

POLICY IN PRACTICE

THE ESSENTIAL TOOLKIT FOR TOMORROW'S
PUBLIC SECTOR PROFESSIONALS



IPAA
WESTERN AUSTRALIA

INSTITUTE OF
PUBLIC ADMINISTRATION
AUSTRALIA

Welcome to Policy in Practice

Message from IPAA WA's President

This year marks the 12th anniversary of IPAA WA's Policy in Practice (PiP) program. Over the past decade, PiP has empowered more than 300 public service professionals, providing them with the knowledge, skills, and tools needed to become leaders in policy-making.

To keep pace with evolving public sector trends and changes happening all around us, in WA, Australia and indeed globally, the program is continuously updated to ensure it remains relevant and innovative. The Policy in Practice program equips public policy makers with tools to navigate new policy landscapes such as this with confidence. Through practical workshops, real-world case studies, and insights from policy leaders, the program helps you understand how to design and implement policy in today's modern, agile environment, and how to contribute to a public sector that is more connected, transparent, and future-ready.

Building on the overwhelmingly positive feedback from last year's participants, we've further refined this year's program to enhance the learning experience.

We are excited to welcome back our esteemed facilitators, the Hon. David Bartlett and Rhys Edwards, who bring a wealth of experience and insights that have proven invaluable to previous cohorts.

In collaboration with Curtin University, PiP graduates can also earn advanced standing towards postgraduate qualifications, including MBAs and Graduate Certificates. For more information on this outstanding opportunity, please visit the IPAA WA website.

As the public sector continues to undergo reforms, staying informed and adaptable is more important than ever. The Policy in Practice program helps you build the skills and insights necessary to navigate these changes, ensuring you're equipped to lead and drive innovation in a rapidly evolving policy landscape.

About Policy in Practice

The IPAA WA Policy in Practice program is not just another learning experience. It's a gateway to unlocking your full potential in policy development. It provides a unique opportunity to acquire critical knowledge and apply it in a real-world setting, all within a supportive environment designed to foster growth.

Strong policy-making capability is essential for an effective and high-performing government that delivers meaningful results for our community. The ability to design, develop, and implement innovative policy solutions is at the heart of a public service that can tackle societal challenges and drive positive change.

Whether you are directly involved in shaping policy or contributing in an indirect capacity, it's vital to prepare for the policy challenges of both today and the future, whether expected or unforeseen. The ability to craft resilient policies and provide sound advice remains a cornerstone of good governance. The PiP program is designed to equip you with the skills needed for leadership roles in policy. By reinforcing these skills through practical application, we ensure that you are prepared to lead with confidence. Specifically tailored for Western Australia, PiP includes case studies, real-world examples, and challenges unique to our local public sector, making it directly relevant to your work.

Returning for their eighth year, the Hon. David Bartlett (former Premier of Tasmania) and Rhys Edwards (former head of Tasmania's Department of Premier and Cabinet) will once again guide you through this immersive learning journey. Their firsthand insights and candid advice have earned glowing praise from past participants, and we're confident that this year's cohort will be equally inspired.

PiP is far more than traditional policy training. It's a comprehensive, hands-on experience designed to build expertise, broaden skill sets, and empower you to confidently address policy challenges. Be part of this transformative program and ensure that you are equipped to lead and innovate in an ever-changing policy landscape.

Don't miss this opportunity. Register now for IPAA WA's Policy in Practice program and take the next step in your policy leadership journey.

Yours sincerely

Jenness Gardner
IPAA WA President

GREAT FACILITATORS WITH A WEALTH OF REAL LIFE EXPERIENCE TO DRAW FROM. THE SIMULATION WAS VERY GOOD, AND I FELT THAT MY TEAM WORKED COLLABORATIVELY AND WE ALL HAD THE OPPORTUNITY TO DEFINE THE POLICY RESPONSE. IT WAS NICE GETTING TO KNOW OTHER PEOPLE FROM OTHER AGENCIES AS WELL.

