



Department of Premier and Cabinet



# Two cases of public innovation - strategy and networked services

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18 February 2004



# Challenge of Strategy in Government

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- **Co-ordination – harnessing strengths across government**
- **Integration**
- **Challenging thinking – questioning received wisdom**
- **Finding space and time to think – looking beyond the day to day**

# Policy & Strategy Projects group set up to address this challenge

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- Capacity for strategic, cross-cutting research and thinking
- Specific project focus
- A strategic “consultancy” at the centre of government
- Promote strategic thinking and better policy making
  - across government
  - in agencies
  - does not supplant strategy work in agencies
- Supports Cabinet and its Committees

# Snapshot of Current Projects

Project	Description
Growing Victoria Together Update	A stocktake on GVT, two years on. Improving planning/budget processes.
Economic Performance	Reforms to lift Victoria's medium term economic performance.
Reforming Commonwealth–State Relations	Options to improve the way State and Commonwealth governments work, with a focus on distributional fairness, health and education.
Population and Migration	Ways to address population targets. Getting greater leverage for Victoria from migration programs. Integrated view on population.
Policy-Driven Legislative Reviews	Major legislation reviews to achieve government's strategic objectives.
Patronage of Cultural & Heritage Attractions	Ways to capture benefit from Victoria's investments in major institutions
Environmental Sustainability	Government's role in sustainability approach.
Housing	Housing affordability from a whole-of-government perspective.
Sustainability Research	Coherent sustainability indicators - ARC partnership.

# How does Policy & Strategy Projects work?

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- **Project teams**
- **Projects (from scoping to completion) run around 3-6 months**
- **Cross-discipline capacity - emphasis on analysis, economics, management and practicality**
- **Core staff with scope for short term placements from public service and outside, plus consultants**
- **Staff from public and private sectors, consulting, universities....**
- **Some work published, but often internal working papers**

# Values that inform our work

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- **Rigorous analysis, facts and evidence**
- **Creativity, imagination and openness**
- **Engagement across government and outside it**
- **Proposals that can be taken up practically**
- **Solutions that people will own**
- **Promoting and valuing diverse skills, backgrounds and ideas**

# Where do projects come from?

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- Premier (and Ministers)
- Victorian Government Agencies
- DPC and DTF policy work
- Outside initiatives
- Our own research

# Victoria's Department for Victorian Communities

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- **People and place**
- **Networked governance and services**
- **Broader definition of public value**
- **Services for communities, families and people**

# Networks matter....everywhere

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Network Type	Field	Example
Cluster theory Creative communities New regionalism Fifth discipline Connectedness Bonding/bridging/linking Policy communities Network governance Communicative rationality Deliberative democracy Adaptive state	Economics Innovation Spatial planning Org theory Social epidemiology Social capital Public policy Political science Critical theory Communitarianism Public value theory	M. Porter R. Florida K. Morgan P. Senge L. Berkman R. Putnam R. Rhodes M. Considine J. Habermas A. Etzioni T. Bentley

# Some implications for Governments

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- **Structural**  
Are traditional Weberian Departments and program formats likely to remain the core organising entities in the future?
- **Instrumental**  
Does the toolkit need refreshing? Eg. How good are we at accountability within network governance?
- **Culture/Skills**  
How do we develop public sector knowledge worker skills?

## Embedded knowledge in the 4 capitals - examples

Capital	Key Ideas	Things Valued
Social capital / social capital reasoning	Trust; reciprocity; bonding; bridging; linking; mutuality; identity; belongingness; networks; diversity	Community; inclusion; wellbeing
Economic capital / economic capital reasoning	Productivity; demand; supply; price; choice; incentives; contracts; externalities; GDP; capital flows	Competition; prosperity; growth
Human capital / human capital reasoning	Education; learning; skills; qualifications; labour flows	People; character; potential
Natural capital / natural capital reasoning	Sustainability; environment; balanced growth; intergenerational equity; culture	Nature; the world; futures

# **An emerging common set of research questions**

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- **Why is the issue important to governments?**
- **What roles can/should government play and what roles should others play?**
- **How good is our current knowledge and what do we need to move forwards?**
- **What governance implications are there (eg. for structure/instruments/skills/resource allocation/accountabilities etc)?**
- **What are the specific policy actions to take and how difficult is the implementation likely to be?**

## Some key research issues

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- Innovation (eg. the importance of clusters to future regional economic development policies)
- Community strengthening (eg. Whether some/any of the thousand pilots around Australia could/should be brought up to scale)
- New modes of more responsive service delivery (eg. single face of Government at the local level)
- Resource allocation (and accountability) to support integration
- Population policy (eg. regional settlement issues/sustainability)
- Rethinking “family friendly” policy
- Importance of learning and early years strategies
- Intergovernmental relations (including national, state and local government futures) with new focus on services to people, not on structures
- Place management (eg. network governance models)
- Integrated local area planning frameworks (eg. all schools and other education providers at localised level)
- Sustainability/security of soft and hard infrastructure (eg. energy and water)

# Research network ideas

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**Do we need a system for sharing governance research knowledge?  
(for example, on place management)**

- **Role for ANZOG?**
- **IPAA**
- **COAG?**
- **States co-operation?**
- **ABS National Data Warehouse?**

**A practitioner focus**

- **Translating the research to policy and delivery initiatives**

**Could we better share our approach to major learning events?**

- **International conferences**
- **Publication of outworkings**
- **Use of technology for real time participation**