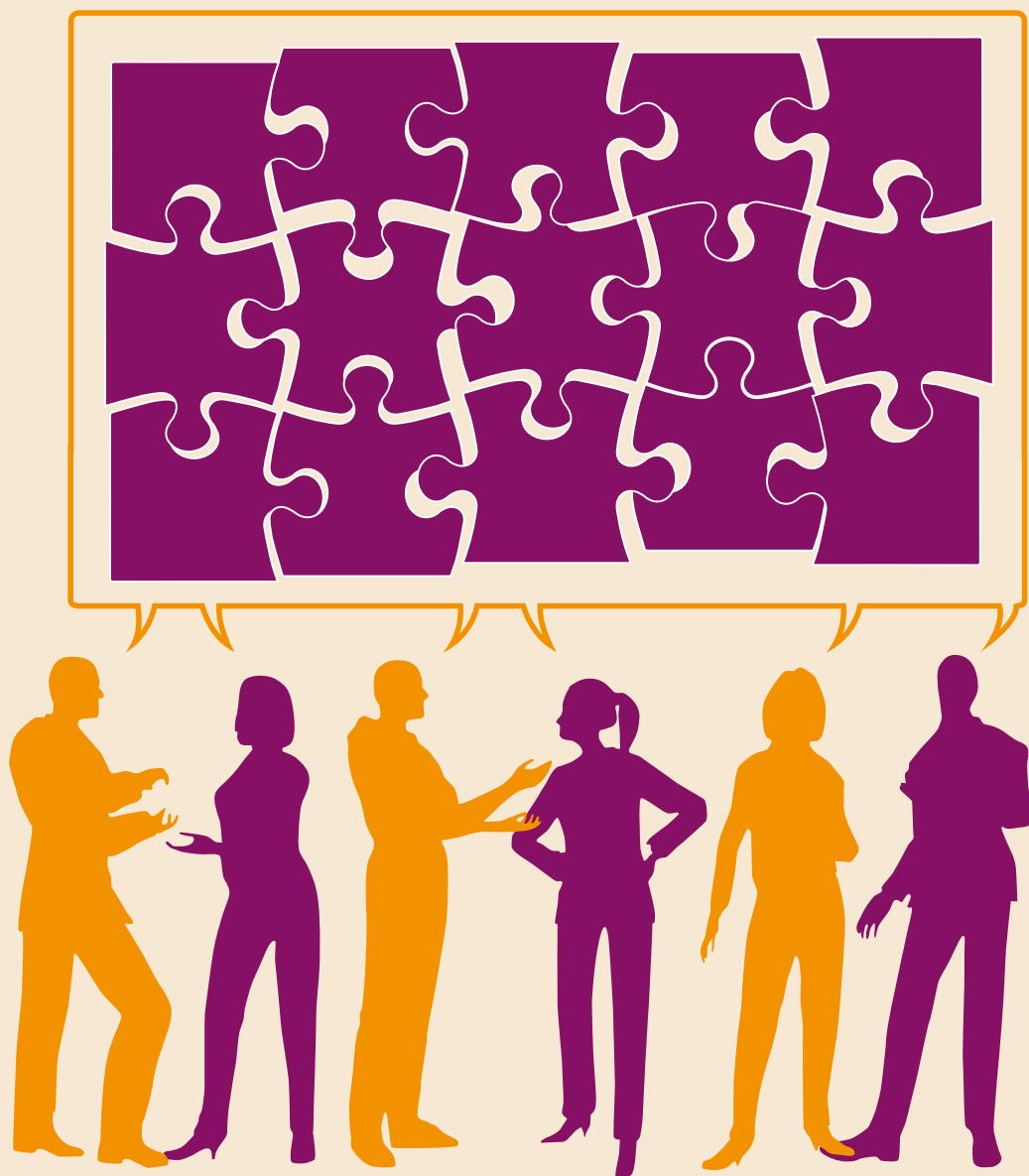
Implementation

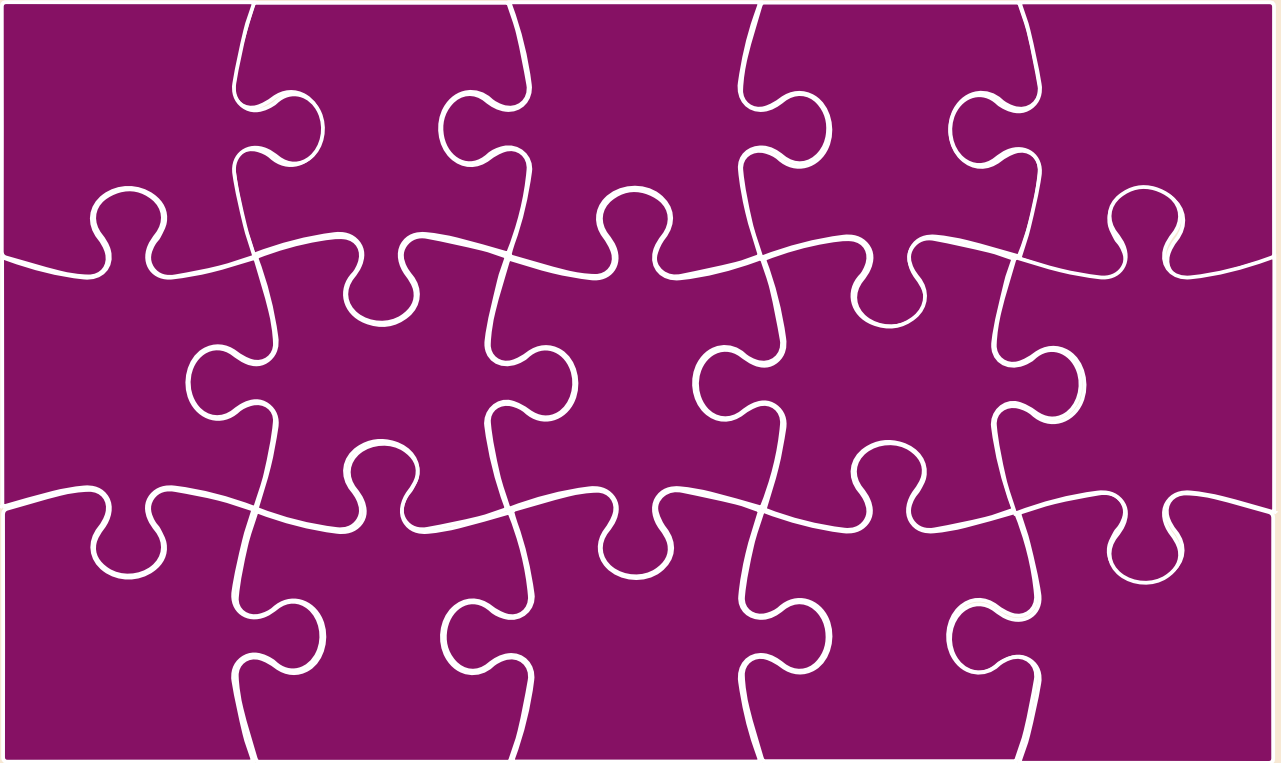
The recommendations in this report are designed to address and embed both the supportive architecture (governance, structures, systems and processes) and ethos (culture, people, skills) which are critical for successful joined-up policy delivery across the South Australian government. Many of the recommendations are interconnected and interdependent, and need to be implemented as such. They also need appropriate governance and resourcing.

11

Following the endorsement of the recommendations, appropriate governance structures will be established to oversee their implementation. This is likely to include a high level steering group to provide leadership and guidance, and short term advisory or working groups, where required, to progress the recommendations.

- Members of the Working Together Project Think-Tank will be invited to have input and involvement in the implementation of the recommendations.





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Appendix 1: Project Leadership

Project Sponsors Group

A high level multidisciplinary, decision-making group that was focused on:

- providing a mandate and leadership for the project
- providing critical, high-level, insight into identified issues and emerging strategies
- assisting in navigating the project through political and bureaucratic situations/processes
- ensuring that the project and recommendations align with the strategic focus and processes of government
- checking mid-way that the project is progressing towards desired outcomes
- shaping and endorse the recommendations, and navigate the recommendations through the processes of government.

The membership of the Project Sponsors Group was:

Kevin Buckett	Director Public Health Services, Department for Health and Ageing
Erma Ranieri	Commissioner for Public Sector Employment
Ruth Ambler	Executive Director, Cabinet Office, Department of the Premier and Cabinet
Sandy Pitcher	Chief Executive, Department of Environment, Water and Natural Resources

