



APS Review  
Submission

Final  
30 July 2018

# 1 Introduction

Iceni Group deeply believes in the purpose of the public sector and the role it plays in advancing our country, communities and the customers it serves.

Iceni Group was founded to support public good outcomes and its Directors and associates have significant experience working in and with the public sector, both at the Commonwealth and State Government level. We are providing this submission to continue our support of the Australian Public Service (APS) and to engage with the review process.

We believe the review is a positive step in 'investing in the APS'. We encourage the Australian government to continue this investment, in a broad range of ways, now and into the future.

## 2 Working with external partners

Iceni Group believes that appropriate and effective support for the emerging APS will involve external partnerships. How the APS manages and works with external partners, agencies and consultants will be critical in its growth.

Currently, the role of external consultants is to provide intellectual outputs representing the independent view of the service provider. This can create monopolies of knowledge, loss of intellectual capital and an over reliance on consultancies.

Iceni Group believes in a new way of working with the public sector, as a partner jointly delivering outcomes. This new approach involves a genuine partnership of blended teams that co-design outputs. The partnership generates bespoke results and transparency of intellectual practices, tools and techniques.

This approach allows sharing of risk and a broader spectrum of ideas and skills to be transferred to the APS. In this way, the APS is seen as a client of choice and the market actively invests in the APS skills base.

The new model sees APS actively managing commercials in engagements with stronger client and contract management skills.

An overview of how our industry could serve the APS better is provided in the diagram on the following page.

Further details of our approach in serving organisations dedicated to the public good are available at [www.iceni.com.au](http://www.iceni.com.au)

## Australian Public Service

### Common Practice

ORGANISATION	
<p><b>Configuration</b></p> <p>Siloed departments, large volume of portfolios</p>	<p><b>Structure</b></p> <p>Vertical based hierarchical structure</p>
<p><b>Expertise</b></p> <p>Specialised skills with majority having worked at only one agency</p>	<p><b>Culture</b></p> <p>Bureaucratic / limited capacity for ideation and experimentation</p>

WAYS OF WORKING
<ul style="list-style-type: none"> <li>• Initiatives responding to political noise and pre-determined solutions</li> <li>• Fixed mindset on what is achievable</li> <li>• Policies developed by vertical teams utilising standard information sharing and consultation practices</li> <li>• Change in ownership throughout the lifecycle</li> </ul>

ROLE OF CONSULTANTS	
Provide intellectual outputs representing independent view of service provider	
<p><b>Standard practices</b></p> <ul style="list-style-type: none"> <li>• Risk transferred to consultant</li> <li>• Limited transparency of intellectual practices (tools, techniques)</li> <li>• Limited capability to effectively perform client role</li> <li>• Standard engagement and information sharing processes</li> <li>• Large portion of consulting work to the elite consultancies</li> </ul>	<p><b>Resulting outcomes</b></p> <ul style="list-style-type: none"> <li>• Disempowered / disengaged APS</li> <li>• Diversity of thought / innovation limited</li> <li>• Loss of intellectual capital</li> <li>• Over reliance on consultancies</li> <li>• Value for money compromised</li> <li>• Monopolies of knowledge created</li> <li>• Same solutions regurgitated</li> <li>• External scrutiny from auditors, media etc.</li> </ul>

### Emerging Practice

ORGANISATION	
<p><b>Configuration</b></p> <p>Portfolios set along broad programs &amp; common strategic purpose</p>	<p><b>Structure</b></p> <p>Fluid, collaborative, horizontal team-based approaches</p>
<p><b>Expertise</b></p> <p>Mobile workforce sharing capabilities, experiences, skills and resources</p>	<p><b>Culture</b></p> <p>Citizen centric with accountability for outcomes / ability to navigate process</p>

WAYS OF WORKING
<ul style="list-style-type: none"> <li>• New technology and data is utilised to predict and service customer needs</li> <li>• Design approaches adopted that actively involve business and community (i.e. design-thinking, co-design and agile)</li> <li>• Safe spaces, frameworks and tools to innovate, fail fast and adapt</li> <li>• Cross-disciplinary teams provide whole of lifecycle lens to consider policy and program design, development and delivery</li> </ul>

ROLE OF CONSULTANTS	
Work in partnership with APS to deliver outcomes	
<p><b>Standard practices</b></p> <ul style="list-style-type: none"> <li>• APS seen as a client of choice</li> <li>• Blended teams</li> <li>• Co-designed outputs</li> <li>• APS actively manages commercials in engagements</li> <li>• Broader delivery frameworks (not fixed price, time/materials)</li> <li>• Policies support SMEs and small business and encourage best-of-class consortia bids</li> </ul>	<p><b>Resulting outcomes</b></p> <ul style="list-style-type: none"> <li>• Skills are transferred into APS</li> <li>• Broader spectrum of ideas</li> <li>• Larger talent pool = improved competitiveness</li> <li>• Better value demonstrated</li> <li>• More open relationships with stakeholders and community</li> <li>• Market invests in APS skills base</li> <li>• Stronger client / contract management skills</li> </ul>

### 3 Questions for consideration by the Panel

To support this review and the implementation of the recommendations resulting from it we would suggest the following analytical questions are utilised. They cover key areas that will positively impact benefits realisation and help set the parameters for success.

Questions for consideration by the Panel throughout the review
How well will the proposed reforms indicate the likely result of the elimination, merging, or restructuring of activities with other levels of government or sectors?
To what extent will clear outcome-oriented goals and performance measures be established for the proposed reforms?
To what extent will the areas of fragmentation, overlap, and duplication be addressed in developing the proposals?
How will employee engagement be sustained and strengthened, and employees prepared for change before and during the reforms?
Will strategic workforce planning be conducted to determine whether the APS will have the needed resources and capacity, including the skills and competencies, in place for the proposed reforms?
Is the data needed to inform the decisions for this review available, accessible and able to be analysed? If there is not enough data, then experiment and innovate internally (in a small way) first. Gather data about what works then roll out.