PAST PIP PARTICIPANT

I WAS GRATEFUL THAT THEY (THE FACILITATORS) WERE CANDID WITH US ABOUT THEIR EXPERIENCES OF THINGS GOING WRONG AS WELL AS WHEN IT WENT RIGHT, AND GAVE US A WINDOW INTO THE LIFE OF A POLITICIAN OR HIGH-LEVEL DECISION MAKER. THE MATERIAL HAD JUST THE RIGHT BALANCE BETWEEN THEORY AND PRACTICE, WITH GREAT CASE STUDIES FROM ACROSS THE COUNTRY. THERE IS A STRONG EMPHASIS ON POLICY OBJECTIVE, IMPLEMENTATION PLAN, AND MONITORING/EVALUATION, WHICH CAN BE EASILY NEGLECTED WHEN WRITING AND IMPLEMENTING POLICY, AND IS IMPORTANT NOT ONLY FOR POLICY WRITERS BUT ALSO OTHER PUBLIC SECTOR EMPLOYEES TO UNDERSTAND.

PAST PIP PARTICIPANT

About Policy in Practice

Core Program

About the Facilitators

Hon. David Bartlett & Rhys Edwards



David and Rhys have built, modernised and tailored the content of Policy in Practice, to ensure it meets the capability requirements that WA public servants need to succeed in policy leadership roles.

What is Policy in Practice?

Policy in Practice (PiP) is a six-day intensive program conducted over a two month period developed to support public servants and aspiring policy leaders in **understanding policy development, regulatory and service delivery** in the **modern public sector**.

PiP explores the interplay between established policy development and service delivery models, and the modern public sector. It places an emphasis on influence, the political environment and the fast paced world of contemporary policy development cycles.

Through **case studies, practical exercises** and the **real world experiences** of a former Premier and former head of the Premier and Cabinet as your facilitators, you will come away with enhanced knowledge and skills, new tools, frameworks and guidelines to significantly **increase your policy leadership capability**. You will also develop a much deeper understanding of the real-world policy environment, including a first-hand look at what really happens during the stages of public policy formation.

Who is Policy in Practice for?

PiP has been developed specifically for Western Australian public servants.

It is tailored to meet the capability requirements which WA public servants need to succeed in policy leadership roles by incorporating scenarios, case studies, examples and policy challenges unique to WA.

PiP is **designed for policy makers, emerging policy leaders** and more **experienced public sector professionals** wanting to expand their knowledge and understanding of policy development, modern service delivery and regulatory models.

PiP also provides opportunities for you to **develop, build on, and re-energise your networks across the public sector**. As the State Government commits to building a high-performing and collaborative public sector, having such networks to draw from is more important than ever.

Hon. David Bartlett



The Hon. David Bartlett is the former Premier of Tasmania.

Before entering politics, David had a successful career in the information technology, telecommunications and innovation sectors.

During his time as Tasmania's 43rd Premier, David championed his home state for its natural strengths in water, renewable energy, high value food and primary industries, tourism and high-speed telecommunications.

Rhys Edwards



Rhys was the Secretary of the Department of Premier and Cabinet in Tasmania for six years (2008-2014), and has held numerous senior public sector positions as well as roles as a Ministerial adviser.

Rhys is an experienced organisational leader and has worked at the highest levels of the public service for over 16 years. Rhys is passionate about great leadership in organisations and has driven reform agendas across many areas of government. He has a strong background in governance, central agency leadership, energy policy, industry development and major project facilitation.

During their time in government David and Rhys worked on and introduced policy to deliver early childhood education and health services deep into communities most in need via successful programs such as 'Launching Into Learning' and 'Child and Family Centres'. These Initiatives saw Tasmania's average Kindergarten Development Check rise from second worst in Australia, to second best nationally.

They established Tasmania's first integrity commission and introduced Australia's most progressive freedom of information legislation. Following a successful Tasmanian roll out of fibre-to-the-premises high speed telecommunications network the Bartlett Government successfully lobbied for Tasmania being the first to receive the National Broadband Network rollout.

