



Australian Government

Department of the Prime Minister and Cabinet

Australian Government Statistical Forum

3 May 2006

The Cabinet Implementation Unit

Kim Terrell
Assistant Secretary,
Cabinet Implementation Unit



Australian Government

Department of the Prime Minister and Cabinet

A view from the centre on...

- The challenges of implementation
- Some thoughts for the future

The screenshot shows the 'NEWS ROOM' section of the Prime Minister of Australia's website. The header includes 'Prime Minister of Australia | John Howard' and the URL 'WWW.PM.GOV.AU'. A navigation menu on the right lists: NEWS ROOM, GOV'T REPORT CARD, AUSTRALIA IN FOCUS, YOUR PM & HIS TEAM, and EMAIL YOUR PM. A left sidebar contains links for Speeches, Media Interviews, Media Releases, Broadcast, Photo Gallery, Press Gallery, and Email News. The main content area is titled 'Interviews' and dated '22 October 2004'. It features a transcript of a press conference by John Howard MP, titled 'TRANSCRIPT OF THE PRIME MINISTER THE HON JOHN HOWARD MP PRESS CONFERENCE, BLUE ROOM, PARLIAMENT HOUSE, CANBERRA'. The subject is 'Fourth Howard Ministry; Appointments of Secretaries'. The transcript begins with 'E&OE' and 'PRIME MINISTER:'. The first paragraph states: 'My Press Office has provided you with the two statements I've put out which incorporate the arrangements for the new Ministry and also the new arrangements for public service positions. I have a number of comments to make and then I'd be very happy to answer questions. The first observation I'd make is that there were major changes to the Cabinet and to the Ministry in the year or 14 months that led up to the election and as such I did not see a case for disturbing what was essentially a very strong and as it turned out in the eyes of the Australian people a very competent team and therefore there has been no change to the personnel of the Cabinet although there have been some alterations in relation to particular departments affecting individual ministerial responsibility. There is one new Minister from the Liberal Party contribution to the Coalition and that's Peter Dutton, the Member for Dickson. And the National Party Minister who comes in to replace Larry Anthony is De-Anne Kelly who's currently a Parliament Secretary. There have been some changes in relation to Parliamentary Secretaries and the details of those changes are explained in my press statement.'

“I think one of the things we lack in the public service both at a Commonwealth and a State level is a consolidated focus on the efficient and timely and sympathetic delivery of services. We tend to look at service delivery as an afterthought rather than as a policy priority.”

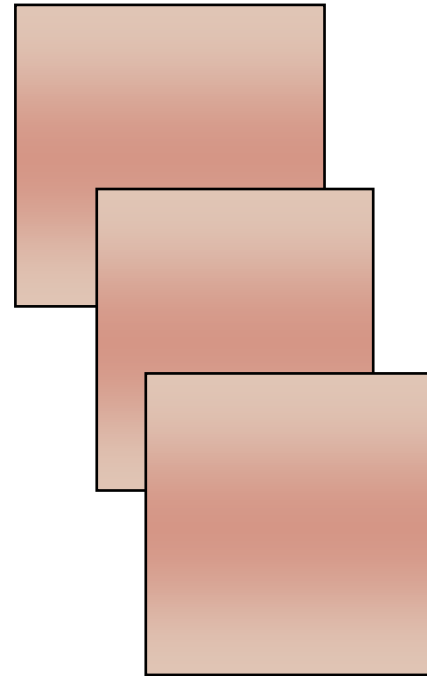
Prime Minister, 22 October 2004



Dr Shergold, 17 November 2004:

Assumptions:

- developing policy is a higher order function than delivering results.
- not necessary to concern Ministers with the details of implementation;
- don't need to worry about how we will implement policy until after we have decided what it is.



“I want an APS that is admired as much for its ability to deliver policy as for its capacity to develop it. We need public servants who have a passion for implementing policy. We need public servants with a fire in the belly for managing projects and delivering programmes on budget, on time, to the highest standards.”

FOR MORE INFO...

Dr Shergold's speeches: "Plan and Deliver: Avoiding Bureaucratic Holdup" 17 November 2004

"A Foundation of Ruined Hopes? Delivering Government Policy" 15 October 2003



Systemic reform to implementation of decisions:

Work with agencies to ensure

- clarity about objectives
- implementation issues are raised up-front in policy development
- better follow-up for Government decisions
- stronger APS delivery capabilities

FOR MORE INFO...

Dr Shergold's speeches: "Plan and Deliver: Avoiding Bureaucratic Holdup" 17 November 2004

"A Foundation of Ruined Hopes? Delivering Government Policy" 15 October 2003



CABINET AS GATEKEEPER

- Implementation requirements for submissions
 - scope
 - milestones
 - risks
 - impacts
 - measures of success
 - governance arrangements
- Implementation plans for monitoring



Australian Government

Department of the Prime Minister and Cabinet

CABINET AS CHECKPOINT

- Progress reported against milestones
 - each quarter
 - in a 'traffic lights' report
- retrospective review of key initiatives
 - especially across agencies

		Measure / Policy Title by Portfolio	Next Quarter Milestone/s	Comments and Issues
DEPARTMENT				
	1	Package 1		
	1.1	Measure	Oct 04. Milestone 1 Dec 04. Milestone 2	xxxxxx
	1.2	Measure	Nov. Milestone 1	xxxxxxx
	2	Package 2		
	2.1	Measure	Dec 04. Milestone	At risk due to
	2.2	Measure	Nov 04. Milestone 1 Milestone 2 Milestone 3	At serious risk due to
	2.3	Measure	Nil.	Nil.