Project Sponsors Support Group

Carmel Williams	<i>Manager, Strategic Partnerships, Public Health Partnerships Branch Department for Health and Ageing</i>
Deb Wildgoose	<i>Principal Project Officer, Strategic Partnerships Department for Health and Ageing</i>
Gess Carbone	<i>Consultant, Change@SouthAustralia Department of the Premier and Cabinet</i>

Project Think-Tank

The Project Think-Tank was a small expert group, experienced in joined-up policy delivery. The role of the Think-Tank was to provide 'big ideas', critical information, analysis and contextualisation.

The membership of the Think-Tank was:

Alison Lloyd-Wright	Director, Communities and Justice, Cabinet Office, DPC
Carmel Williams	Manager Strategic Partnerships, DHA
Deb Wildgoose	Principal Project Officer, Strategic Partnerships, DHA
Gess Carbone	Consultant, Change@SouthAustralia, DPC
Gillian Lewis	Consultant, Change@SouthAustralia, DPC
Julianne Parkinson	Executive Director, Office of the Economic Development Board
Julie Patterson	Director, Public Health Partnerships Branch, DHA
Lily Jacobs	Economic Development Board
Matthew Winefield	Director Economic Policy, DPC
Natalie Atkinson	Principal Policy Officer, Sustainability and Prosperity, Cabinet Office, DPC
Ross Womersley	Executive Director, South Australian Council of Social Service
Tim Mares	Director, Strategic Economics and Policy, DSD

Think-Tank Workshops were facilitated by Emily Jenke from democracyCo.

Amy Sawford, Claudia Galicki, Jacki Evans and Linnell Barelli, Public Health Partnerships Branch, Department for Health and Ageing, provided project support including editing the final report and associated documents which are located on the project's webpage: www.sahealth.sa.gov.au/joineduppolicy



For more information

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If you require this information in an alternative language or format please contact SA Health on the details provided above and they will make every effort to assist you.



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