

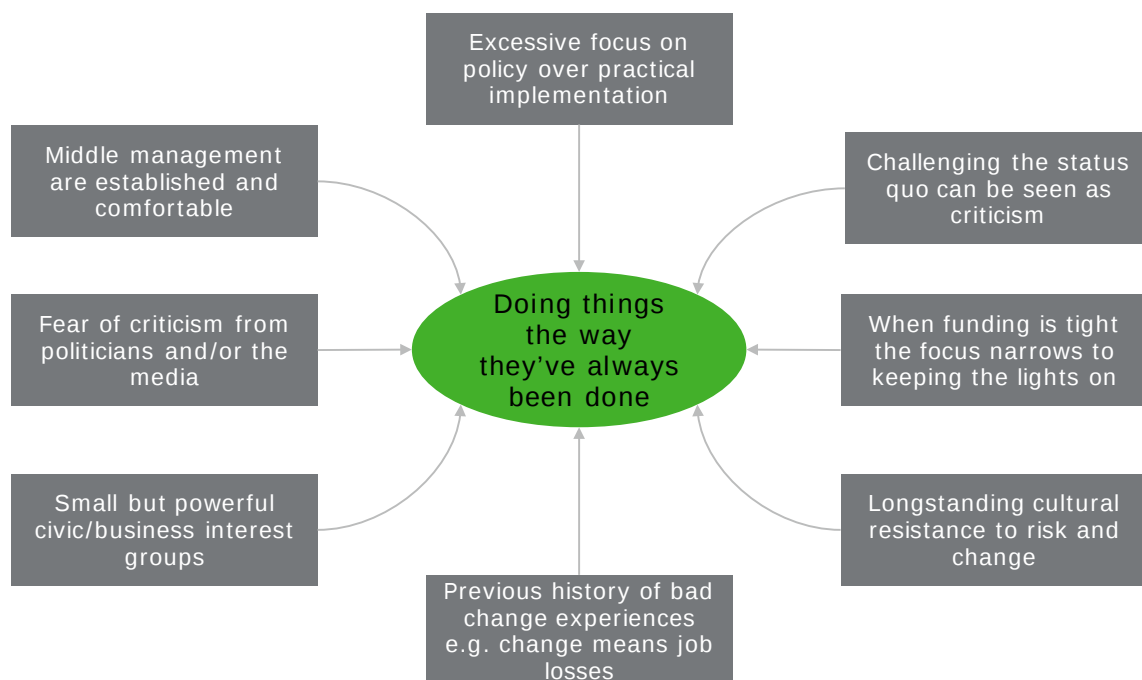
Shaping the Views at the Top 2016 Gail McGowan Workshop Group Summary

Challenge: Changing public sector attitudes and approach to risk – seeing policy through to implementation

Identify Critical Issues

Fostering Innovation in the Policy Sphere

What are the blockers that are holding us back?



Quotes

What are the blockers that are holding us back?

If you raise ideas or innovations, individuals may not want to take the risk. It can affect your job security.

Change is usually top down. A minister makes a political decision and then we have to make the changes. In our experience change always means job losses and more work.

Small groups can have a big influence through social media.

Do we need to do this? We have 62 ministerial tracking systems.

Potential Solutions

Fostering Innovation in the Policy Sphere What can we do to make it better?

	Who	What	Why	When
Systems of innovation	HR, internal comms or a dedicated project team	Staff competitions, suggestion schemes	People on the ground know the best answers	Now - Already happening e.g. Department of Mines and Petroleum
Stakeholder/public engagement	Those involved in existing consultations	Consultation earlier in the process to shape rather than review solutions	Empowering communities to take decisions because they best understand their needs	Soon – building on existing consultation processes
Innovation culture	Middle and senior management	Cross-functional networks for sharing ideas up and across the organisation. Make collaboration a DG topic	Cross-functional collaboration improves the quality of the solution and helps with “not made here” fears	Soon – building on existing management structures In the future – could this be cross-gov?
Addressing fear of change	Middle and senior management	Upskill managers in change management approaches to re-assure staff e.g. 4 Es – Enable, Engage, Empower, Ethical	Poor history of change makes future changes much harder	Now - many agencies are currently facing org changes
Digital Transformation	IT	Modernising our websites, systems and ways of working	It is easier, quicker and cheaper for customers and agencies	Now – Already happening e.g. Lotterywest In the future – could this be cross-gov?
Cross-gov teams	HR	Cross-government multi-disciplinary teams to deliver outcomes	Strong teams with complimentary skillsets will be more productive and deliver better outcomes	Soon – building on existing processes, e.g. secondments
Risk appetite	Senior Management, Finance, Legal	Consider reward as well as risk of taking action. Adopt agile thinking: fail fast.	Mature organisations take calculated risks to innovate	Now – several agencies are adopting Agile