Outcomes

On completing this program you will:



- > Learn how to approach policy design and delivery in innovative ways
- > Develop a practical knowledge of innovative frameworks and approaches to resolving strategic policy problems
- > Understand the theory and practice of policy development, regulatory and service delivery
- > Develop a deep understanding of the range of internal and external drivers that influence the making and delivery of policy
- > Build your policy capability, particularly in the development of innovative, evidence-based policy options
- > Recognise the different stages that underpin contemporary policy development
- > Broaden your understanding of the Government in WA
- > Gain hands-on experience using and applying new approaches to policy problems in a safe and structured environment
- > Understand and explore the emerging trends in public sector administration
- > Gain first-hand insights from, and have your questions answered by, **influential policy experts** including former Premiers, Ministers, Chiefs of Staff, Ministerial Advisors, and Directors General
- > Appreciate and understand the importance of ethical policy development
- > Develop the confidence to lead the development of policy
- > Apply the knowledge, skills, tools and frameworks to your role in the WA public sector.
- > Understand what the future of policy development entails.
- > Broaden your cross-sector networks

“AS MUCH AS YOU CAN PREPARE YOURSELF WITH ALL THE THEORY CONTENT AROUND POLICY DEVELOPMENT, PARTICIPATING IN THE SIMULATION HIGHLIGHTED AREAS OF CONSIDERATION THAT WOULD NEVER HAVE OTHERWISE BEEN IMMEDIATELY APPARENT - AND PARTICIPATING IN IT HAS ARMED ME WITH NEW WAYS OF THINKING ABOUT THE BEST WAY TO PREPARE FOR SOME OF THOSE LEFT-FIELD QUESTIONS!

PAST PIP PARTICIPANT

THE COURSE HAD BROAD RANGING CONTENT, INCLUDING ESSENTIAL FOUNDATIONAL CONCEPTS; ILLUMINATING EXAMPLES; AND THE ABILITY TO APPLY LEANINGS IN A RELEVANT SIMULATION. THE FACILITATORS WERE INCREDIBLE - RHYS AND DAVID'S KNOWLEDGE AND EXPERIENCE WERE ENLIGHTENING. THE COURSE WAS ALSO STRUCTURED INCREDIBLY WELL.

PAST PIP PARTICIPANT

Why choose Policy in Practice

What sets this program apart



No other policy program available to WA public sector professionals provides you with access to such experienced senior former policy and political leaders, and allows the opportunity for you to immediately put what you learn into practice in a safe environment.

> Program facilitators, the Hon. David Bartlett and Rhys Edwards, have a combined 38 years of public sector experience in the most senior policy and political roles of Premier and head of the public sector respectively.

They bring a very open discussion style to the learning and will share real world examples of policy and service delivery success and failure.

Having such experienced facilitators means that you will gain first-hand, **real-world insights** from the highest level, into the policy development cycle. This will help you to de-mystify the stages of policy formation, providing you with a clear background, context and understanding into how your role fits in to the policy development process. It also provides the opportunity to have your burning questions about the process answered by two authoritative sources.

> Policy in Practice is structured to equip you with a working knowledge of what you need to succeed in your career in policy development, modern service delivery and regulatory design.

You will first study the **skills, knowledge and tools** required for **effective policy development** and then work in groups to design and develop innovative, contemporary approaches to **solving a complex policy problem**.

On the final day of the program you will put what you have learned to the test as you present your policy submission.

> Throughout the program you will hear from guest speakers and have the opportunity to **interact directly** with former Premiers, Ministers, Chief of Staff, Ministerial Advisors, Directors General and others with real world experiences in all stages of the policy development cycle.

Is this program for you?