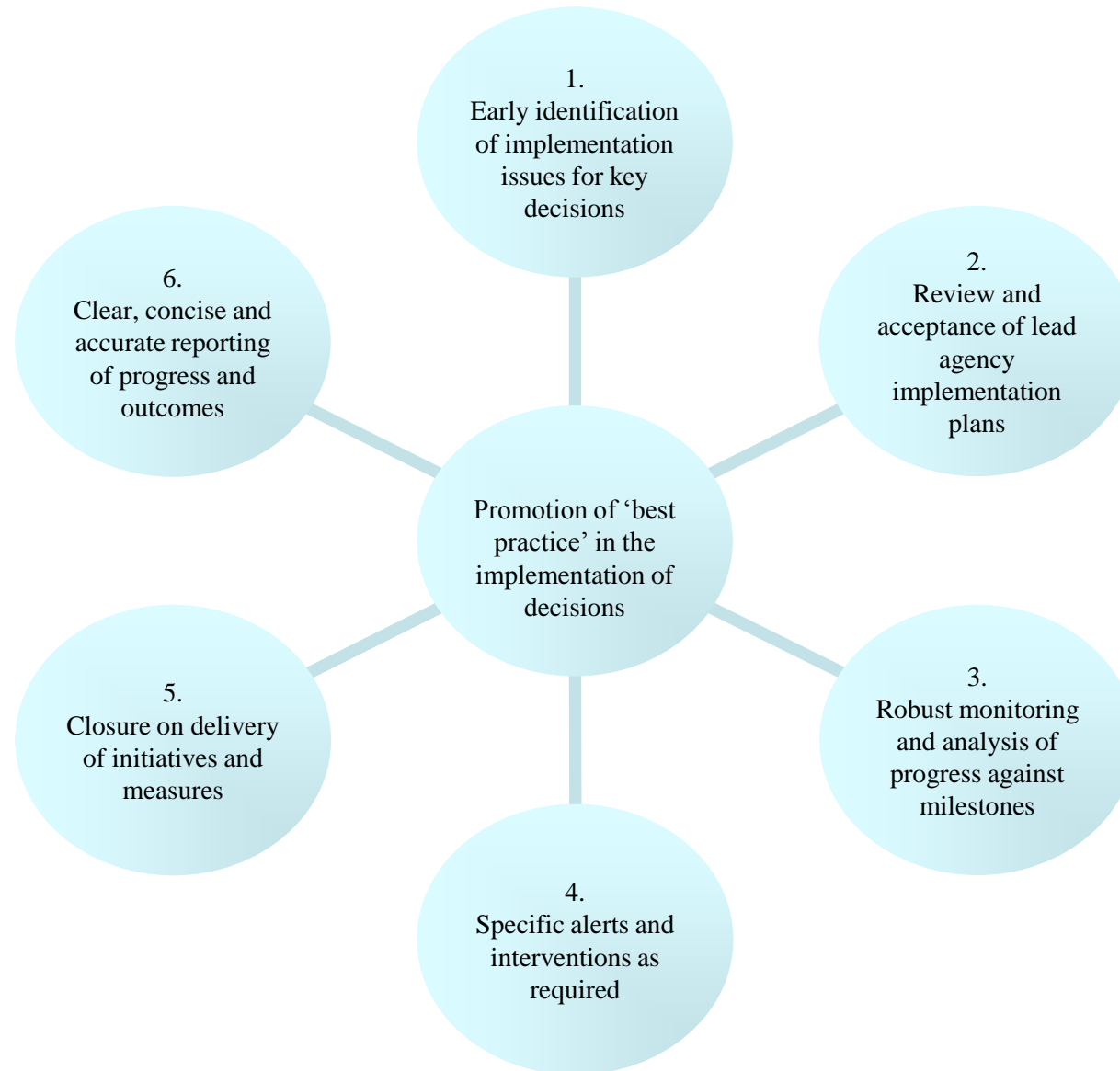
Red = highly problematic – requires urgent and decisive action

Amber = problematic – requires attention to ensure implementation is on track and/or significant risks emerging

Green = Good - on track or requires only minor refinement



Our Business Model





LESSONS LEARNED

- Most government decisions are delivered well
- Project management capacity in agencies is increasing
- Greater acceptance of the importance of planning and the need to deliver results
- Responsiveness to implementation issues



THE IMPLEMENTATION PROBLEM ARTICULATED

- Inadequate identification of barriers to delivery
- Policy uninformed by programme experience
- Programme administration not aligned with policy goals
- Poor project management
- Departmentalism
- Costly red-tape



Australian Government

Department of the Prime Minister and Cabinet

CHALLENGES AHEAD

- ‘Top of office’ roles and responsibilities
- Identifying critical paths and interdependencies
- Establishing clear organisational governance across jurisdictions, agencies, purchasers and providers
- Integrating information and financial management systems



CHALLENGES AHEAD (cont.)

- Capacity building in regions and communities
- Stakeholder relationships and communication
- Financial planning and monitoring
- Evaluation and data monitoring – start up, during delivery and post implementation



Australian Government

Department of the Prime Minister and Cabinet

Some final thoughts

- We need to focus on understanding policy objectives and how we are to delivery
- This requires the right information and data, with the right people, at the right time
- Something we all have to keep working at



Australian Government

Department of the Prime Minister and Cabinet

Thank You

FOR MORE INFO...

Isi Unikowski 6271 5083

CIU website at www.pmc.gov.au/implementation/index.cfm

Mail to: implementation@pmc.gov.au