Take this short survey to find out

Please rate your ...	1	2	3	Score
Experience in the public service	This is my first role	I have a few years/job roles under my belt	Majority of career	
Knowledge of Policy	It's all new to me	I have worked in and around public policy	I have formal policy qualifications	
Knowledge of government administration	I know how my agency operates but am unclear beyond that	I have been involved in some cross agency work or processes	I work regularly on cross agency or jurisdictional matters	
Career Intentions	I am looking to stay in a technical speciality within government	I want to work across multiple parts of the public service	I intend to move into a leadership or senior management role in government	
Total of all four rows =				
Are you able to set aside six full days to attend this course?				Yes / No

If you scored

5 or less This course will be challenging. You may want to consider whether you can gain more policy experience prior to the program, or undertake an alternative policy foundation program, such as our Introduction to Policy Work course.	6 to 9 This course is designed for you. It will take you outside of your comfort zone to hone your policy skills in new and different contexts and prepare you for the next step in your career.	10 or above This course will be a great refresher. It will provide you with opportunities to extend your knowledge to the latest thinking, deepen your skills and renew your networks.
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If you answered 'No' in the last row
This course is not for you. The program is deliberately and carefully designed to incorporate the experience of participants and allow for on-the-job reflection between blocks. As such, delegates are expected to attend all six days of the program.

Program Structure

Days and Topics*

Day's Theme	Topics
DAY 1 Context and background to policy development	> Introduction to PiP > Resources vs. Complexity > Authority vs. Leadership > Role of government in policy development > Trends in public administration > Public policy eras > What is good policy? > The policy cycle and the policy system
DAY 2 The fundamentals of policy making And government relations	> The fundamentals of policy making: – Goal setting – Evidence based policy – Policy tools > Dealing with central agencies > Inter-governmental relations > Intra-governmental relations > Role of Parliament in policy making
DAY 3 Decision making, ethics and the political environment	> Decision making in complex environments > Working with Ministers > Working with Ministerial Advisors > The Cabinet Dynamic > The political cycle and election narratives > Ethics and policy
DAY 4 The future of policy and emerging approaches	> Design thinking and other contemporary tools > The future of public policy formation - The impact of: – Big Data – Technology – Online Engagement > Introduction to the simulation exercise
DAY 5 Putting Policy into Practice	> Review on what has been covered > Simulation work in groups
DAY 6 Presentation	> Group work preparation > Final group presentations > Graduation and end of program celebration

*Please note, the order and structure above is subject to change.

Logistics

Requirements, Dates & Cost

Course Delivery and Attendance Requirements

Policy in Practice is a six-day program conducted over a two month period. The program is deliberately and carefully designed to incorporate the experience of participants and allow for on-the-job reflection between blocks. Therefore, **Policy in Practice delegates are expected to attend all six days**. In between these contact days, delegates may be required to do some extra learning work.

Once the program has commenced, substitutes are not permitted.

2026 Course Dates

- > Tues, 21 July 2026
- > Wed, 22 July 2026
- > Thurs, 23 July 2026
- > Tues, 11 August 2026
- > Wed, 12 August 2026
- > Thurs, 13 August 2026

Time

- > 9.00am - 5.00pm

Location

- > Perth CBD (Venue details confirmed closer to start date)

Cost (ex. GST)

- > IPAA WA Individual Member - \$4,880
- > IPAA WA Corporate Member - \$5,140
- > Non-Member - \$5,710

Registration Closing Date

- > Fri, 26 June 2026

Terms and Conditions

Payment

Payment is due within 14 days of booking or before the start of the Course (whichever occurs first).

Cancellation Policy

- > If you wish to cancel your registration, you must do so in writing 45 days prior to the first day of the course to receive a full refund.
- > If you cancel between 30 and 45 days prior to the first day of the course, you will receive a 50% refund (if you have already paid); if you have not already paid, the 50% of the course fees will be required to be paid.
- > No refund will be given for cancellations made 29 days (or less) prior to the first day of the course, and full course fees will be required to be paid.

Transfer Policy

- > Registrations may be transferred between colleagues prior to the course commencing and with notice provided to IPAA WA.
- > Registrations and/or substitutions are not permitted once the program has started.

Register and More Information

To register, please visit: www.wa.ipaa.org.au/training/executive-education-programs/policy-in-practice/
For more information, please contact Gavin Lewis at gavin.lewis@ipaawa.org.au or call (08) 9360 1400.



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